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S	29	4	8	2

THE WHITE HOUSE

WASHINGTON

APR 28 1994

April 26, 1994

MEMORANDUM FOR HOWARD SCHULTZ

FROM: MEEGHAN PRUNTY

SUBJECT: **Schedule for Thursday, April 28, and Friday, April 29, 1994**

I have outlined below a schedule of events for Thursday and Friday, as we have discussed them with you and Georgette. As you know, Georgette and I have been in constant communication and will continue to touch base with each other over the next couple of days. I will contact her immediately with any updates or revisions.

If you have any questions or concerns about this schedule, please feel free to call me at any time. My office number is (202) 456-2832. My home number is (703) 527-2815. I can always been reached by beeper at (202) 757-5000.

Thursday, April 28, 1994

Howard Schultz Briefing, 7:00 p.m. - 8:00 p.m.
Ritz Carlton, Washington, DC

Christine Heenan and I will meet you at your hotel to outline Friday's events and discuss some of the issues which will be addressed at the Regional Press Briefing. We can also use this time to discuss any questions you have about the President's health reform proposal or Friday's schedule.

Friday, April 29, 1994

Meeting With the President, 10:25 a.m. - 10:35 a.m.
Oval Office, White House

This meeting will take place in the Oval Office. I will meet you at the Pennsylvania Avenue Entrance to the Old Executive Office Building [next to the White House, on the corner of 17th Street and Pennsylvania Avenue] at 10:00 a.m. and take you into the White House. There will be a brief wait outside of the Oval Office while the President is being briefed.

Regional Press Briefing, 10:35 a.m. - 11:15 a.m.
Cabinet Room [tentative; the Rose Garden is the other possible site]

You will accompany the President [from the Oval Office] to a press conference on health care reform with regional media from Washington, Oregon, and Montana. The President will probably open with brief introductory remarks and then introduce you. He may ask you to make brief remarks as well. The briefing will then be opened up to the press for any questions they wish to address to either of you. I would imagine the bulk of your questions will come from Washington media, focused on Starbuck's commitment to providing all your employees with health insurance.

The following media have already confirmed attendance: the 3 Seattle network affiliates [KING, KOMO, KIRO], the *Seattle Post Intelligencer*, and the *Seattle Times*. In addition, the two Spokane affiliates, the Tacoma newspaper, the 3 Portland. affiliates, the *Oregonian*, the 2 Eugene affiliates, and the 5 affiliates of the Montana television networks will also be represented. [I will fax you the entire confirmed list when we have it.]

Attached please find the advisory that is being sent to the regional media announcing the event and your participation in it.

<u>For Your Information</u>: This briefing is part of a two-day series of health care press briefings for these reporters with senior administration officials, including the First Lady and Secretary Shalala. This briefing also falls in the middle of a White House emphasis on *"Health Benefits at Work"* -- which includes events with the President and First Lady, travel by cabinet members, press briefings, etc.

Potential Media Time [following Regional Briefing]

As I have discussed with Georgette, we are happy to arrange for one-on-one interviews with some of the Washington media for the time between the Regional Press Briefing and the C.E.O. lunch <u>if you want us to</u>. We will not do anything on this front unless we hear from you.

CEO Lunch, 1:00 p.m. - 2:30 p.m.
Roosevelt Room, White House

This lunch is organized by the White House Office of Public Liaison to give C.E.O.s a chance to discuss their ideas, experiences, and concerns with the President in an informal , relaxed atmosphere. It is independent of the morning activities and is not intended to concentrate solely on health care. All of the CEOs will be seated with the President around a large conference table. The lunches typically last about an hour and a half.

The Office of Public Liaison will fax you the list of attendees as soon as they are all confirmed. This list is not made public. The OPL contact is Amy Zisook (202/456-2930).

I will bring you to the event. [You and I can arrange where to meet Friday morning, depending on whether you decide to do some press interviews or leave for an hour and return for the lunch.]

Possible Media Availability [following C.E.O. lunch]

At times, the Office of Public Liaison invites some press to briefly interview a few of the C.E.O.s after the lunch has ended. This is currently being discussed. Of course, you will be contracted about your interest in such an event prior to any arrangements being made.

Amy

(Bmc)

M E M O R A N D U M

TO: Alexis Herman
Greg Lawler

FROM: Harold Ickes

DATE: 3 May 1994

RE: Small Business

MAY - 4 1994

Attached is a copy of Erskine Bowles' memo to me, dated 29 April 1994 regarding:

- Small Business Legislative Council
- National Small Business United
- Chamber Of Commerce
- National Association of the Self-Employed

U.S. SMALL BUSINESS ADMINISTRATION
WASHINGTON, D.C. 20416

OFFICE OF THE ADMINISTRATOR

MEMORANDUM

TO: Harold Ickes
Deputy Chief of Staff

FROM: Erskine Bowles
Administrator

DATE: April 29, 1994

SUBJECT: Meetings with Small Business Trade Organizations

I regularly meet with the senior representatives from the small business trade organizations. Earlier this week, I met with Jack Faris, President of National Federation of Independent Business (NFIB); and today I met with John Satagaj, Executive Director of the Small Business Legislative Council (SBLC); John Galles, Executive Director of National Small Business United (NSBU); and David Voight of the Chamber of Commerce.

There is no question that NFIB will not support an employer mandate in any way, shape, form or fashion. Even a compromise such as that included in the Dingle bill is just totally unacceptable to NFIB. Their position is that while they support health care reform, they will never support an employer mandate. They believe that we should work towards universal coverage by providing subsidies to those under 250% of the poverty level. Their hope is that a reform of the insurance industry and the provision of subsidies to the poor will enable the free market to move towards universal coverage. They are willing for the Congress to have a mandatory review of health care in the year 2001, but under no circumstances would support a trigger of an automatic employer mandate at this point in time to take us to universal coverage if the free market had not worked. I truly don't believe there is any plan that we could come up with that includes any form of employer pay, now or in the future, that would satisfy NFIB.

I believe the opposite to be the case as it relates to NSBU, SBLC and the National Association of the Self-Employed (NASE). While we will not be able to get their support in the House, I believe that they will be supportive of a health care bill that perhaps we too could support when it gets to the Senate and conference. The kind of deal that they could support, I believe, at the Senate and in conference would be one that is similar to the

Dingle bill but also does not include the current language that is in our bill as it relates to Subchapter S, independent contractors, or the right of organizations such as NSBU to provide health care insurance to its members. While I cannot guarantee you that they would stand up at that point in time in support of such a bill, I believe this to be the case.

I should also add that today they too talked somewhat about a trigger mechanism where an employer mandate would kick in in the future. None of them liked the idea of an automatic trigger. The only kind of trigger mechanism that they would support would be one where certain goals were established for cost containment and insurance reform and if, and only if, that cost containment had actually been achieved, would an employer mandate be required. It's the old chicken or the egg question.

If you have any questions, please let me know.

MEMO

TO: STEVE HILTON
cc: ALEXIS HERMAN

FROM: CAREN WILCOX CW

DATE: MAY 16, 1994

RE: WEEK AT A GLANCE - BUSINESS ISSUES

MAY 18 1994

POTUS Planned events:

Picturetel, organized by MY, POTUS here, Roger Altman in Peabody, MA. 2:30 p.m. Monday, May 16.

NOW CANCELLED Sacramento, Picnic, with five CEOs of supermarket chains and UFCW. Saturday, May 21.

Cabinet Events

Secretary Brown in Cleveland with Loral, Friday, May 20. MY arranged. Now in hands of Commerce

Secretary Pena, Austin, TX, Saturday, May 21, event with independent truckers. MD arranged, now in hands of Transportation.

Secretary Shalala, in Detroit, May 20. Highly probable at Chrysler. Still in negotiation stage. CW. Contact will be Linda Becker, Government Communications person, Chrysler Washington Office, 202 862 5457.

FLOTUS event

Possible event with Wexler/Fried letter group, combined with other groups which support employer responsibility. Proposal is for a lunch with this group of around 200 business people, some CEOs, and speech from FLOTUS on Tuesday, May 24. Bruce Fried is working on it. L. Chambers' group is willing to cooperate. Discussed with Fried the release of the letter to the Senate at the same time. Fried to get back to CW.

OPL meetings

Meeting with AH and HI, as well as to be determined staff, with Ron Zeigler and Charles West, on Wednesday, May 18 from 10 a.m. to 10:30 a.m. regarding future of Small Business Coalition on Health Care Reform. AH office? MD making preliminary arrangements.

Small Business Coalition on Health Care Reform meeting with Alexis Herman and Harold Ickes, Wednesday, May 18, 3 p.m. - 4p.m. Roosevelt Room. Others to be present include: Greg Lawler, Steve Hilton, Caren Wilcox, Marilyn DiGiacobbe. Subject of meeting: Report to AH and HI of coalition accomplishments and plans. MD arranging.

Planning a meeting with L. Chambers, Bob Diamond and former Congressman Jim Moody regarding appropriate information sharing. CW

We have been invited to a breakfast by Bob Diamond, with former Rep. Jim Moody and Letitia Chambers' group of lobbyists on May 25 at the Old Ebbitt Grill. We need to ensure that either Pat Griffin or Steve Ricchetti, as well as Greg Lawler are present for a short time. A list of expected attendees will be available prior to the breakfast.

CW will attend a breakfast meeting with Treasury on May 18. This will be part of a series of meetings with them on a weekly basis.

CW planning meetings with Ira Magaziner, Greg Lawler to get up to speed on their views of activities with the business community. Meeting with Walter Zelman concerning provider companies such as insurance companies and Blues accomplished.

Meeting requested by Health Care Reform Project: They would like to bring 20 garment industry employers and ILGWU members in on May 24. MD is working on arrangements for this meeting.

HCRP also requested a speaker for a meeting in RI to be chaired by Lt.Gov and attended by 100 small employers, and MD and CW are working on this request.

Strategy document underway with discussions ongoing with MY, MD, and AZ as well as others in WH.

cc: M. Yager
M. DiGiacobbe
M. Murray

xc: M. Lux
A. Zisook

ADM HF

Army Coren

U.S. SMALL BUSINESS ADMINISTRATION
409 3RD STREET, S.W., SUITE 7000
WASHINGTON, DC 20416

FACSIMILE MESSAGE
FROM
ERSKINE B. BOWLES - ADMINISTRATOR
PHONE - (202) 205-6605 - FAX (202)205-6802

TO THE WHITE HOUSE

DATE: June 7, 1994 # OF PGS. INCL. COVER: 3

NAME: Alexis Herman FAX #:(202)456-2983
PHONE #:(202)456-

Additional Comments:
NOTE: This time OK -- But I'll hold my breath until we get by New Hampshire this week.

____ If this line is checked, the receiving office is requested to confirm receipt of this document immediately, either by telephone with sender or by completing and faxing the form below. Disregard this confirmation section if this line is not checked.

Time and Date of Receipt: __________

Name of Receiving Office: __________

Name of Person Confirming Receipt: __________

SMALL BUSINESS SPEAKS OU

The News Journal/[illegible]

Erskine B. Bowles, head of the Small Business Administration, speaks at the Holiday Inn Downtown in Wilmington Thursday.

Federal panel listens to owners

By JANE BROOKS
Staff reporter

WILMINGTON — The White House came to Wilmington Thursday to listen to the concerns of small business.

President Clinton sent his "eyes and ears," Erskine B. Bowles, head of the Small Business Administration, to launch the first of 59 state-level meetings leading up to a national White House Conference on Small Business next June.

Bowles, the founder and former chief executive officer of an investment banking firm providing services to small and mid-size businesses, told 170 delegates and observers, "This is our first opportunity as small-business owners to get our point of view across to our elected officials, to have a substantive influence on public policy."

■ Small businesses show loss B8

Charged with stripping away bureaucracy, Bowles said, "Our goal is to listen, so we can do a better job."

For the first time, the SBA administrator is a member of the National Economic Council and reports directly to the president, Bowles said. "It is an opportunity to have important input before decisions are made," he said.

In a series of 50 SBA-sponsored town hall meetings that led to the state-level conferences, health-care reform topped the list of concerns among small-business owners, Bowles said. The same was true at the Wilmington conference.

Bowles supports the Clinton plan for universal health care, with "substantial discounts so that small businesses can afford better coverage at lower cost." The Canadian plan involves "too much government"; the Republican alternative puts too much on the family, he said.

"President Clinton will not sign anything that is not good for small business," Bowles assured Thursday's audience at the Holiday Inn Downtown.

Other major concerns that came out of Thursday's session included access to capital, government regula-

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June 3, 1994
Pgae 1 of Business Section
Page 1 of 2

Bob/Robin – Peter Jan – Plan – H – Therefore OK – I'll [illegible] my breath – But hold until [illegible] New Hampshire this week – B tions and taxes.

One of his first mandates was to cut the red tape that threatened the SBA with extinction. For loans under $50,000, applicants now fill out a single page, not the former 150-page application, Bowles said. He also has set up a task force of federal regulators to study ways to ease burdens on small business.

The SBA this year plans to double to $65 million its budget for loans under $25,000, speed bank lending, attract venture capital and other private investors to provide long-term financing for fast-growing small businesses.

The White House Conference on Small Business has a staff of 30 and a budget of $4.9 million.

Elected Thursday to represent Delaware at the 1995 national conference were: Tyrone Austin of M-Cubed Information Systems of Newark; Marc Falcone of Shopping Delivery Service of America in Newark, Pat Forester of Forester & Co. in Newark, Barry Ketner of Enterprise Printing Services in Wilmington, Rick Rowland of Rowland, Johnson & Co. in New Castle and Larry Thompson of Coffee Beanery in Newark.

Others include: Ted Treverrow of Small Business Benefits in Wilmington; Sam Waltz of Sam Waltz & Associates in Hockessin; William F. Ward Jr. of Billward Inc. in Wilmington; Robert L. Watson Jr. of R.L. Watson Insurance Agency in Wilmington; and Patricia Campbell-White of Joy-Gallo Realtors in Rehoboth Beach.

Small business in Delaware

Facts about small business in Delaware, from the U.S. Small Business Administration:

- Small companies represented 94.4 percent of Delaware's 36,437 businesses in 1991 — the last year for which such information is available. That's below the U.S. average of 99.7 percent.
- The number of business start-ups in Delaware fell from 2,617 in 1992 to 2,569 last year. Business failures fell from 188 in 1992 to 137 in 1993.
- Investment brokerages are the fastest-growing small-business segment in Delaware, jumping 98.2 percent from 1988 to 1990.

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THE WHITE HOUSE

WASHINGTON

JUN 22

MEMORANDUM FOR SECRETARY DONNA SHALALA

FROM: CAREN WILCOX, OFFICE OF PUBLIC LIAISON

SUBJECT: BREAKFAST MEETING WITH WASHINGTON REPRESENTATIVES OF COMPANIES - JUNE 23, 1994

DATE: JUNE 22, 1994

Thank you for agreeing to address this group of company representatives whose companies support universal coverage and employer responsibility. They are Presidents of associations, vice presidents of major corporations and other public affairs officers of corporations and contract lobbyists for supportive companies.

