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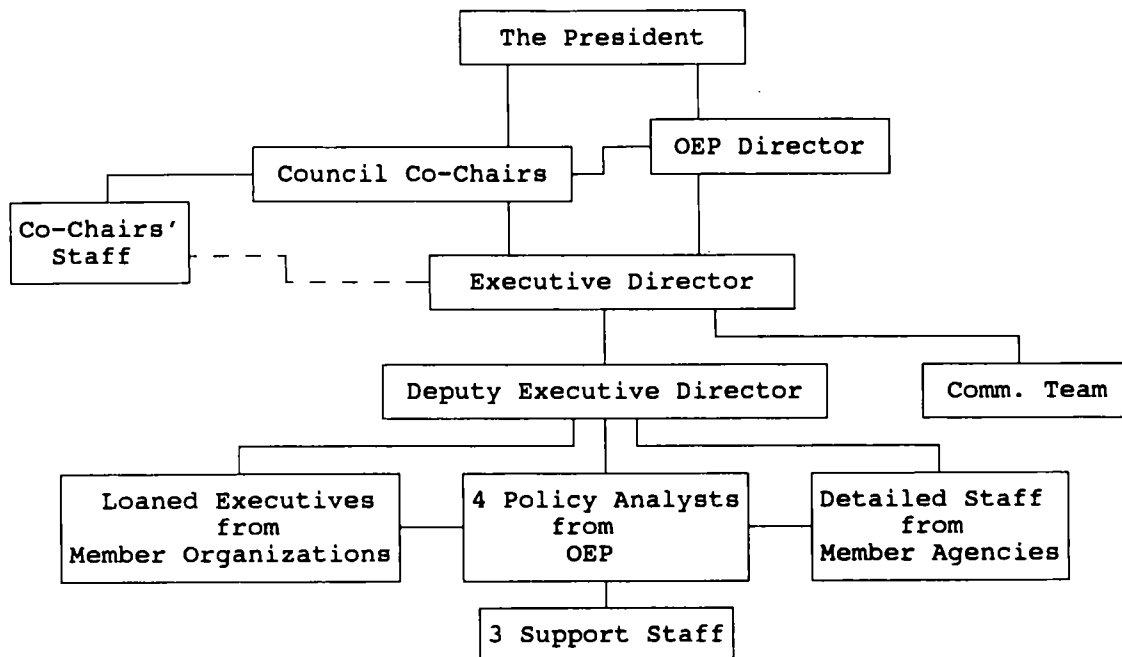
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PROPOSED STAFFING STRUCTURE



Executive Director

- Directs the overall activities of the Council and its staff.
- Works with Council Co-Chairs, Council Members, their liaison staff, and the Director of the Office of Environmental Policy (OEP) to develop and implement the vision, direction and priorities of the Council.
- Works with Council members to ensure that the views of diverse sectors of society are reflected in the planning process.
- In coordination with other senior administration officials, ensures the integration of Council activities with overall federal activities and policy leading to the development and implementation of a national sustainable development action strategy.
- Works with the Council's communication team to coordinate outreach efforts.

Deputy Executive Director

- Backs up Executive Director.
- Manages the day-to-day activities of the Council staff, loaned staff and detailed federal staff.
- Ensures effective committee staffing, project tracking, and product delivery.
- Coordinates integration of policy and demonstration projects between the committees of the Council.
- Ensures that the day-to-day activities of the Council follows the strategic policy direction and development set forth by the Council.
- Coordinates administrative and legal issues.

Policy Analysts (4)

- Manages the day-to-day activities of 1-2 Council committees and their project teams in coordination with the chairpersons.
- Assures the integration of the policy and demonstration projects for their assigned committees and project teams.
- Assures the day-to-day activities of their committees and project teams reflect the strategic policy direction and development activities of the full Council and the federal government.
- Serve as project managers for their respective committees and project teams.
- In addition to supporting the Council, policy analysts would help establish state councils or roundtables.

Loaned NGO/Business/Government Staff

- Provide policy advice on specific initiatives.
- Lead/serve on multi-disciplinary or interagency project teams on specific policy initiatives and demonstration projects.
- Serve as project managers/implementors for specific policy initiatives and demonstration projects.
- Work with staff experts within their organization to support and implement the initiatives of the Council.

Council Member Liaison Staff

- Represent their Council member, having direct, ongoing access to their Council member, and authorized to represent their policy views and issue positions.
- Serve as the day-to-day liaison between their Council member/organization and Council staff.
- Work closely with the Council staff to serve as committee staff and project team leaders/participants, representing organizational views and contributions at working-level meetings.
- Facilitate resources from their organizations to implement the work of the Council.
- For those Council members who do not have the resources to provide liaison staff, funding will be sought from foundations to obtain staff support.

Support Staff (3)

- 1 individual would provide administrative support to the Executive Director and Deputy Executive Director.
- 1 individual would provide administrative support to the 4 Policy Analysts.
- 1 individual would provide general telephone coverage, scheduling, word processing, filing, travel, budget tracking, general correspondence, and meeting logistical assistance.
- NOTE: Additional support staff for loaned executives and federal staff would be provided by the loaning organization.

Interns (2-3 per quarter)

- Provide logistical, administrative and research support to the Council staff. Supervised by the policy analysts.
- Respond to public inquiries.

Additional Organizational Resources

- **Media/Communication:** A three-person communication team made up of experts from Dow, WRI and the White House will develop and coordinate communication activities. Each PCSD member will be asked to appoint a communication contact within their organization. Each committee will appoint a communication support group as needed.
- **Legal Consultation:** The White House Counsel will be used for occasional legal determinations.

PCSD Communications Plan

DRAFT: 10/28/93

S.R. Opperman

We need to develop a clear, concise document which lays the foundation for internal and external communications of the PCSD. It must have several features:

- identify target audiences;
- adapt to the ever-changing conditions of PCSD;
- assign primary responsibility for various tasks; and
- maximize the communications potential of PCSD and its members.

This plan should be comprised of five sub-sections to assure specialized and appropriate resource deployment. They include:

- Internal Communications (within PCSD and its executive staff);
- Congress and its staff: informational and lobbying (?);
- Media relations;
- Outreach task force support (which includes support to other task forces and the general public); and
- General inquiry response.

These five sub-sections will undoubtedly have additional objectives and/or messages, which need to be developed further in this document. Despite the unique challenges and opportunities in each group, there are common objectives and messages.

Communications Objectives:

1. Increase awareness and maintain visibility of the PCSD among key opinion leaders throughout the United States.
2. Assure consistent communications of PCSD objectives, goals and recommendations among members, recognizing that differences on pending topics will occur.
3. Demonstrate the "partnership" by pairing, whenever possible, PCSD members in various communications activities.
4. Maximize communications resources/contacts by working with PCSD communications contacts, especially in their geographic locations.
5. Link PCSD to UN Commission on Sustainable Development (?).

Communications Messages:