These companies represent the core of our large business supporters and some representatives of our small business coalition will be present as well.

It will be helpful for you to:

* thank them for supporting the POTUS principles;
* acknowledge their work, and indicate their need to encourage their colleagues in the business community who are similarly affected by health care to join in work for overall reform.

You may expect that some will have questions about prescriptions, medicare, ERISA and other topics. However, these questions will not be in front of the press.

Members of the group will accompany you and Senator Daschle outside for a press availability.

Attachment

cc: Amy Demaria
Dan Porterfield

xc: Alexis Herman
Steve Hilton
Greg Lawler

COMPANIES REPRESENTED AT THE JUNE 23 BREAKFAST ON THE HILL

PIONEER HYBRID
BROYDRICK & DACY
AMERICAN AIRLINES
USX CORP.
CORN GROWERS ASS'N
ECKERD CORP.
PRESTON, GATES, ELLIS, ROUVELAS, & MEEDS
CHRYSLER
E.I. DU PONT DE NEMOURS
BITUMINOUS COAL ASS'N
THE ATKINS GROUP
NACDS
NYNEX
GENERAL MOTORS
BELEW LAW FIRM
NARD
THE SIMMONS GROUP
THE PREMEDICARE COALITION
FORD
IBM
PEYSER ASSOCIATES
AMTRAK
MANATOS & MANATOS
BETHLEHEM STEEL
NATIONAL STEEL
PALUMBO & CERRELL, INC.
MCBRIDE ASSOCIATES
EDS
TIMMONS & CO.
ABB
DAVIDSON COLLINGS GROUP
SUN OIL
GLEASON ASSOCIATES
WHITTEN & DIAMOND
DISCUS
CHAMBERS & ASSOCIATES
RITE AID

THE WHITE HOUSE

WASHINGTON

JUN 23 1994

June 23, 1994

MEMORANDUM FOR ROBERT RUBIN & ALEXIS HERMAN

FROM: Peter Yu, NEC
Dale Allsopp, NEC Dale Allsopp

SUBJECT: Report on White House Conference on Small Business: **Milwaukee, Wisconsin (June 21).**

Attendance: Approximately 150 participants. Survey indicates: 40% women; 15% minority.

Keynote Speaker: Erskine Bowles. Very well received.

Delegates Selected: 22 elected. 13 men, 9 women; 15 White, 5 African American, 1 Hispanic, 1 Asian American. Well-distributed by sector and size of business.

Media Coverage: Limited regional coverage. Articles prior to the conference were informational. The coverage after the session consisted of an interview with Erskine Bowles and an overview of his speech. Sample headline:

- "SBA Chief Tells Conference About 4 Goals." *Milwaukee Sentinel.*

Issues Identified: The break-out sessions produced a list of 43 recommendations. Examples:

- "There is a limited availability of capital, particularly for minority and service businesses. This problem should be addressed by developing a private secondary market by eliminating government barriers."
- "Financial support, or tax credits, by federal and state governments to support trade show participation, overseas marketing, start-up costs, and trade finance programs for small and beginning exports."

Atmosphere & Tone: No obvious partisan tone.

Forecast: Pre-registration of about 70 for the Billings, Montana conference (June 27); speaker: Milt Stewart.

cc: Amy Zisook, Barbara Chow, Tom Epstein, Sylvia Mathews, Caren Wilcox

ADDITIONAL COMPANIES FOR JUNE 23 BREAKFAST

COX ENTERPRISE
LORAL
AMOCO
UPS
GEORGIA PACIFIC
BOEING
PEYSER
McDONALD DOUGLAS
FLAGSTAR

Attn: Alexis

WHITE HOUSE OFFICE OF PUBLIC LIAISON

JUN - 7 1994

MEMORANDUM FOR MARILYN YAGER

FROM: CAREN WILCOX CW

RE: WHITE HOUSE SMALL BUSINESS CONFERENCE - DELAWARE

DATE: JUNE 2, 1994

It is my understanding that you will attend Senior Staff to brief them about the first White House Small Business Conference in Wilmington, Delaware.

We have only a preliminary report from the conference. No valid report on the resolutions was received as yet. In one of the three workshops discussing health care we understand that they resolved to endorse universal coverage without employer mandates. We are unclear on the result in the other two workshops which should have discussed health care.

There were only about 35 individuals at the meeting who could qualify as delegates. Approximately 120 people were in attendance. Consequently no break out group had a large number of people in it.

Apparently the delegates elected included a diverse group.

We understand that the only press there was from the State Chamber of Commerce, but that no working press were present.

We do know that Mayor Sills and the Democratic State Party tried to get supporters of the President there in addition to the normal outreach performed by the WHSB Conf. staff.

It is possible that whoever is at the senior staff meeting from the NEC will have a report as well.

As per the request of Alexis Herman, we will plan a debrief telephone call with White House personnel who were in attendance tomorrow.

cc: Alexis Herman

xc: Melissa Murray

CEO STRATEGY ON THE ADMINISTRATION'S KEY BUSINESS ISSUES
JUNE 8, 1994

AGENDA

I. OVERVIEW

II. PRIORITIZE THE ISSUES, APPLY LEGISLATIVE TIMETABLE, AND IDENTIFY INHERENT CONFLICTS AND OPPORTUNITIES

A. Key Issues

Health Care
Economic Message
China MFN
Uruguay Round
Re-employment Act

B. Other Issues

Interstate Banking
Reinventing Government
Small Business Issues
Superfund and Other Environmental
Telecommunications
Welfare Reform

III. HOW DO WE LEVERAGE THE BUSINESS COMMUNITY AROUND THESE ISSUES?

A. Action Steps

IV. EVALUATE CEO LIST (See attached report)

A. Identify Core Clinton Support

B. Identify Opinion Leaders

C. Apply Political Geography

V. ONGOING COORDINATION

Note CEO's

CEO STRATEGY ON THE ADMINISTRATION'S KEY BUSINESS ISSUES
JUNE 8, 1994

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B. Identify Opinion Leaders

C. Apply Political Geography

V. ONGOING COORDINATION

Gatt
— Senate week of June 30
House W&M
June 27
Full Committee

OVERALL KEY TO ISSUES LIST

HEALTH CARE

x = signifies current hard work for reform.

CHINA/MFN

x = signifies support.

GATT

x = signifies support.

REA

x = signifies a prospect on that issue.

xx = signifies a company who is actively working.

HEALTH CARE COALITION

Clinton - endorsed general Clinton principles on Sept. 23, 1993

Wexler - signed on the employer responsibility letter that went to the hill.

Simmons - is a member of the National Leadership Coalition for Health Care Reform

Atkins - is a member of the Corporate Health Care Coalition

PM - is a member of the PreMedicare Coalition

EMO - supports employer mandates but is not part of any other group.

BY THE COMPANY NAME

* = signifies a core company.

** = signifies a KEY core company.

KEY CORE COMPANIES:

Allied Signal
General Motors Company

CORE COMPANIES:

Ameritech
Amoco Corporation
Anheuser-Busch Companies, Inc.
Bethlehem Steel Corporation
Electronic Data Systems
Ford Motor Company
LTV Corporation
NYNEX Corporation
Southern California Edison Company
Westinghouse Electric Corporation

COMPANIES/CEOS ON THE ISSUES

COMPANY	LAST NAME	FIRST NAME	STATE	HEALTH CARE	HEALTHCARE COALITION	CHINA MFN	GATT	REA	ECON
3M	DeSimone	Mr. Livio	MN			X	X	X	
ABBOTT LABORATORIES	Burnham	Mr. Duane	IL			X	X		
ADVANCED MICRO DEVICES, INC.	Sanders III	Mr. W.J.	CA			X			
AETNA LIFE INSURANCE & CASUALTY COMPANY	Compton	Mr. Ronald E.	CT			X	X		
ALCOA	O'Neill	Mr. Paul	PA		PM				
ALLIED-SIGNAL AEROSPACE COMPANY	Burnham	Mr. Daniel P.	CA			X		xx	
ALLIED-SIGNAL, INC.	Bossidy	Mr. Lawrence A.	NJ		Atkins;PM	X	X	xx	
AMERICAN AIRLINES	Crandall	Mr. Robert L.	TX	x	Clinton;Wexler;PM				
AMERICAN CYANAMID COMPANY	Costello	Mr. Albert J.	NJ		Clinton	X	X		
AMERICAN EXPRESS	Golub	Mr. Harvey	NY			X	X		
AMERICAN HOME PRODUCTS CORP.	Stafford	Mr. John R.	NY			X	X		
AMERICAN INTERNATIONAL GROUP	Greenberg	Mr. Maurice	NY			X	X		
AMERICAN STANDARD	Kampouris	Mr. Emmanuel A.	NY			X	X		
AMERICAN STORES COMPANY	Lund	Mr. Victor	UT		Clinton				
AMERITECH	Weiss	Mr. William	IL	x	Atkins	X	X		
AMOCO CORPORATION	Fuller	Mr. H. Laurance	IL	x	Atkins	X	X	X	
AMTRAK	Claytor, Jr.	Mr. W. Graham	DC		Clinton				
ANDERSON CONSULTING								xx	
ANHEUSER-BUSCH COMPANIES, INC.	Busch	Mr. August A.	MO	x	Clinton	X	X		
ARAMCO SERVICES, INC.	Mishari	Dr. Abraham	TX		PM				

COMPANY	LAST NAME	FIRST NAME	STATE	HEALTH CARE	HEALTHCARE COALITION	CHINA MFN	GATT	REA	ECON
ARCHER DANIELS MIDLAND COMPANY	Andreas	Mr. Dwayne	IL	x	Clinton;Wexler	X			
ARCO	Cook	Mr. Lodwrick M.	CA		Atkins			X	
ARMSTRONG WORLD INDUSTRIES INC.	Lorch	Mr. George A.	PA			X	X		
AT&T	Allen	Mr. Robert	NJ		EMO	X	X	X	
AUDIOVOX CELLULAR COMMUNICATIONS	Christopher	Mr. Philip	NY		Wexler				
AVONDALE INDUSTRIES	Bossier, Jr.	Mr. Albert L.	LA			X	X		
BACARDI CORPORATION	del Rosal	Mr. Roberto	PR		Clinton				
BACARDI IMPORTS, INC.	Grau	Mr. Juan	FL		Clinton				
BAXTER INTERNATIONAL, INC.	Loucks	Mr. Vernon	IL			X	X		
BECHTEL GROUP, INC.	Bechtel	Mr. Riley	CA			X	X		
BELL ATLANTIC CORPORATION	Smith	Mr. Raymond W.	VA		Atkins	X	X		
BELL SOUTH CORPORATION	Clendenin	Mr. John	GA			X	X		
BETHLEHEM STEEL CORPORATION	Barnette	Mr. Curtis H.	PA	x	Clinton;Wexler;Simmons;PM	X	X		
BF GOODRICH COMPANY	Lauer	Mr. John N.	OH			X	X		
BLACK ENTERPRISE	Graves	Mr. Earl	NY		Clinton				
BOEING COMPANY	Shrontz	Mr. Frank	WA		Atkins	X	X		
BP AMERICA, INC.	Chase	Mr. Rodney F.	OH			X	X		
BROWN-FORMAN CORPORATION	Brown Jr.	Mr. W.L. Lyons	KY		Clinton				
BROWNING-FERRIS INDUSTRIES	Ruckelshaus	Mr. William	TX			X	X		

COMPANIES/CEOS ON THE ISSUES

COMPANY	LAST NAME	FIRST NAME	STATE	HEALTH CARE	HEALTHCARE COALITION	CHINA MFN	GATT	REA	ECON
BURLINGTON COAT FACTORY	Milstein	Mr. Monroe G.	NJ		Simmons				
CARGILL INC.	MacMillan	Mr. Whitney	MN			X	X		
CATERPILLAR, INC.	Fites	Mr. Donald	IL			X	X		
CERIDIAN CORPORATION	Perlman	Mr. Lawrence	MN		Simmons	X	X	xx	
CHAMPION INTERNATIONAL CORPORATION	Sigler	Mr. Andrew	CT					X	
CHEVRON	Derr	Mr. Kenneth T.	CA		EMO	X	X		
CHRYSLER CORPORATION	Eaton	Mr. Robert J.	MI	x	Clinton;Wexler;Simmons				
CIRCUIT CITY STORES	Sharp	Mr. Richard	VA			X	X	xx	
CIRCUIT CITY STORES, INC.	Wurtzel	Mr. Alan L.	VA					xx	
COCA-COLA COMPANY	Goizueta	Mr. Robert	GA			X	X		
COMMONWEALTH EDISON COMPANY	O'Connor	Mr. James J.	IL		EMO				
COMPAQ COMPUTER CORPORATION	Pfeiffer	Mr. Eckhard	TX			X			
CONAGRA, INC.	Harper	Mr. Charles	NE			X	X		
COOPERS AND LYBRAND	Freedman	Mr. Eugene	NY			X			
CORNING INC.	Houghton	Mr. James	NY			X	X		
COX ENTERPRISES	Kennedy	Mr. Jim	GA		Atkins				
CSX CORPORATION	Snow	Mr. John W.	VA			X	X		
DEERE AND COMPANY	Becherer	Mr. Hans W.	IL			X	X		
DEL MONTE FOODS	Macdonald	Mr. A. Ewan	CA		Simmons				
DELTA AIRLINES	Allen	Mr. Ronald	GA			X	X		

COMPANY	LAST NAME	FIRST NAME	STATE	HEALTH CARE	HEALTHCARE COALITION	CHINA MFN	GATT	REA	ECON
DIAL CORPORATION	Teets	Mr. John W.	AZ			X	X		
DIGITAL EQUIPMENT CORPORATION	Palmer	Mr. Robert	MA			X	X		
DISTILLED SPIRITS COUNCIL OF THE U.S.	Meister	Mr. Fred A.	DC	x	Clinton	X	X		
DOW CHEMICAL COMPANY	Popoff	Mr. Frank	MI		Atkins	X	X		
DOW CORNING CORPORATION	Hazelton	Mr. Richard	MI		Atkins				
DRESSER INDUSTRIES, INC.	Murphy	Mr. John J.	TX			X	X		
DRUMMOND COMPANY	Drummond	Mr. Garry	AL	x	Clinton;Si mmons				
E.I. DU PONT DE NEMOURS & COMPANY	Heckert	Mr. Richard	DE		Atkins				
	Shapiro	Mr. Irving	DE		Atkins				
	Woolard, Jr.	Mr. Edgar S.	DE		Atkins	X	X		
EASTMAN KODAK COMPANY	Fisher	Mr. George	NY			X	X	X	
ECKERD CORPORATION	Turley	Mr. Stewart	FL	x	Clinton				
* ELECTRONIC DATA SYSTEMS	Alberthal	Lester	TX	x	EMO	X	X		
ENRON CORPORATION	Lay	Mr. Kenneth	TX		EMO	X	X		
EXXON CORPORATION	Rawl	Mr. Lawrence	TX			X	X		
FEDERAL EXPRESS	Smith	Mr. Frederick	TN			X	X		
FIRST INTERSTATE BANCORP	Carson	Mr. Edward	CA		Simmons				
FLUOR CORPORATION	McGraw	Mr. Leslie	CA			X	X		
FMC CORPORATION	Burt	Mr. Robert N.	IL			X	X		
FOOD 4 LESS SUPERMARKETS, INC.	Burkle	Mr. Ronald	CA	x	Wexler				

COMPANY	LAST NAME	FIRST NAME	STATE	HEALTH CARE	HEALTHCARE COALITION	CHINA MFN	GATT	REA	ECON
FOOD MARKETING INSTITUTE	Hammonds	Mr. Timothy	DC			X	X		
FORD MOTOR COMPANY	Poling	Mr. Harold "Red"	MI	x	Clinton;Wexler;Simmons;PM				
	Trotman	Mr. Alexander	MI	x	Clinton;Wexler;Simmons;PM	X	X		
GANNETT COMPANY, INC.	Curley	Mr. John	VA			X	X		
GENERAL ELECTRIC	Welch, Jr.	Mr. John	CT		Atkins	X	X	xx	
GENERAL MOTORS CORPORATION	Smith, Jr.	Mr. John F.	MI	x	Clinton;Simmons;PM	X	X	X	
GEORGIA-PACIFIC CORPORATION	Hahn, Jr.	Mr. T. Marshall	GA		Simmons				
GIANT FOOD INC.	Noddle	Mr. Allan	PA	x	Clinton;Simmons				
GOODYEAR TIRE AND RUBBER COMPANY	Gault	Mr. Stanley	OH			X	X		
GREAT ATLANTIC & PACIFIC TEA COMPANY	Wood	Mr. James	NJ		Simmons				
GTE CORPORATION	Lee	Mr. Charles	CT		EMO	X	X		
H.J. HEINZ COMPANY	O'Reilly	Mr. Anthony	PA		Simmons				
HALLIBURTON COMPANY	Cruikshank	Mr. Thomas	TX			X	X		
HALLMARK CARDS INC.	Hall	Mr. Donald J.	MO			X	X		
HARITON, MANCUSO AND JONES	Mancuso	Mr. Samuel	DC					X	
HARMAN INTERNATIONAL INDUSTRIES, INC.	Harman	Sidney	DC					xx	
HARRIS CORPORATION	Hartley	Mr. John	FL			X	X		

COMPANIES/CEOS ON THE ISSUES

COMPANY	LAST NAME	FIRST NAME	STATE	HEALTH CARE	HEALTHCARE COALITION	CHINA MFN	GATT	REA	ECON
HECHINGER COMPANY	Hechinger, Sr.	Mr. John W.	MD		Clinton;Wexler				
HERSHEY FOODS CORPORATION	Wolfe	Mr. Kenneth L.	PA		Atkins	X	X		
HEWLETT-PACKARD COMPANY	Platt	Mr. Lewis	CA		EMO	X	X		
HIRAM WALKER GROUP	McCarthy	Mr. George	MI		Clinton				
HONEYWELL INC.	Bonsignore	Mr. Michael	MN			X	X		
IBM CORPORATION	Gerstner	Mr. Louis	NY		Atkins	X	X	xx	
INACOM								xx	
INGERSOLL-RAND COMPANY	Perrella	Mr. James	NJ			X	X	X	
INLAND STEEL INDUSTRIES, INC.	Luerssen	Mr. Frank	IL		Simmons				
INTEL CORPORATION	Grove	Dr. Andrew S.	CA		Atkins	X	X		
INTERNATIONAL MULTIFOODS	Luiso	Mr. Anthony	MN		Simmons				
INVACARE	Mixon	Mr. A. Malachi	OH	x	Clinton				
ITT CORPORATION	Araskog	Mr. Rand V.	NY			X	X		
JAMES RIVER CORPORATION	Williams	Mr. Robert C.	VA	x	Simmons				
JOHNSON & JOHNSON	Larsen	Mr. Ralph	NJ			X			
JOHNSON CONTROLS	Keyes	Mr. James H.	WI			X	X		
JOSEPH SEAGRAM & SONS, INC.	Bronfman, Jr.	Mr. Edgar	NY			X	X		
K-TRON								xx	
KERR-MCGEE CORPORATION	McPherson	Mr. Frank	OK			X	X		
LOCKHEED CORPORATION	Tellep	Mr. Dan	CA		Simmons				
LORAL CORPORATION	Schwartz	Mr. Bernard	NY	x	Clinton				

COMPANIES/CEOS ON THE ISSUES

COMPANY	LAST NAME	FIRST NAME	STATE	HEALTH CARE	HEALTHCARE COALITION	CHINA MFN	GATT	REA	ECON
LTV CORPORATION	Hoag	Mr. David H.	OH	x	Clinton;PM	X	X		
LUKENS INC.	Van Sant	Mr. R. William	PA	x	Simmons				
MAIDENFORM, INC.	Coleman	Ms. Elizabeth	NY		EMO				
MARS, INC.	Mars	Mr. John	VA			X			
	Mars, Jr.	Mr. Forrest	VA			X			
MARTIN MARIETTA CORPORATION	Augustine	Mr. Norman	MD			X	X		
MAYTAG CORPORATION	Krumm	Mr. Daniel	IA		Simmons				
MCDONNELL DOUGLAS CORPORATION	McDonnell	Mr. John F.	MO	x	Clinton;Atkins;PM				
MCI COMMUNICATIONS	Roberts	Mr. Bert	DC			X	X	xx	
MEAD CORPORATION	Mason	Mr. Steven	OH		Wexler				
MERCK AND CO., INC.	Vagelos	Mr. P. Roy	NJ			X	X		
MONSANTO COMPANY	Mahoney	Mr. Richard J.	MO			X			
MORGAN STANLEY	Fisher	Mr. Richard B.	NY			X			
MOTION PICTURE ASSOCIATION OF AMERICA	Valenti	Mr. Jack	DC			X	X		
MOTOROLA	Tooker	Mr. Gary	IL			X			
NATIONAL ALLIANCE OF BUSINESS	Kolberg	Mr. William	DC					X	
NATIONAL STEEL CORPORATION	Hagiwara	Mr. Kokichi	IN	x	Simmons;PM				
NAVISTAR INTERNATIONAL CORPORATION	Cotting	Mr. James C.	IL	x	Simmons				
NIKE, INC.	Knight	Mr. Philip	OR			X			
NORFOLK SOUTHERN CORPORATION	Goode	Mr. David	VA			X	X		

COMPANIES/CEOS ON THE ISSUES

COMPANY	LAST NAME	FIRST NAME	STATE	HEALTH CARE	HEALTHCARE COALITION	CHINA MFN	GATT	REA	ECON
NORWEST CORPORATION	Johnson	Mr. Lloyd P.	MN		Simmons				
NYNEX	Ferguson	Mr. William	NY	x	Wexler;Atkins;PM	X	X		
OCCIDENTAL PETROLEUM CORPORATION	Irani	Dr. Ray R.	CA			X	X		
OLIN CORPORATION	Johnstone	Mr. John	CT			X	X		
OWENS CORNING FIBERGLASS	Hiner	Mr. Glen	OH			X	X		
OWENS-ILLINOIS	Lemieux	Mr. Joseph	OH		PM				
PACIFIC TELESIS GROUP	Ginn	Mr. Sam	CA		Atkins	X	X		
PARAMOUNT COMMUNICATIONS INC.	Davis	Mr. Martin	NY		Clinton				
PFIZER INC.	Steere, Jr.	Mr. William	NY			X			
PHELPS DODGE CORPORATION	Yearley	Mr. Douglas	AZ			X	X		
PHILLIPS PETROLEUM COMPANY	Silas	Mr. C. J.	OK			X			
POLAROID CORPORATION	Booth	Mr. I. MacAllister	MA			X			
POWERSOFT CORPORATION								xx	
PPG INDUSTRIES	Sarni	Mr. Vincent	PA			X			
PRICE WATERHOUSE	O'Malley	Mr. Shaun	NY			X			
PROCTER & GAMBLE	Artzt	Mr. Edwin	OH			X	X	X	
RALPH'S GROCERY COMPANY	Allumbaugh	Mr. Byron	CA	x	Simmons				
RAYTHEON COMPANY, INC.	Picard	Mr. Dennis	MA			X	X		
RITE AID CORPORATION	Grass	Mr. Alexander	PA	x	Clinton				
ROCKWELL INTERNATIONAL	Icaobellis	Mr. Sam	CA			X	X		

COMPANIES/CEOS ON THE ISSUES

COMPANY	LAST NAME	FIRST NAME	STATE	HEALTH CARE	HEALTHCARE COALITION	CHINA MFN	GATT	REA	ECON
CORPORATION									
ROHM & HAAS COMPANY	Wilson	Mr. J. Lawrence	PA		Simmons	X			
RYDER SYSTEMS, INC.	Burns	Mr. M. Anthony	FL		Atkins	X	X		
SAFEWAY STORES, INC.	Burd	Mr. Steven	CA		Wexler;Sim mons				
SALOMON BROTHERS	Maughan	Mr. Deryck	NY					X	
SALOMON, INC.	Denham	Mr. Robert E.	NY					xx	
SAMSONITE	Green	Mr. Steve	DC			X			
SARA LEE CORPORATION	Bryan, Jr.	Mr. John H.	IL		Wexler;Sim mons	X			
SCOTT PAPER COMPANY	Lippincott	Mr. Phillip	PA		Simmons				
SHELL OIL COMPANY	Richardson	Mr. Frank	TX			X	X		
SIEMENS COMPANY	Hoser	Mr. Albert						xx	
SOUTHERN CALIFORNIA EDISON COMPANY	Bryson	Mr. John	CA	x	Wexler;Sim mons	X	X		
SOUTHERN PACIFIC TRANSPORTATION COMPANY	Anschutz	Mr. P. F.	CA			X	X		
SOUTHWESTERN BELL CORPORATION	Whitacre	Mr. Ed	MO		Atkins				
SPRINGS INDUSTRIES, INC.	Elisha	Mr. Walter	SC			X	X		
SUN COMPANY	Campbell	Mr. Robert	PA		Wexler				
SUN MICROSYSTEMS	McNealy	Mr. Scott	CA			X	X		
TENNECO	Mead	Mr. Dana G.	TX			X	X		
TEXAS INSTRUMENTS	Junkins	Mr. Jerry	TX			X	X		

COMPANIES/CEOS ON THE ISSUES

COMPANY	LAST NAME	FIRST NAME	STATE	HEALTH CARE	HEALTHCARE COALITION	CHINA MFN	GATT	REA	ECON
THE LIMITED, INC.	Wexner	Mr. Leslie H.	OH			X	X		
THRIFT DRUG INC.	Hannan	Mr. Robert W.	PA	x	Clinton				
TIME WARNER INC.	Levin	Mr. Gerald M.	NY	x	Simmons				
TIMES MIRROR	Erburu	Mr. Robert	CA			X	X		
TRAVELERS CORPORATION	Budd	Mr. Edward H.	CT			X	X		
TRW INC.	Gorman	Mr. Joseph T.	OH			X	X	X	
UNILEVER	Maljers	Mr. Floris	DC			X	X	X	
UNION CARBIDE CORPORATION	Kennedy	Mr. Robert	CT			X	X		
UNITED AIRLINES	Wolf	Mr. Steve	IL		Simmons				
UNITED TECHNOLOGIES	David	Mr. George	CT			X	X		
UNUM LIFE INSURANCE COMAPNY	Orr	Mr. James F.	DC					xx	
USX CORPORATION	Corry	Mr. Charles A.	PA	x	Clinton;Wexler;PM				
VONS COMPANIES	Strangeland	Mr. Rodger		x	Simmons				
WALT DISNEY COMPANY	Eisner	Mr. Michael	CA			X			
WARNACO	Wachner	Mrs. Linda J.	NY			X	X		
WESTINGHOUSE ELECTRIC CORPORATION	Jordan	Mr. Michael	PA	x	Wexler;Simmons	X	X		
WHEELING-PITTSBURGH CORPORATION	LeBow	Mr. Ronald	NY		Simmons				
XEROX CORPORATION	Allaire	Mr. Paul	CT		Simmons	X	X	xx	
ZENITH ELECTRONICS CORPORATION	Pearlman	Mr. Jerry	IL		Wexler				

COMPANIES/CEOS ON THE ISSUES

	COMPANY	LAST NAME	FIRST NAME	STATE	HEALTH CARE	HEALTHCARE COALITION	CHINA MFN	GATT	REA	ECON
Count:	194									

Knoxville Business Center

7

Told Castle
NSC said
NO letter to
Japan
615/637 1234
Room 809

FAX TRANSMITTAL MEMO

DATE: JULY 5, 1994 TIME: 4:00 P.M.

TO: RUBY MOY FROM: BILL CASTLE Room # 809

CO: 202 456 2983 CO:

FAX#: FAX#:

PHONE: PHONE:

MESSAGE: RUBY - HERE IT IS! THANKS FOR YOUR HELP.

BILL

NUMBER OF PAGES SENT (INCLUDING COVER SHEET):
IF YOU DO NOT RECEIVE ALL PAGES SENT, PLEASE CONTACT KNOXVILLE BUSINESS CENTER AT: (615)524-7749

THE WHITE HOUSE
WASHINGTON

OFFICE OF PUBLIC LIAISON

Alexis M. Herman, Director
PHONE:(202) 456-2930
FAX:(202) 456-6218

FACSIMILE TRANSMITTAL COVER SHEET

Number of Pages (Including Cover) 2

To: Lori Abrams

Fax: 62806

Phone: 67487

Date: 6-7-5

From: Ricky May

Message: Addition to letter request we talked about.

Thanks

RECEIVED
JUN 10
OFFICE OF THE VICE PRESIDENT, RIT AND DIRECTOR, NTID

Embassy of the United States of America

Tokyo, Japan

NEED TO CALL

FAX COVER SHEET

Office of the Ambassador
Tel. 813-3224-5552
Fax: 813-3224-5312

U.S. Address:

Unit 45004, Box 200
APO AP 96337

Japan address:

1-10-5 Akasaka
Minato-ku Tokyo 107

To: Dr. William Castle
National Technical Institute for the Deaf

From: Jonathan McHale
Staff Assistant to the Ambassador

Date: 6/10/94

Fax #: 716-475-4944

I tried to call you June 6 but I must have just missed you. I contacted the office of Japan Affairs at the State Department to check on the status of your request for a letter from the President and Vice President, but I'm afraid I had little luck. They forwarded the request to the White House, but had not heard back. The individual I talked to was Carl Gettinger, whom you can reach at 202-647-2813. He is, however, leaving that job, and I am not sure how long he will be there. I am sorry I have not been able to be of more help, and I do hope you can work this out.

Sincerely,
Jonathan McHale

+ NEED TO CALL RU

2983

MEMORANDUM OF CALL Previous editions usable

TO:

☐ YOU WERE CALLED BY— ☐ YOU WERE VISITED BY—

LORI ADAMS

OF (Organization)

☐ PLEASE PHONE ▶ ☐ FTS ☐ AUTOVON

☐ WILL CALL AGAIN ☐ IS WAITING TO SEE YOU

☐ RETURNED YOUR CALL ☐ WISHES AN APPOINTMENT

MESSAGE

- Why w/ POTUS Congrats – not approp.
- Mondale didn't write letter but an aide

Mondale should write to NSC, POTUS

RECEIVED BY | DATE | TIME

63-110 NSN 7540-00-634-4018 STANDARD FORM 63 (Rev. 8-81) Prescribed by GSA FPMR (41 CFR) 101—11.6

☆U.S. GOVERNMENT PRINTING OFFICE: 1991 281-781/40014

DD
Pls call your contact @ M39 to see if this ltr was done. Mondale also wrote msg [illegible] same

Need to re-send to Jacqueline Fermin Ltr Request

FAX 62806
phone 67487 7

THE WHITE HOUSE
WASHINGTON

OFFICE OF PUBLIC LIAISON

Alexis M. Herman, Director
PHONE:(202) 456-2930
FAX:(202) 456-6218

Carl Bettinger gave personally ~~[illegible]~~ to Wse

FACSIMILE TRANSMITTAL COVER SHEET

Number of Pages (Including Cover) 5

To: Jacqueline Fermin

Fax: 62806

Phone: 67487

Date: 6/29

From: Donald Dunn, 66455

Message:

June 29, 1994

MEMORANDUM TO JACQUELINE FERMIN

FROM: DONALD DUNN Donald Dunn
ALEXIS HERMAN'S OFFICE, 2FL WW ex. 6455

SUBJECT: LETTER REQUEST FOR MR. YOSHIO SAKURAUCHI

As per our conversation the other day, could you see if a congratulatory letter could be sent to Yoshio Sakurauchi. I am attaching a sample letter from Speaker Foley's Office as well as one from the Embassy in Japan stating a request from Amb. Mondale.

The Speaker
United States House of Representatives
Washington, D.C. 20515

February 23, 1994

Honorable Yoshio Sakurauchi
Immediate Past Speaker
House Diet of Japan
No. 17-14, 2-chome Higashi Azabu
Minato-ku, Tokyo 106
Japan

Dear Mr. Speaker:

I was delighted to have learned that you were awarded the First Order of Merit with the Grand Cordon of the Rising Sun. This singular honor reflects your years of service to the House of Representatives and Japan at every level of important responsibility.

I know that I am joining your many friends and admirers from free National Legislatures around the world when I offer my own personal congratulations on this important achievement and National recognition.

Please accept my expressions of great respect and high regard.

Sincerely Yours,

Thomas S. Foley
Speaker

June 14, 1994

MEMORANDUM FOR ALEXIS HERMAN AND RICKI SEIDMAN

FROM: Mike Lux

SUBJECT: President Speaking to AFSCME Convention

If there is any conceivable way to get the President to AFSCME's convention (June 27-July 1), I would strongly urge it be done. They have carried our water on virtually every major issue, and have contributed more resources to the health care battle than any other organization by far. Thanks for your consideration.

cc: Joe Velasquez

TO - Alexis Herman
From Caren Wilcox ..
FYI

→ Justice Department
draft 6/6/94
testimony

DRAFT

Mr. Chairman and Members of the Committee:

Thank you for providing me the opportunity to testify before the Committee to address the constitutional basis for amendments designed to enhance opportunities for individuals in federal procurement.

The Administration believes that there is a solid constitutional basis for enacting legislation that would provide a preference in federal procurement for small businesses owned by women. There can be no doubt that our Nation has had a long and unfortunate history of sex discrimination that has been documented by Congress, in legal opinions, scholarly journals, and history books. See Hearings on Federal Contracting Opportunities for Minority and Women-Owned Business: An examination of the 8(d) Subcontracting Program before the Committee on Small Business, United States Senate, 98th Cong., 1st Sess. (Dec. 19-23, 1983); Hearings on Women Entrepreneurs: Their Success and Problems before the Committee on Small Business, United States Senate, 98th Cong., 2d Sess. (May 30, 1984).

Just this past term, in J.E.B. v. Alabama, a case in which the Supreme Court held that the Equal Protection Clause prohibits discrimination in jury selection on the basis of gender, it noted racial minorities and women, in some contexts, 'overpower those

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differences.'" Quoting, from its landmark decision in Frontiero v. Richardson, 411 U.S. 667, 685 (1973), the Court explained:

> Throughout much of the 19th century the position of women in our society, was in many respects comparable to that of blacks under the pre-Civil War slave codes. Neither slaves nor women could hold office, serve on juries, or bring suit in their own names, and married women traditionally were denied the legal capacity to hold or convey property and to serve as legal guardians of their own children. . . . And although blacks were guaranteed the right to vote in 1870, women were denied even that right -- which is itself 'preservative of other basic civil and political rights' -- until adoption of the Nineteenth Amendment half a century later."

While the position of women in our society has markedly improved over the past several decades, it is well-documented that women still face pervasive discrimination, both overt and subtle, in various arenas including the workplace, the job market, educational institutions, political forums, and the business world generally.

Congress, however, has broad remedial power pursuant to Section 5 of the Fourteenth Amendment, the Commerce Clause, and the Spending Power to eradicate such discrimination. Just as in the area of racial discrimination, Congress, consistent with Supreme Court precedent, can employ gender-conscious remedies,

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including the numerical goals proposed in this context to remedy the effects of discrimination against women. Indeed, Congress's powers under the Constitution give it greater authority than other governmental bodies -- including states and localities -- to address the effects of past discrimination.

In Fullilove v. Klutznick, 448 U.S. 448 (1980), the Supreme Court upheld a set-aside requiring that, absent an administrative waiver, 10% of funds granted for local public works projects must be used by the state or local grantee to procure services or supplies from businesses owned by minorities. More recently in Metro Broadcasting v. FCC, 497 U.S. 547 (1990), the Supreme Court sustained the constitutionality of two congressionally mandated minority preference programs and articulated the standard for reviewing the constitutionality of such federal remedial legislation. The Court held that benign racial classifications mandated by Congress are constitutional if "they serve important governmental objectives within the power of Congress and are substantially related to the achievement of those objectives." Metro Broadcasting, 497 U.S. at 565; see Fullilove, 448 U.S. at 473 (Burger, C.J.); id. at 498 (Powell, J., concurring); City of Richmond v. Croson, 488 U.S. 469, 487 489 (1989) (O'Connor, J.). As Chief Justice Burger wrote in Fullilove, 448 U.S. at 482, 472, Congress need not "act in a wholly color-blind fashion" when seeking to avoid the discriminatory use of federal funds and its remedial preferences are entitled to "appropriate deference" as a "co-equal branch" with the courts when enforcing equal protection

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guarantees.

The Supreme Court has traditionally applied a similar middle level of scrutiny to classifications based on gender. See Mississippi Univ. for Women v. Hogan, 458 U.S. 718, 724 (1982); Craig v. Boren, 429 U.S. 190 (1976). See also Lamprecht v. FCC, 958 F.2d 382 (D.C. Cir. 1992). Congress's authority to enact benign remedial measures is derived from Section 5 of the Fourteenth Amendment, its Spending Power, and the Commerce Clause. See Fullilove, 448 U.S. at 472; Metro Broadcasting, Inc. v. FCC, 497 U.S. at 563. As the Court explained in Fullilove, 448 U.S. at 476, Section 5 provides Congress with the power "'to enforce by appropriate legislation,' the equal protection guarantees of the Fourteenth Amendment. * * * Correctly viewed, Section 5 is a positive grant of legislative power authorizing Congress to exercise its discretion in determining whether and what legislation is needed to secure the guarantees of the Fourteenth Amendment."

In addition, the Spending Power, Art. I, Section 8, Cl. 1, frequently has been employed to further broad policy objectives by conditioning receipt of federal funds on compliance with federal directives. Fullilove, 448 U.S. at 474; Metro Broadcasting, 497 U.S. at 563; Lau v. Nichols, 414 U.S. 563 (1974); Oklahoma v. Civil Service Comm'n, 330 U.S. 127 (1947). See 42 U.S.C. 2000d (prohibition on discrimination by recipients of federal financial assistance). The Court relied on that power to justify the racial preference in Fullilove and explained,

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"'[t]he reach of the Spending Power, * * * is at least as broad as the regulatory powers of Congress. If, pursuant to its regulatory powers, Congress could have achieved the objectives of the MBE program, then it may do so under the Spending Power." 448 U.S. at 475.

Congress can also draw from its powers under the Commerce Clause to eradicate discrimination in this context. See Metro Broadcasting, 497 U.S. at 563; Fullilove, 448 U.S. at 475-476; Heart of Atlanta Motel v. United States, 379 U.S. 241, 251 (1964); Katzenbach v. McClung, 379 U.S. 294, 302 (1964). Indeed, it has often turned to the Commerce Clause to remedy discrimination, such as in enacting Titles II and VII of the Civil Rights Act of 1964, which prohibit discrimination in public accommodations and employment, respectively. Moreover, in Fullilove, 448 U.S. at 475, the Court determined that Congress's authority under the Commerce Clause extends to the "regulat[ion] [of] prime contractors on federally funded public works projects." "Insofar as the MBE program pertains to the actions of private contractors, * * * Congress could have achieved its objectives under the Commerce Clause." Id. at 476. See Metro Broadcasting, 497 U.S. at 563. Accordingly, the Constitution provides Congress with ample authority to enact a goal for women-owned businesses in public contracting.

To achieve that end, however, Congress must take care to ensure that the legislative record establishes a basis for the remedial preference. It "may legislate without compiling the

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kind of 'record' appropriate with respect to judicial or administrative proceedings" and "need not make specific findings of discrimination." Fullilove, 448 U.S. at 478, 489; Metro Broadcasting, 497 U.S. at 565. See Fullilove, 448 U.S. at 502 (Powell, J., concurring) ("Congress is not expected to act as though it were duty bound to find facts and make conclusions of law); id. at 520 n.4 (Marshall, J. concurring in judgment); Croson, 488 U.S. at 490 (O'Connor, J. plurality) ("Congress may identify and redress the effects of society-wide discrimination"); California Federal S & L Ass'n v. Guerra, 479 U.S. 272, 285-286 (1987). See also Drew S. Days, III, "Fullilove," 96 Yale L.J. 453 (1987). Nonetheless, it is helpful for the legislative record to demonstrate the reasonableness of Congress's determination that remedial measures are necessary. That can be accomplished by introducing statistical data establishing a marked disparity in the percentage of public contracts awarded to businesses owned by women and an underrepresentation of businesses owned by women generally, anecdotal testimony demonstrating a history of discrimination against women in the contracting industry, as well as expert testimony suggesting a need to increase business opportunities for women. The record, of course, may draw on prior factfinding by Congress in this area.

Moreover, while particularized findings are not required, such findings are useful to substantiate the need for the preference. At a minimum, the record must contain sufficient

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information to establish that past discrimination has denied businesses owned by women participation in public contracting opportunities and that "traditional procurement practices when applied to [those businesses], could [have] perpetuated the effects of prior discrimination." Fullilove, 448 U.S. at 478.

In enacting remedial preferences in favor of businesses owned by women, Congress need not specify the percentage goal that should be achieved. So long as Congress establishes the need for a preferential goal and delegates to the proper agency the authority to set the appropriate percentage goal, the legislation is permissible. See Adarand Constructors, Inc. v. Pena, F.3d (10th Cir. 1994). After all, "[w]hen Congress explicitly or implicitly delegates to agencies the power to elucidate a specific provision of a statute, the resulting agency action is entitled to deference." Chevron U.S.A., Inc. v. Natural Resources Defense Council, Inc., 467 U.S. 837, 843-844 (1984). See Vermont Yankee Nuclear Power Corp. v. Natural Res. Def. Council, 435 U.S. 519, 543 (1978); Udall v. Tallman, 380 U.S. 1, 16 (1965).

In accordance with Supreme Court precedent, the preference must be "narrowly tailored" to be constitutional. To satisfy this requirement, the percentage goal should be tied to availability of businesses owned by women in the market and an exemption should exist when qualified women contractors cannot be found at a reasonable price. See Fullilove, 448 U.S. at 488. It would also be advisable to have the preference extend for a

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limited duration and be subject to periodic congressional review during its existence.

Thus far, I have focused exclusively on providing a preference to small businesses owned by women. I do not intend to exclude businesses owned by persons with disabilities from the discussion. Similar legal analysis can be applied to enhance the public contracting opportunities available to businesses owned by persons with disabilities.

I also want to comment briefly on proposed amendments relating to historically black colleges and universities. Congress previously has found that the federal government has discriminated in funding with regard to these institutions. See 20 U.S.C. 1060, et seq. Congress has clear authority to correct the effects of this history of discrimination.

We understand there is also a proposal to include specifically minority owned media in the 5% goal for the "socially disadvantaged persons" program. In Metro Broadcasting v. FCC, the Court approved preferential treatment for minorities in broadcast ownership as a means of promoting program diversity. Obviously, any such program must be structured with special sensitivity to the First Amendment.

Finally, I understand there is a proposal to exempt small businesses owned by socially disadvantaged persons from the requirement of economic disadvantage. Any such proposal would have to be scrutinized carefully for the obvious reason that the economic disadvantage requirement serves as a safeguard to ensure that preferences benefit those most in need of them.

Thank you for the opportunity to present these views to the Committee.

JUN - 7 1994

MEMORANDUM FOR HAROLD ICKES
ALEXIS HERMAN

FROM: CAREN WILCOX CW

SUBJECT: VOTING IN WHITE HOUSE SMALL BUSINESS CONFERENCES

DATE: JUNE 6, 1994

We have been asked to clarify for you our understanding of the voting and delegate selection of the White House Small Business Conferences.

1. It is our understanding that business people who wish to be attendees and delegates can present themselves at the door of the conference for acceptance. Registration is not cut off before the conference. (We have discussed having some kind of check done on delegates who arrive this way to assure that they are eligible, by phone call to place of business on form etc., but we don't know if that is going on.)

2. There are nine topics for discussion listed for each meeting. We understand that there will be three sessions for each topic, therefore twenty-seven break-out sessions. Each session makes a recommendation as to the single most important issue to them on that topic. Thus there are three sessions on human capital issues, and unless participants are particularly creative and bring up health care in a capital formation workshop, the maximum number of health care recommendations should be limited to three out of twenty-seven. (Moderators are supposed to limit discussion in each break out session to the pertinent subject.)

The conference as a whole does not vote on these recommendations.

3. Each state has a pre-set number of delegates to be elected based on the number of electoral votes. Small business owners and employees of small businesses can stand for election as delegates. However, the rules state that each eligible voting participant can only vote for two delegates to the White House Conference. Thus no participant can vote for the whole slate of delegates. Of course, there could be bullet voting for a couple of delegates if a group had enough individuals attending the

conference, but the limit of two votes per attendee is a limiting factor.

In addition to the delegates elected, each Governor and every member of Congress appoints one delegate. It is our understanding that if a delegate is appointed by a member who is then defeated, that delegate is still eligible, but the new member of Congress can appoint an additional delegate. (Thus we may wish to assure that all Democrats appoint their delegates prior to the election in November.) The President has 100 appointees as well.

New Hampshire update.

Currently there are about 76 individuals pre-registered. They expect 200-300 attendees. The Republican Governor is speaking (all Governors are invited regardless of party.) The Democratic Gubernatorial candidate is attending. Erskine Bowles will speak at lunch. Terry Shumaker's office, BC supporter in campaign, is being used to organize, and he is calling small business people to attend. Shumaker made a personal mailing in May to 275 small businesses. These businesses and other C/G supporters are being contacted. State party is reportedly in gear. Field rep and Nick Baldick are tracking. Unfortunately the current SBA appointee is openly Republican.

cc: A. Zisook

THE WHITE HOUSE

WASHINGTON

June 10, 1994

MEMORANDUM FOR ROBERT RUBIN & ALEXIS HERMAN

FROM: Peter Yu

SUBJECT: Report on White House Conference on Small Business: **New Hampshire**

Attendance: Approximately 150 participants. Survey indicates: 32% women; 2% African-American.

Keynote Speaker: Erskine Bowles--extremely well received.

Delegates Selected: 10 elected, 1 appointed. 6 men, 5 women; all non-minority. Well-distributed by sector and size of business; only one known NFIB representative.

Media Coverage: State and regional coverage, all positive. Shorter stories focusing on Governor's and Erskine's remarks. Largest story:

- "Delegates, Issues Chosen for National Conference," *Manchester Union-Leader.*

Issues Identified: The break-out sessions produced a list of 25 recommendations. Examples:

- "Access to affordable health care without mandates. Provide choices on coverage, payments, providers, etc., while allowing for choices at the state level."
- "Environmental regulations should be grounded in the following values:
  (a) relative risk and prioritization by sound science and societal consensus;
  (b) incentive-based rather than punitive tools...."
- "Enhance SBA's trade-support functions through a partnership with other agencies. Change name of 'Export Assistance Centers' to 'International Trade Assistance Center' with an increased emphasis on imports that are beneficial to the US economy."

Atmosphere & Tone: No partisan tone detected. The break-out sessions were highly sophisticated in policy matters, as evidenced by the issues identified.

Forecast: Pre-registration of less than 25 for the Casper, WY conference (June 14); speaker: Milt Stewart (SBA Chief Counsel for Advocacy in the Carter Administration).

cc: Amy Zisook, Barbara Chow, Tom Epstein, Sylvia Mathews, Caren Wilcox

THE WHITE HOUSE

WASHINGTON

June 16, 1994

MEMORANDUM FOR ROBERT RUBIN & ALEXIS HERMAN

FROM: Peter Yu, NEC
Dale Allsopp, NEC

SUBJECT: Report on White House Conference on Small Business: **Wyoming**

Attendance: Approximately 56 participants. Survey indicates: 50% women; 10% Native American.

Keynote Speaker: Milt Stewart. Well received.

Delegates Selected: 10 elected. 5 men, 5 women; 9 White, 1 Native American. 5 Democrats, 5 Republicans. Well-distributed by sector and size of business.

Media Coverage: Limited regional coverage; basically reiterated what Stewart said and interviewed one Republican delegate. Sample headline:

- "Small Business Advises Government: Get Out of Way." *Casper Star Tribune.*

Issues Identified: The break-out sessions produced a list of 18 recommendations. Examples:

- "Unfunded mandates should be resolved with government assistance to bring companies into compliance with environmental regulations."
- "The environment for small business is worse now than 18 months ago due to increased regulations that do not apply geographically to Wyoming or pertain to Wyoming's very small businesses.
  (a) Need to 'localize' regulation so that each regulation fits the state or region ...."
- "Overburdening tax systems:
  - -Have a long-term tax plan. Don't change tax requirements
  - -Make sure there is equity in tax system between small business and large business."

Atmosphere & Tone: No obvious partisan tone.

Forecast: Pre-registration of about 120 for the Milwaukee, Wisconsin conference (June 21); speaker: Erskine Bowles.

cc: Amy Zisook, Barbara Chow, Tom Epstein, Sylvia Mathews, Caren Wilcox

THE WHITE HOUSE

WASHINGTON

June 29, 1994

MEMORANDUM FOR ROBERT RUBIN & ALEXIS HERMAN

FROM: Peter Yu, NEC
Dale Allsopp, NEC Dale Allsopp

SUBJECT: Report on White House Conference on Small Business: **Billings, Montana (June 27).**

Attendance: Approximately 120 participants. Survey indicates: 40% women; substantial Native American presence.

Keynote Speaker: Milt Stewart. Well received.

Delegates Selected: 11 elected. 6 men, 5 women; 9 White, 2 Native Americans. Well-distributed by sector and size of business.

Media Coverage: Limited regional coverage. Articles were basically informational. Sample headline:

- "Business Delegates Picked." *Billings Gazette.*

Issues Identified: The break-out sessions produced a list of 34 recommendations. Examples:

- "Small businesses want safe work places. Occupational Safety and Health Administration's fines are outrageous and a review of procedures is needed. Occupational Safety and Health Administration's first priority should be to give suggestions for compliance with regulations and to provide help to small businesses in safety training areas. A review board made up of SBA individuals, risk managment specialists, and small business owners is needed to handle exceptions and grievances."
- "To encourage broader health coverage, Congress should allow for 100% deductibility of health insurance for the self-employed."
- "Federal mandates do not work because they are too broad. Local people know what should be done, so there should be local control/input and allocation of funds.

Atmosphere & Tone: No obvious partisan tone.

Forecast: Pre-registration of about 75 for the Boise, Idaho conference (June 30); speaker: Milt Stewart.

cc: Amy Zisook, Barbara Chow, Tom Epstein, Sylvia Mathews, Caren Wilcox

Cecilia
Lindsay

DEMETRIOS A. BOUTRIS

EXECUTIVE DIRECTOR TO THE U.S. TRADE REPRESENTATIVE

Executive Office of the President
600 17th Street, NW Room 209
Washington, DC 20506
202/395-6850

SENT BY FAX Date: March 23, 1994

PLEASE DELIVER TO: Alexis Herman, Assistant to the President for Public Liaison

As discussed at the Chiefs of Staff breakfast, transmitted is the USTR list of employers and trade associations.

Please call me or Debbie Shon with any questions.

Demetri

Sent by fax
hard cc attached

OFFICE OF THE UNITED STATES
TRADE REPRESENTATIVE
EXECUTIVE OFFICE OF THE PRESIDENT
WASHINGTON
20506

22 March 1994

MEMORANDUM FOR THOMAS NIDES

FROM: Debbie Shon

RE: Public Liaison information

Per the request of Alexis Herman[1], the following is a list of 10 employers and 4 trade associations with which USTR deals on a regular basis:

Employers

1. Motorola
   CEO: Gary Tooker tel: (708) 576-7500

2. Eastman Kodak
   CEO: George Fisher tel: (716) 724-5150

3. Allied Signal
   CEO: Lawrence Bossidy tel: (201) 455-6551

4. AIG
   CEO: Hank Greenberg tel: (212) 770-7711

5. Bethlehem Steel
   CEO: Hank Barnette tel: (215) 694-6137

6. Warnaco
   CEO: Linda Wachner tel: (212) 370-8204

7. Archer Daniels Midland
   CEO: Dwayne Andreas tel: (217) 424-5515

8. The Gap
   CEO: Donald Fisher tel: (415) 291-2755

9. Weyerhaeuser
   CEO: George Weyerhaeuser tel: (206) 924-2345

10. Texas Instruments
    CEO: Jerry Junkins tel: (214) 995-6130

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[1] See attachment

Trade Associations

1. American Electronics Association
   President: Richard Iverson
   tel: (202) 682-9110

2. Pharmaceuticals Manufacturers Association
   President: Gerald Mossinghoff
   tel: (202) 835-3420

3. Chemical Manufacturers Association
   President: Frederick Webber
   Tel: (202) 887-1260

4. Computers Business Equipment Manufacturers of America
   President: Rhett Dawson
   tel: (202) 626-5757

cc: Demetri Boutris
Exec. Director to USTR

THE WHITE HOUSE

WASHINGTON

March 22, 1994

MEMORANDUM FOR CHIEFS OF STAFF

FROM: LAURIE LABUDA
Office of Cabinet Affairs

SUBJECT: Tuesday, March 22, 1994
7:30 a.m. Breakfast Notes

SUMMARY:

- From Alexis Herman: Alexis would like each of you to identify 10 employers and 4 trade associations with which your Agency/Department deals on a regular basis. Alexis would like to have the information forwarded to her office by COB on Friday, March 25. (Please fax to 456-2983):

Toni — As discussed I'll get you these ASAP

- Please continue to make calls on the crime bill, and get the feedback on the calls in to Jennifer O'Connor as soon as possible.

Done

- The President will be holding a political outreach meeting with Native American leaders next month. In preparation for the meeting, please compile information on any interaction your Agency/Department has had with Native American groups over the past year and include the information in a section of your Weekly Reports this Thursday.

MEMORANDUM TO ALEXIS HERMAN

FROM: Antonella Pianalto AP
Presidential Personnel

FEB - 9 1994

DATE: February 9, 1994

RE: Advisory Committee for Trade Policy and Negotiations

Mickey Kantor has come forward with his recommendations, with input from Presidential Personnel, for the Advisory Committee for Trade Policy and Negotiations. Since the majority of the recommendations are CEO's, we would like you to review the recommendations. Please let me know if you have any comments.

MEMORANDUM FOR THE PRESIDENT

FROM: MICHAEL KANTOR

RE: **ADVISORY COMMITTEE FOR TRADE POLICY AND NEGOTIATIONS**

I. BACKGROUND

The purpose of the Advisory Committee is to provide overall advice on matters concerning objectives and bargaining positions before entering into a trade agreement, the operation of any trade agreement once entered into, and other matters arising in connection with trade policy of the United States. Staff and administrative support for the Committee are provided by the Office of the U.S. Trade Representative.

II. DISCUSSION

The Committee is comprised of no more than 45 members who are appointed by the President, upon the recommendation of the U.S. Trade Representative, and who serve at the pleasure of the President. The ACTPN was rechartered in January 1994.

You have made six (6) appointments to the ACTPN, which are awaiting security clearance. We wish to retire 17 due to nonparticipation or need for new representation of the same industry (see attached list) and recommend the following for reappointment/appointment.

The following recommendations break down as follows:

Eight (8) women
Four (4) representatives from labor
Six (6) minorities
Three (3) environmentalists
One (1) representative from the airline industry
One (1) representative from the Big 3 Autos

II. RECOMMENDATIONS

We recommend that you approve the reappointment, appointment and termination of the following individuals:

ROBERT ALLEN, Republican of New York, to be reappointed to the ACTPN. Mr. Allen's current term expires on 12/16/94. He is Chairman of AT&T, a strong supporter of the NAFTA and Round.

Approve: ______________ Disapprove: ______________

EDWIN L. ARTZT, of Cleveland, Ohio, to be reappointed to the ACTPN. Mr. Artzt's current term expired on 11/4/93. He is CEO of Procter & Gamble, and invested a fair amount of resources to the passage of NAFTA. P&G will be helpful with the Round as well.

Approve: ______________ Disapprove: ______________

ROGER BACCIGALUPPI, Republican from California, for reappointment to the ACTPN. Mr. Baccigaluppi's term expires on 1/14/95. He is CEO of RB International and is strongly endorsed by Congressman Bob Matsui of California.

Approve: ______________ Disapprove: ______________

CURTIS H. BARNETTE, of Bethlehem, Pennsylvania, to be reappointed to the ACTPN. Mr. Barnette's term expired on 1/4/93. He is CEO of Bethlehem Steel and a strong supporter of NAFTA, the President's economic package and health reform.

Approve: ______________ Disapprove: ______________

LAWRENCE A. BOSSIDY, to be reappointed to the ACTPN. Mr. Bossidy's term expired on 11/4/93. He is the CEO of Allied Signal, the lead of USA*NAFTA group.

Approve: ______________ Disapprove: ______________

W.L. LYONS BROWN, JR., Republican of Louisville, Kentucky, to be reappointed to the ACTPN. Mr. Brown's term expires on 6/15/94. Mr. Brown is the CEO of Brown-Forman, owner of Jack Daniels, Gorham Silver, Lenox China and Hartmann Luggage, strong supporter of NAFTA and advocate for the Round. Mr. Brown has dedicated resources to assist in the ACTPN's preparation of its report to Congress on the Round.

Approve: ______________ Disapprove: ______________

WALTER Y. ELISHA, Democrat of North Carolina, for reappointment to the ACTPN. Mr. Elisha's term expires on 7/14/94. He is CEO of Spring Industries and a strong supporter of NAFTA and liberalized textile trade.

Approve: ______________ Disapprove: ______________

DONALD G. FISHER, Republican of San Francisco, California, for reappointment to the ACTPN. Mr. Fisher's term expires on 7/14/94. Mr. Fisher, CEO of The Gap, was a strong NAFTA supporter and is a leader in the retailers industry.

Approve: ______________ Disapprove: ______________

GEORGE FISHER, Republican of New York, for reappointment to the ACTPN. Mr. Fisher was the former CEO of Motorola and now is the CEO of Eastman Kodak. He is a strong supporter of the NAFTA and the Round.

Approve: ______________ Disapprove: ______________

DONALD V. FITES, for reappointment to the ACTPN. Mr. Fites' term expires on 1/4/95. He is the CEO of Caterpillar, a strong supporter of the NAFTA and the Round.

Approve: ______________ Disapprove: ______________

KATHRYN S. FULLER, Independent, for reappointment to the ACTPN. Ms. Fuller's term expires on 1/14/95. She is the CEO of the World Wildlife Foundation.

Approve: ______________ Disapprove: ______________

MAURICE R. GREENBERG, of New York, for reappointment to the ACTPN. Mr. Greenberg's term expires on 6/15/94. He is the CEO of American International Group and has been helpful on the NAFTA, the US-Japan Framework and the Round.

Approve: _______________ Disapprove: _______________

RUDOLPH A. OSWALD, of Washington, D.C., for reappointment to the ACTPN. Mr. Oswald is with the AFL-CIO and his term expires on 1/14/95.

Approve: _______________ Disapprove: _______________

FRANK SHRONTZ, of Seattle, Washington, for reappointment to the ACTPN. Mr. Shrontz is the CEO of Boeing and his term expired on 11/20/93.

Approve: _______________ Disapprove: _______________

P. ROY VAGELOS, of New Jersey, for reappointment to the ACTPN. Dr. Vagelos' term expires on 7/14/94. He is the CEO of Merck.

Approve: _______________ Disapprove: _______________

JACK VALENTI, of New York, for reappointment to the ACTPN. Mr. Valenti's term expires on 1/14/95. He is CEO of the Motion Picture Association of America.

Approve: _______________ Disapprove: _______________

LINDA J. WACHNER, of New York, for reappointment to the ACTPN. Ms. Wachner's term expired 11/4/93. She is CEO of Warnaco, Inc., supporter of the NAFTA and the Round.

Approve: _______________ Disapprove: _______________

TOM CAMERLO, of Washington, D.C., for appointment to the ACTPN. Mr. Camerlo is the President of the National Milk Producers and is supported by the Department of Agriculture.

Approve: _______________ Disapprove: _______________

GEORGE H. WEYERHAEUSER, of Washington, for reappointment to the ACTPN. Mr. Weyerhaeuser's term expires on 6/15/94. He is the CEO of Weyerhaeuser Company.

Approve: _______________ Disapprove: _______________

ANDREW YOUNG, Democrat of Georgia, for appointment to the ACTPN. Mr. Young is the former Ambassador to the United Nations and the mayor of Atlanta, Georgia.

Approve: _______________ Disapprove: _______________

ROBERT CRANDALL, CEO of American Airlines, for appointment to the ACTPN. A DNC Trustee, Mr. Crandall would be one of two representatives of the airline industry.

Approve: _______________ Disapprove: _______________

JERRY SIEGEL, CEO of Titan Industries for appointment to the ACTPN. Mr. Siegel is recommended by Bruce Lindsey and White House Political.

Approve: _______________ Disapprove: _______________

DAVID LEAK, M.D., of Ohio, Chairman and CEO of Pain Net Education, Inc., for appointment to the ACTPN. Dr. Leak is an anesthesiologist and has been recommended by Ira Magaziner.

Approve: _______________ Disapprove: _______________

RHONDA KARPATKIN, President Consumer Union, for appointment to the ACTPN. Ms. Karpatkin would represent the interests of consumers and replace Doreen Brown of Consumers for World Trade.

Approve: _______________ Disapprove: _______________

TONY SANCHEZ, Jr., Democrat of Laredo, Texas, Int'l Bank of Commerce, Sanchez-O'Brien Oil and Gas, for appointment to the ACTPN. Recommended by White House Political Affairs.

Approve: _______________ Disapprove: _______________

JOHN BRYSON, of Southern California, for appointment to the ACTPN. Mr. Bryson, CEO of Southern California Edison, is also one of the founders of the NRDC. He is a prominent leader in the energy industry and credible in the environmental community.

Approve: ______________ Disapprove: ______________

FRED KRUPP, Exec. Director, Environmental Defense Fund, for appointment to the ACTPN. Mr. Krupp would join Ms. Fuller of the World Wildlife as representatives of the environmental community.

Approve: ______________ Disapprove: ______________

CHARLES LAZARUS, CEO Toys R Us, for appointment to the ACTPN. Mr. Lazarus would represent the interests of the toy manufacturers and is recommended by Bruce Lindsey and White House Political.

Approve: ______________ Disapprove: ______________

ROBERT EATON, CEO Chrysler, for appointment to the ACTPN. Mr. Eaton would represent the interests of the Big 3 on the ACTPN.

Approve: ______________ Disapprove: ______________

BRUCE LLEWELLYN, of Philadelphia, Pennsylvania, for appointment to the ACTPN. He is CEO of Phil. Coca-Cola, one of the 25 largest African-American owned businesses in the United States.

Approve: ______________ Disapprove: ______________

MICHAEL WALSH, CEO of Tenneco, for appointment to the ACTPN. Mr. Walsh is recommended by Bruce Lindsey and White House Political.

Approve: ______________ Disapprove: ______________

JERRY JUNKINS, CEO of Texas Instruments, for appointment to the ACTPN. Mr. Junkins is chair of the Business Roundtable's International Trade Subcommittee and is active in the support of the Round.

Approve: ______________ Disapprove: ______________

OWEN BIEBER, Chair of the UAW, for appointment to the ACTPN. Mr. Bieber is supported by the AFL-CIO and White House Political Affairs.

Approve: _______________ Disapprove: _______________

LYNORE MILLER, President, Retailer/Wholesalers/ Dept. Store Unions, for appointment to the ACTPN. Ms. Miller is supported by the AFL-CIO and White House Political Affairs.

Approve: _______________ Disapprove: _______________

ROBERT SHAPIRO, CEO of Monsanto, for appointment to the ACTPN. Mr. Shapiro and his company have taken an active role in support of the Round.

Approve: _______________ Disapprove: _______________

DON WILLIAMS, Democrat of Texas, CEO of Trammel Crow, for appointment to the ACTPN. Mr. Williams is supported by Governor Ann Richards and Congressman Richard Gephardt. Mr. Trammel Crow has asked to resign so Mr. Williams may assume a seat on the ACTPN.

Approve: _______________ Disapprove: _______________

VILMA MARTINEZ, Democrat of Los Angeles, California, for appointment to the ACTPN. Ms. Martinez is an attorney and an active Democrat in Los Angeles for many years. She would represent the services industry.

GEORGE D. HARRIS, CEO, Harris Chemical Corp., for reappointment to the ACTPN. Mr. Harris' term expires on 1/14/95.

Approve: _______________ Disapprove: _______________

DON TYSON, Democrat of Arkansas, for appointment to the ACTPN. Mr. Tyson is the CEO of Tyson Foods, Inc. and is recommended by Secretary Espy.

Approve: _______________ Disapprove: _______________

The following people were appointed by you last year, clearances just received:

THE HONORABLE SUSAN HAMMER
Mayor of San Jose, California

DR. FU TONG-HSU
CEO Zaitech Capitol

BERNARD RAPOPORT
American Income Insurance

The following people were nominated by you, security clearances are pending:

PAULA STERN
former ITC Commissioner

JACK SHEINKMAN
ACTWU

PHIL ROONEY
Waste Management

PROPOSED TERMINATIONS		EXPIRATION DATE
1.	Doreen Brown President, Consumer for World Trade	11/14/93
2.	Don Butler National Cattlemen's Association President, Coronado Cattle Co., Inc.	11/4/93
3.	Trammel Crow Trammel Crow Company	11/20/93
4.	Al Cardenas Senior Partner, Ferrel, Cardenas, Fertal & Morales	1/14/95
5.	Remedios Diaz-Oliver President/CEO All American Containers, Inc.	12/16/94
6.	Thomas C. Labrecque CEO, The Chase Manhattan Corp.	7/14/94
7.	Ralph S. Larsen CEO, Johnson & Johnson	7/13/94
8.	Michael A. Miles CEO, Phillip Morris Companies	7/13/94
9.	Georgette Mosbacher CEO, Georgette Mosbacher Enterprises	7/13/94
10.	C.J. Silas CEO, Phillips Petroleum	1/14/95
11.	Robert Van Dine CEO/Co-Founder, St. Ives Laboratories	1/14/95
12.	Gordon B. Zacks CEO, R.G. Barry Corp.	12/16/95
13.	David Lee CEO, Data Technologies	1/14/95
14.	William Pickard Regal Plastics	1/14/95
15.	Stanley C. Gault Goodyear	6/15/94
16.	John A. Georges International Paper Company	1/14/95

17. James D. Robinson III — left AmEx
former CEO, American Express

2

ORAL STATEMENT

OF

DOUGLAS GALLEGOS, EXECUTIVE DIRECTOR

U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

BEFORE THE

SUBCOMMITTEE ON COURTS AND ADMINISTRATIVE PRACTICE

COMMITTEE ON THE JUDICIARY

UNITED STATES SENATE

JUNE 9, 1994

Oral Statement

Good Afternoon, I am Douglas Gallegos, Executive Director of the Equal Employment Opportunity Commission. I would like to introduce Elizabeth Thornton, EEOC's Acting Legal Counsel, and Dianna Johnston, Assistant Legal Counsel for Title VII policy.

We are here today to testify before the Subcommittee regarding the Equal Employment Opportunity Commission's Proposed Consolidated Guidelines on Harassment, particularly focusing our comments on the religious harassment provisions. These guidelines would protect from unlawful harassment those wishing to express their faith at work, just as the guidelines would protect workers from being forced to comply with someone else's religious beliefs.

Let us be clear that the guidelines are intended to explain existing law, consolidating existing judicial and Commission precedent, not to create any new legal theories or in any way abridge the free exercise of religion in the workplace. The guidelines provide that conduct towards an employee constitutes unlawful harassment only when it is unwelcome <u>and</u> when it severely or pervasively denigrates or shows hostility on the basis of religion.

Contrary to some erroneous commentary, the guidelines do <u>not</u> prohibit religious expression in the workplace. Such a prohibition would itself violate Title VII of the Civil Rights Act of 1964. Thus, while the proposed guidelines would prohibit using repeated and offensive religious epithets in the workplace, the guidelines would not forbid wearing a cross or a yarmulke at work, having a Bible on one's desk, or inviting a colleague to church. As you know, the Commission has vigorously defended the right of employees in the workplace to exercise their religious faiths.

The public comment period for the proposed guidelines will continue until June 13, 1994. Any final guidelines would make clear not only that an employer is not required to prohibit non-intrusive religious expression, but that employers could not lawfully ban such expression.

In reiterating existing law, the proposed guidelines are fully consistent with the principles embodied in the Religious Freedom Restoration Act, signed by the President this past fall.

We would be glad to answer any questions you may have. However, because we are still in the comment period and because any action on these proposed guidelines requires approval by the full Commission, it would be inappropriate to commit at this time to any conclusions concerning or suggested changes to the guidelines.

U.S. Equal Employment Opportunity Commission

NEWS

FOR IMMEDIATE RELEASE
Thursday, June 9, 1994

CONTACT: Claire Gonzales
Reginald Welch
(202) 663-4900
TDD (202) 663-4494

EEOC DEFENDS INCLUSION OF RELIGION IN PROPOSED CONSOLIDATED GUIDELINES ON WORKPLACE HARASSMENT

WASHINGTON -- The staff of the U.S. Equal Employment Opportunity Commission (EEOC) testified before a Senate subcommittee today about the Commission's Proposed Consolidated Guidelines on Harassment, particularly focusing those comments on the religious harassment provisions. These guidelines would protect from unlawful harassment those wishing to express their faith at work, just as the guidelines would protect workers from being forced to comply with someone else's religious beliefs.

The Commission staff made clear that the guidelines are intended to explain existing law, consolidating existing judicial and Commission precedent, not to create any new legal theories or in any way abridge the free exercise of religion in the workplace. The guidelines provide that conduct towards an employee constitutes unlawful harassment only when it is unwelcome <u>and</u> when it severely or pervasively denigrates or shows hostility on the basis of religion.

The Commission staff also made clear that, contrary to some erroneous commentary, the guidelines do <u>not</u> prohibit religious expression in the workplace. Such a prohibition would itself violate Title VII of the Civil Rights Act. Thus, while the proposed guidelines would prohibit using repeated and offensive religious epithets in the workplace, the guidelines would <u>not</u> forbid wearing a cross or yarmulke at work, having a Bible on one's desk, or inviting a colleague to church. The staff noted that the Commission has vigorously defended the right of employees in the workplace to exercise their religious faiths.

The public comment period for the proposed guidelines will continue until June 13, 1994. Any final guidelines would make

- more -

clear not only that an employer is not required to prohibit non-intrusive religious expression, but that employers could not lawfully ban such expression.

In reiterating existing law, the proposed guidelines are fully consistent with the principles embodied in the Religious Freedom Restoration Act, signed by the President this past fall.

# # #

cc Amy

Anne

facsimile
TRANSMITTAL

to: EMERSON GROUP
Susan Brophy - WH/LA - 456-2604
Barbara Chow - WH/LA - 456-2604
John Emerson - WH - 456-2259
Fred Duval - 647-3980
Martha Foley - OMB - 395-3729
Michael Froman - MEC/NSC - 395-1590
Jody Greenstone - WH - 456-2215
Tim Hauser - 482-2925
Alexis Herman - WH/OPL - 456-2983
Ed Knight - TREASURY - 622-0073
Bob Kyle - NEC/NSC - 395-1590
Michael Levy - TREASURY - 622-0534
David Marchick - USTR - 456-5558
Sylvia Matthews - NEC - 456-2878
Louis Murphy - 482-5939
Tom O'Donnell - CEA - 395-6958
Paul Rosenberg - COMMERCE - 482-4191
Jill Schuker - 482-6027
Jake Siewert - COMMUNICATIONS - 456-2380
Michael Waldman - COMMUNICATIONS - 456-2380
Carry Ziegler - CONG. MATSUI - 225-0566
Amy Zisook- WH/OPL - 456-6218

re: Excerpts From Remarks By The President To Business Roundtable
date: June 22, 1994
pages: 2 page(s) total, including this cover sheet

From the desk of...

Loreal McDonald
Staff Assistant
Office of the U.S. Trade Representative
600 17th Street, NW, Room 101
Washington, DC 20506

tel: 202.395.3230
fax: 202.395.3692

EXCERPTS FROM
REMARKS BY THE PRESIDENT
TO BUSINESS ROUNDTABLE

June 21, 1994

As I go to the G-7 conference, there will be a lot of discussion about GATT. Everybody that I know sort of treats GATT as if it's already done. But as you know, the Congress has not yet passed the enabling legislation. I will submit that legislation implementing the agreement this summer. We have worked very, very hard on meeting the strict budget rules to find a way to pay for GATT. You and I know GATT will make the government money, but under our budget rules, we have to pretend that it's going to cost us money because we're getting rid of tariffs.

I want to urge you in the strongest possible terms, do everything you can to persuade the Congress to give this high priority, to pass it with as little controversy and as little delay as possible and to move on it this year. Only the United States of all our trading partners has to go through the budget hoops we do to pass GATT. All of our trading partners look at me and say, you're the person that got us all together and made us do this last year; how can you not ratify it? We need your help, and we must do it this year, not next year.

CSX Corp

JOHN W. SNOW
Chairman, President
Chief Executive Officer

orig. went to Podesta

June 24, 1994

The Honorable William J. Clinton
The President of the United States
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Mr. President:

It was good having you with us for The Business Roundtable annual meeting in Washington earlier this week. You honored us by your presence.

There are many issues like NAFTA, GATT, and the Reemployment Act where we are working closely in support of your initiatives. On health care, while there are some very important issues on which we don't see eye to eye, there is common ground on the need for health care reform, and we applaud your determination to place it at the top of the national agenda. During your speech, you asked us not to walk away from the debate on the issue, and I can assure you that we will not. We will continue to work with your Administration and the Congress to find agreement on needed reforms in the health care system.

I enjoyed our conversation on your visit with Prime Minister Berlusconi. As I mentioned, you made an enormous hit with the new Prime Minister, and he and his Administration are deeply indebted to you for your visit and acts of friendship.

As I begin my term as Chairman of The Business Roundtable, I look forward to continuing our candid dialogue with the Administration.

Sincerely,

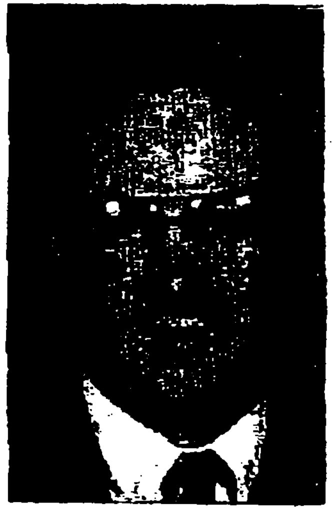
John Snow

One James Center, Richmond Virginia 23219 • P.O. Box 85629, Richmond Virginia 23285-5629 • (804) 782-1434

Alexis,

FYI

[S]mall businesses voice support for health plan



MIKE OAKLEY: We'd have more money if we didn't have (such high) health care costs.

'With universal coverage I'll be able [t]o pool my clout with other businesses [a]nd keep my costs down,' says Macomb [C]ounty businessman.

By [illegible]
Staff Writer

Mike Oakley is one owner of a small business who supports universal health care coverage.

And he's not alone.

On Thursday the vice president of Oakley Industries in Clinton Township joined more than 300 small business representatives in Washington, D.C. to tell President Bill Clinton, First Lady Hillary Rodham Clinton and members of Congress that universal health care coverage is supported by many small business owners.

Oakley was one of three business representatives chosen to speak before the officials. His speech was interrupted by several rounds of applause and received a standing ovation from the president.

"When General Motors buys paper clips, they get a better deal than Oakley Industries because they buy in volume," he told members of Congress. "The same goes for health insurance. I'm never going to be able to get my health costs under control until I have the same power they have to bargain for better rates. With universal coverage I'll be able to pool my clout with other businesses and keep my costs down."

The universal health care plan would require that businesses ration 7.9 percent of their payroll to cover employee insurance. Small businesses would pool resources to get lower insurance rates.

Presently, Oakley Industries spends more than 9 percent of its payroll on medical insurance for its 110 employees. That translates to more than $350,000 annually.

With current projections, the new plan would result in a substantial savings to the company.

"The problem with insurance is that small business people are paying for their employees' insurance and we're paying for people who are not insured," Oakley said in an interview. "This plan would spread the cost around more fairly.

"We'd have more money if we didn't have (such high) health care costs," he added. "I'd buy more equipment, invest in the company and, ultimately, provide more jobs."

Oakley is part of a newly formed

See HEALTH, Page 2A

Health

Continued from Page 1A

coalition of business people who favor the universal health care plan, as opposed to members of the National Federation of Independent Business (NFIB) who are against it.

"Since the small business coalition formed six months ago, they've signed up 25,000 businesses," he said. "There's now a large voice, bigger than the NFIB. There's more than one voice in small business out there right now."

The event on the White House lawn was organized by U.S. Rep. David Bonior, a Mount Clemens Democrat and House majority whip, and U.S. Rep. Butler Derrick, D-S.C., chief deputy whip.

"So many are talking about health care reform and how (small) businesses are going to suffer ... but they're suffering now. They're not only insuring their workers but they're insuring everyone else out there," said Gretchen Kline, Bonior's press secretary. "They don't have the leverage (of bigger companies), their rates get jacked up and they're spending a bigger chunk of their payroll (on insurance)."

Ninety percent of small businesses already insure workers, she said, because they're forced to offer benefits in order to retain skilled workers. Universal health care coverage would help these businesses keep rates down by pooling resources.

Oakley, who spent almost $1,000 to travel to Washington, said he hopes his actions get results from lawmakers.

"I hope we're past the talking stage and into the doing stage," Oakley said. "We have a real chance to move the country ahead on something like this."

The House Ways and Means Committee made moves toward health care reform Thursday with the passage of a Democratic bill which demands that businesses pay the bulk of insurance costs for their workers.

The committee voted 20-18 for the bill, with all 14 Republicans opposing the measure. Both houses are expected to vote on health reform legislation this summer.

February 24, 1994

MEMORANDUM FOR NANCY HERNREICH

FROM: AMY ZISOOK

SUBJECT: "FRIENDS" IN BUSINESS

We are working very hard to include the President's friends and supporters in the business outreach activities that we are scheduling.

Laura Hartigan has provided me with her list of supporters, however I would guess that the President has friends who are not included in that list who should be included in our activities.

Please let me know if anyone comes to mind!

Thanks!

February 21, 1994

MEMORANDUM FOR OPL HEALTH CARE OUTREACH PLANNING MEETING

FROM: AMY ZISOOK, MARILYN DIGIACOBBE

SUBJECT: SMALL BUSINESS COMMUNITY

Following is an outline of the areas of outreach we think we can accomplish over the next two months. We have taken into consideration the targets which Mike laid out in our meeting last week.

I. FRIENDS AND SUPPORTERS

A series of 8 White House briefings geared to small business friends and supporters in key states. The briefings will be conducted by Erskine Bowles and are as follows:

Thursday, March 3	Pennsylvania
Monday, March 7	Virginia and Connecticut
Thursday, March 17	New York and New Jersey
Thursday, March 24	Arkansas
Thursday, March 31	California
Thursday, April 7	Oklahoma and Kansas
Thursday, April 14	Texas
Thursday, April 21	Michigan and Wisconsin

II. STATE OPINION LEADERS

We will plug the following types of people into OPL's overall state opinion leader series:

* Local Chamber of Commerce presidents
* Board members, lay leaders, and chapter presidents of associations who are supportive or have high membership in that region
* Members of supportive associations including those we have recently met with (see attached list of 40 associations)

III. TRADE ASSOCIATIONS

We will continue to bring in groupings of trade association presidents/representatives to meet with Erskine Bowles as well as Glenn Hutchins. We have blocked out the following for March and April:

Thursday, March 3	Engineers
Thursday, March 17	Auto Dealers and Suppliers
Thursday, March 24	Energy

Thursday, March 31	Manufacturers
Thursday, April 7	Transportation
Thursday, April 14	Bankers
Thursday, April 21	Mining & Other

In addition, we will schedule briefings for association memberships as requested.

IV. ERSKINE BOWLES DISTRICT VISITS

Erskine Bowles is traveling to a district a week. We have discussed with SBA the possibility of incorporating a meeting of friends and supporters to each of these district visits.

V. CONVENTIONS

We suggest principal or surrogate participation for the following association meetings or conventions over the next two months.

March 3	NAWBO CA (FLOTUS)
March 9	American Electronics Assn (POTUS)
March 17	Associated General Contractors FL (POTUS/Surr)
March 23	Natl Assn of Equip Operators in Higher Ed (Surr)
April 1	Natl Assn of Realtors (FLOTUS)
April 11	American Business Conference (POTUS)
April 27	NASE (POTUS/FLOTUS)

VI. FURTHER SPREADING OF THE MESSAGE TO SMALL BUSINESS

A. Message from the President on Health Care Reform to send to trade associations for printing in their magazines and newsletters - weekly or bi-weekly.

B. Message from Erskine Bowles - weekly.

C. Materials prepared by SBA including talking points and worksheet to send to all associations we meet with.

** See attached calendar

February 2, 1994

MEMORANDUM FOR RICKI SEIDMAN

FROM: AMY ZISOOK

SUBJECT: DNC BUSINESS LEADERSHIP FORUM

Attached is a copy of a January 13th memo to you from Laura Hartigan which I am sending because of our interest in the BLF Retreat.

The BLF is an important tool for recruiting business support for the President's policy initiatives from business people around the country.

I strongly urge that you schedule a BFL event with the President in the first quarter of this year.

cc: Alexis Herman
Bruce Lindsey
Steve Hilton
Nancy Hernreich
David Wilhelm
Laura Hartigan

February 5, 1994

MEMORANDUM FOR ALEXIS HERMAN
STEVE HILTON

FROM: AMY ZISOOK

SUBJECT: GENERAL BUSINESS STRATEGY

In light of the new year as well as this week's actions on health care reform by several major business organizations, it is incumbent on us to review and revise our general business outreach strategy and our outreach strategy on health care reform.

I. Health Care Reform

Although we did not prevent the Business Roundtable Policy Committee from "supporting" the Cooper Bill, we should be pleased that we were able to successfully hold-off any action to until after the State of the Union address. That delay helped create a positive environment leading into a tremendously successful speech. In retrospect, it is clear that our initial goal was blurred - to recruit some support and shore-up support with little actual hope of preventing the vote, but it was necessary to do something. We now need to determine how we will work with these associations and corporations so as to acknowledge their opposition to the President's plan.

It is important that we return to our original plan of slowly, deliberately recruiting support from business with the understanding that over time, as the Congress changes the Bill, we will be able to add to that support leading us to a time at the end of the process where we will have sufficient business support to lend credibility to passage of an employer-based health care system with universal coverage.

Our effort directed to large companies should be limited to:

- existing coalitions of large corporations who continue to support an employer mandate and its relationship to cost control;

- "opinion leader" corporations who have not taken a formal position on health care reform;

- friends/supporters of the President.

We should continue to work with the Joint Consultative Team to the extent that it is useful to improving the plan which may lead to support of the final bill. We should limit, however, other conversations with groups with whom we disagree unless we actually intend to make recommendations to the Congress on acceptable alterations to the plan. We should not put ourselves in the position of being criticized for failure to act on things upon which we have no intention of acting.

We should better educate cabinet secretaries with key business constituencies so as to increase our pool of surrogate(i.e. Espy, O'Leary, Pena). This will be beneficial to both our large and small business strategies.

Our effort directed to small business should proceed in a similar fashion(see memo of 11/19/93-attached):

- educate small business associations through briefings with Erskine Bowles and others;

- distribute educational material and the worksheet to small business associations who make a commitment to distributing them to their members;

- hold targeted briefings for constituents of Departments (e.g. Transportation and Energy);

- invite friends/supporters of the President to the White House for small business briefings, by state, similar to "State Opinion Leaders," but limited to small business people and therefore focused on business issues;

- Invite friends/supporters to meet with Erskine Bowles and others when they are in the field;

- arrange for a limited number of association meetings in the field.

- send surrogates to small business association conventions.

From this strategy we will recruit a limited, but sufficient group of core small business supporters who, like the large companies, will lend credibility to an employer-based health care system with universal coverage.

II. General Business

As we have discussed, this is a new year with new objectives. Last year our mission was to open doors to a new constituency -- Republican business leaders -- and to open them to a President and an administration that although Democratic, was a pro-business administration. I think we were successful in doing that at most levels.

This year our mission is to ensure that our base have ample opportunity to participate in our activities and to express support for the President's priorities, and to promote job creation. These will be accomplished by the following:

- work with the DNC to develop the best list of supporters of the President who are business people and involve them in our activities, and

- focus additional energy on fast-growing, mid-sized entrepreneurial companies.

I do not mean to suggest that we will cease all actives with Fortune 200 companies or others who do not fall into one of these two categories. I do however think that with our limited resources we should shift the focus and energy of our activities.

I continue to think that "CEO Luncheons" are the best vehicle for recruiting and reinforcing support for the President. The configuration of the luncheon can be changed to include larger numbers of people when appropriate and briefings with senior White House and administration officials can also be used for reinforcement.

It is of critical importance that we spend time this week to develop a general strategy to present to Mack, Phil, Harold, et al. Our November 19th memo should, with minor revision, should still be a valid working document.

Please advise!

cc: Marilyn Yager
Marilyn DiGiacobbe

December 7, 1993

MEMORANDUM FOR RICKI SEIDMAN

FROM: AMY ZISOOK

SUBJECT: CEO LUNCHES

As I believe you know, the President has asked Alexis when we will resume a regular CEO Lunch schedule.

Although we held them weekly during the spring and summer, we think that bi-weekly would suffice, assuming that they are regularly scheduled.

Please let me know as soon as possible, so that I can start inviting January's guests.

Thanks!

cc: Alexis Herman
Steve Hilton

Alexis —
I had lunch w/ Mark Middleton yesterday.
He's totally with the program!

FYI!

February 28, 1994

TO: Steve/Flo
FR: Amy
RE: Business Activities and Needs for you to mention....

POTUS friends are writing Letters/Statements in support of Health Care Reform -- this is just the tip of the iceberg:

Jim Moore, Investment Banker, NY
Bruce Ratner, Developer, NY
Carl Spielvogel, Advertising Exec, NY
John Moores, High-Tech, TX
B. Rapoport, Life Insurance, TX
Bob [illegible]aich, Investor, CO
S[illegible]ldaw, Retailer, CA
Bill Gurney

We desperately need a 2-3 page description on HSA and arguments f[illegible]s to support it. Caren submitted "stream of co[illegible]ess to Communications for them to clean-up. They're p[illegible]d things in POTUS speeches, Altman speeches... so they c[illegible] basis for some good materials. It can't just be r[illegible]at doesn't work with business. We can't do any m[illegible]o we're relying on Caren to mail Trustees, BLF...since s[illegible]te her own stuff over there.

Clinton Presidential Records
Digital Records Marker

This is not a presidential record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

This marker identifies the place of a publication.

Publications have not been scanned in their entirety for the purpose of digitization. To see the full publication please search online or visit the Clinton Presidential Library's Research Room.

Workforce Training and Development
for United States Competitiveness

The Business Roundtable

Workforce Training and Development for U.S. Competitiveness

August 1993

The Business Roundtable

STATEMENT SUBMITTED BY LAWRENCE PERLMAN

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

CERIDIAN CORPORATION

ON BEHALF OF THE BUSINESS ROUNDTABLE

TO THE U.S. SENATE COMMITTEE ON LABOR AND HUMAN RESOURCES

ON THE REEMPLOYMENT ACT OF 1994

MAY 12, 1994

Introduction

Mr. Chairman, members of the committee, my name is Lawrence Perlman, CEO of Ceridian Corporation, and I am submitting testimony today on behalf of The Business Roundtable. The Business Roundtable is an organization representing some 200 CEOs of U.S. companies that makes recommendations on public policy issues.

We are delighted to have the opportunity to submit testimony on S.1964, the Reemployment Act of 1994. It is important to point out that The Business Roundtable has long been involved in U.S. employment and training policy. For example, under the leadership of Ruben Mettler, CEO of TRW, Inc., the Roundtable played an active role in working with this committee in the development of the Job Training Partnership Act of 1982. We are pleased to continue in that spirit by offering our perspectives on the Reemployment Act.

The Business Roundtable has devoted considerable time and attention to the issue of U.S. workforce training and development. Two years ago the Roundtable established a special working group, which I chair, charged with responsibility for making policy recommendations in this area. Last year we issued a statement, *"Workforce Training and Development for U.S. Competitiveness,"* setting forth principles and recommendations for improving U.S. employment training programs.

The Business Roundtable believes that there is a need for *fundamental change in U.S. workforce training policy* -- "to establish a new workforce development *system* that will serve its principal customers, focus on total quality and contribute to U.S. international competitiveness." The Roundtable articulated certain principles for workforce policy, including that investment in training and skills upgrading is an urgent priority for U.S. competitiveness, and that U.S. workforce development policy should be based on the principles of total quality.

Significantly, The Business Roundtable statement addressed the issue of federal assistance for dislocated workers. We recommended creation of a single, publicly-funded program to provide training for all workers permanently dislocated from their jobs who need new skills to secure productive employment. We called for early identification of workers needing basic support services and for training in the new skills required by high performance workplaces.

Business Roundtable Position

Accordingly, when the President on March 9 unveiled the Reemployment Act of 1994, The Business Roundtable stated that the legislation "represents an important start in addressing the problems of worker dislocation caused by structural change in the U.S. economy." We asserted that the bill is "consistent with The Business Roundtable's own principles and recommendations for comprehensive reform to help dislocated workers transition to new careers."

Mr. Chairman, U.S. business recognizes that profound structural changes characterize today's U.S. economy. For the most part, these changes are positive for America and for American workers. Our nation is becoming more competitive internationally, leveraging improved productivity and open markets to increase earnings, jobs and economic opportunities.

These structural changes, including the acceleration of new technology in the workplace, also appear to be associated with long term unemployment and a growing wage gap between skilled and unskilled workers. Even as unemployment declines sharply, therefore, and the economy creates new jobs at an extraordinary pace, the problem of worker dislocation persists--and demands an appropriate policy response.

The Business Roundtable commends the Administration for recognizing the need for a comprehensive approach to the problem of worker dislocation caused by structural change. The President is right that the United States needs to move from an *un*employment system to a *re*employment system. The Business Roundtable agrees that legislation is necessary to help dislocated workers make a successful adjustment to new employment opportunities.

While the Reemployment Act of 1994 is generally consistent with The Business Roundtable's principles and recommendations, it is not perfect. There are a number of provisions in the bill that will improve the effectiveness of current programs for dislocated workers. At the same time, there are provisions that cause concern which need to be addressed for the bill to win the broadest possible support. We are prepared to offer constructive suggestions to address those concerns.

The Need for Long-Term Training

The objective of dislocated worker assistance is to transition people into productive jobs as quickly as possible. Most dislocated workers will benefit from high quality, intensive support services made available to them as early as possible. Counseling, assessment, job search assistance, labor market information and other basic transition services are critical components of an effective worker adjustment program. We are pleased that the proposed legislation would establish a comprehensive system for providing reemployment services.

The Business Roundtable also commends the Administration for emphasizing long-term training as the best means of improving the employment prospects of those who need new skills. For many, long-term training may be the only solution, to acquire new skills to compete in the labor market.

The long-term training option, together with intensive, up-front reemployment support services, should be of great help to dislocated workers. We note that income support would be available to participants only insofar as they remain enrolled in training. This is an essential requirement.

The Need for Consolidation

Perhaps the most important achievement of the Reemployment Act is its proposed consolidation and replacement of six existing dislocated worker programs. These separate programs were enacted to address different causes of worker dislocation.

The Business Roundtable believes that the problems of job dislocation caused by technological change, defense reductions, environmental impacts and international competition are not fundamentally different and should not be addressed by separate programs. We credit the Administration for recognizing that we must consolidate the hodgepodge of dislocated worker programs.

The shortcoming of this proposal is that it does not go far enough. Title I provides for consolidation of only dislocated worker programs. Title III of the bill calls for "one-stop" career centers mainly for Labor Department programs, and then only at the option of a state. The Business Roundtable encourages the Committee and the Administration to take another look at the issue of program consolidation and, where possible, to take bolder steps to eliminate redundancies that characterize federally-funded training programs.

We hope that program consolidation, which transcends the issue of worker dislocation, can be addressed in a bipartisan manner. The Business Roundtable agrees that entirely too many separate, categorical programs have proliferated throughout the federal government. We commend Senator Kassebaum for calling attention to this problem in the Job Training Consolidation Act of 1994. We urge the Committee to focus on Title III and phase in a more comprehensive approach to consolidation of federally-funded training programs.

In this connection, Mr. Chairman, we are pleased that the Reemployment Act would establish a competitive system among providers of employment and training services for dislocated workers. There should be no presumptive service delivery agents; providers should compete on the basis of quality and performance for the opportunity to broker training and other support services.

The Need for Reengineering

A major concern with this legislation is that we do not see sufficient reengineering of delivery systems for dislocated worker training programs. The Labor Department Inspector General and others have concluded that too often federally-funded job training programs have not been effective in helping trainees obtain new jobs. While program consolidation can help to improve effectiveness, what may be required is a broader restructuring of job training programs. Reengineering can result in improved performance at reduced costs.

Reengineering of federal training programs should be based solidly on the principles of Total Quality that now permeate organizations in the private sector. The Administration recognizes this need in Part C of Title I, "Performance Standards and Quality Assurance Systems," which moves in the right direction.

The business community supports more specific provisions calling for a "Total Quality" approach throughout the federal job training system, including identification of "customers" and their requirements, a commitment to continuous improvement, benchmarking successful programs, and the involvement of stakeholders in creating solutions.

Similarly, we call for a rigorous assessment of the effectiveness of existing programs at current funding levels. Funding should be targeted only to those programs that meet acceptable standards of performance and accountability. "One-stop" career centers for all federal job training programs are a necessity for program efficiency and should be mandated--not available only at the option of the state. The goal should be to rationalize redundant delivery systems and eliminate overlapping programs.

Clearly employers should be perceived as principal customers and therefore involved in all phases of the local labor market process. We are pleased that the Workforce Investment Boards proposed under Title III would be required to have majority business representation.

Finally with respect to reengineering, The Business Roundtable suggests that training programs for dislocated workers be required to train eligible individuals to meet skills standards defined under the Goals 2000 Skills Standards title recently signed into law. This should be the standard by which training programs are evaluated for effectiveness and funding.

The Need for Cost Containment

A second area of concern for The Business Roundtable is the "capped entitlement" to retraining income support for "tenured" workers proposed in S. 1951, the companion bill referred to the Committee on Finance. As a matter of principle, The Business Roundtable opposes the creation of new entitlement programs. We are concerned that the universe of eligible participants could exceed the projections and thus drive costs above the present estimates, particularly after the year 2000.

To be sure, the language of the bill appears to limit the availability of funds for retraining income support--prior to 2000 to the amounts specified in Section 221 and after 2000 to the funds generated by the 2/10 of 1% FUTA surtax proposed to be extended permanently. Nevertheless, there could be pressure to increase these amounts or to broaden eligibility for retraining income support in the future. In short, we are concerned that the capped entitlement may not be adequate to control costs.

As it is, the Reemployment Act doubles the cost of dislocated worker programs. The bill is estimated to cost over $13 billion between FY

1995 and FY 1999. There is a need to add provisions to this legislation to guarantee effective cost containment.

Broader consolidation and more aggressive reengineering should produce substantial savings. In addition, an option the committee might want to consider would be to link retraining income support provided under the bill to actual need for such support. This would insure that those most in need actually receive income support to permit them to remain enrolled in long-term training.

Conclusion

As I stated at the outset, The Business Roundtable agrees that legislation is necessary to help dislocated workers make the difficult adjustment to reemployment. We believe that the Reemployment Act is generally consistent with our own principles and recommendations for systemic change in policy to assist dislocated workers. With modifications along the lines suggested, we hope the bill can be enacted as expeditiously as possible.

We look forward to working with the Administration and the Congress on a bipartisan basis to develop legislation that achieves our common objectives for career transition for dislocated workers. Thank you for the opportunity to submit testimony on this important legislation for our country.

THE WHITE HOUSE

WASHINGTON

July 5, 1994

E. Gerald Parker, President
Pharmaceutical Sources International, Inc.
10979 Reed Hartman Hwy.,/Suite 236
Cincinnati, Ohio 45242

Dear Dr. Parker:

Thank you for your letter concerning my visit to Cincinnati. I am glad to know that my speech was meaningful to you. I am also glad that Glen Hutchins was helpful to you concerning health care.

Regarding the names I mentioned, at GSA is Joan Fonseca, Director of Small Disadvantaged Business Utilization and Ben Johnson, who can be reached in my department. I hope this is helpful to you.

With best wishes,

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

AMH:RGM

Ben :)
Joan Fonseca

Pharmaceutical Sources
International, Inc (U.S.A)

JUN 20 1994

June 15, 1994

Ms. Alexis M. Herman
The White House
Washington, D. C.

Dear Miss Herman:

It was certainly a pleasure having the opportunity to meet you last week during your visit to Cincinnati. Your speech was very relevant and meaningful to us as small minority businesses.

My one-on-one talk with Glenn on healthcare issues gave me a much better insight into the future role of my profession of pharmacy under the Clinton health plan. I applaud Mr.Clinton and this administration for having the courage to tackle head-on this complex subject.

In your speech, you touched on two subjects that I would appreciate additional information and the contact persons you mentioned. One program involved GSA federal procurement contracts and I believe the name you mentioned as J. Vonsell. The second involved the NAFTA bank funds available for minority businesses. I think the name you mentioned was "Thompson"; please advise.

My business, PSI Inc., provides an international procurement and sourceing service of U. S. pharmaceutical products to rapidly developing healthcare sectors of Africa and other foreign nations. Any entree to government you feel would help our effort is certainly appreciated.

I look forward to our meeting again in the future.

Sincerely
E. Gerald Parker RPh
E. Gerald Parker, RPH.
President

EGP/jr
file

10979 Reed Hartman Hwy., Suite 236, Cincinnati, Ohio 45242 . (513) 791-1345 . Fax (513) 791-1495

May 18, 1994

MEMORANDUM FOR JOAN BAGGETT

FROM: AMY ZISOOK

SUBJECT: WHITE HOUSE CONFERENCE ON SMALL BUSINESS

The state conferences of the White House Conference on Small Business begin on June 2, in Wilmington, Delaware (schedule attached).

Inasmuch as the organized small business community (i.e. NFIB, Chamber of Commerce et al) will be well represented there it is important that we have supportive and vocal small business people in attendance to support the President's agenda and to become elected delegates to the regional and White House Conference that will be held in 1995.

The DNC (per Caren Wilcox) will be contacting supporters to attend the state meetings.

We would appreciate any additional support that you can lend to this effort from State/Local Party organizations, Elected Officials, etc.

As you can see, the majority of the meetings will be held after the November elections and the pre-election meetings are in smaller markets.

cc: Alexis Herman
Bob Rubin
Erskine Bowles
Steve Hilton
Peter Yu
Katie Broeren
Caren Wilcox

The White House Conference on Small Business

Foundation for a New Century

Conference Schedule

June
- 2 *Wilmington, DE*
- 9 *Nashua, NH*
- 14 *Casper, WY*
- 21 *Milwaukee, WI*
- 27 *Billings, MT*
- 30 *Boise, ID*

July
- 6 *Sioux Falls, SD*
- 12 *Bismarck, ND*
- 14 *Minneapolis, MN*
- 19 *Charleston, WV*
- 21 *Columbus, OH*
- 26 *Des Moines, IA*

August
- 1 *Salt Lake City, UT*
- 9 *Omaha, NE*
- 11 *Wichita, KS*
- 16 *Springfield, IL*

September
- 1 *Indianapolis, IN*
- 8 *Louisville, KY*
- 13 *San Juan, PR*

November
- 9 *Burlington, VT*
- 10 *Portland, ME*
- 15 *Danvers, MA*
- 16 *Anchorage, AK*
- 17 *Providence, RI*
- 22 *Honolulu, HI*
- 29 *Cromwell, CT*

December
- 1 *Washington, DC*
- 6 *Virginia Beach, VA*
- 8 *King of Prussia, PA*
- 13 *Pittsburgh, PA*
- 15 *Buffalo, NY*

★ 1995 ★

January
- 4 *Nashville, TN*
- 10 *New York, NY*
- 12 *Baltimore, MD*
- 17 *Columbia, SC*
- 19 *Atlanta, GA*
- 24 *Raleigh, NC*
- 26 *Birmingham, AL*
- 31 *Jacksonville, FL*

February
- 2 *Miami, FL*
- 7 *Jackson, MS*
- 9 *New Orleans, LA*
- 14 *St. Louis, MO*
- 17 *Oklahoma City, OK*
- 21 *San Antonio, TX*
- 23 *Little Rock, AR*
- 28 *Arlington, TX*

March
- 3 *Albuquerque, NM*
- 7 *Phoenix, AZ*
- 9 *Las Vegas, NV*
- 14 *Los Angeles, CA*
- 16 *San Francisco, CA*
- 21 *Seattle, WA*
- 23 *Portland, OR*
- 29 *Denver, CO*

April
- 4 *East Brunswick, NJ*
- 6 *Cleveland, OH*
- 11 *Chicago, IL*
- 13 *Dearborn, MI*

May 1995 ★ *Regional Conferences*

June 11-15, 1995 ★ *National Conference, Washington DC*

1800 G St., NW, Suite1233 ★ Washington, DC 20006-4407 ★ (202) 724-0891 ★ Fax (202) 724-0903

The Business Roundtable

EMBARGO FOR RELEASE
MARCH 9, 1994
2:00 PM (EST)

Contact: Johanna Schneider
(202) 872-1260

STATEMENT BY LAWRENCE PERLMAN
CHAIRMAN OF THE WORKFORCE DEVELOPMENT WORKING GROUP
THE REEMPLOYMENT ACT OF 1994

WASHINGTON, D.C.-Lawrence Perlman, Chairman of The Business Roundtable's Workforce Development Working Group, issued a statement today on the Reemployment Act of 1994.

"The Administration's proposed legislation, the Reemployment Act of 1994 and the Retraining Income Support Act of 1994, represents an important start in addressing the problems of worker dislocation caused by structural change in the U.S. economy.

The thrust of the legislation is consistent with The Business Roundtable's own principles and recommendations for comprehensive reform to help dislocated workers transition to new careers. In its August 1993 statement, Workforce Training and Development for U.S. Competitiveness, The Business Roundtable recommended creation of a *"single, publicly-funded program to provide training for all workers permanently dislocated from their jobs who need new skills to secure productive employment."* It also urged that general revenue funding in sufficient amounts be provided to fund an effective program of services, training and income support for dislocated workers.

The Roundtable commends the proposed consolidation of existing dislocated worker programs. It also applauds provisions which provide a framework for one-stop shopping and establish a leadership role for the business community.

The Roundtable, however, has a number of concerns about the new proposal. Total quality improvement principles should guide the design and implementation of training programs funded under the legislation. There is a need to reengineer existing job training programs, as well as streamline program delivery systems, to improve their effectiveness before committing substantial additional funds for dislocated worker programs. Reengineering can result in improved performance at reduced costs. The proposed consolidation of existing programs appears not to have gone far enough in producing necessary savings.

The Business Roundtable opposes the creation of any new entitlement program for dislocated workers that would establish a "mandatory" income maintenance guarantee. Dislocated worker assistance programs should be funded out of general revenues, subject to an annual appropriation by Congress. There is a concern that this proposal would create a new entitlement program.

The Business Roundtable remains committed to supporting a comprehensive program of retraining and other assistance for workers who become permanently dislocated from their jobs. We look forward to working with the Administration and Congress to achieve that goal."

The Business Roundtable is an association of more than 200 executives of leading U.S. corporations who examine public issues that affect the economy and develop positions which seek to reflect sound economic and social principles.

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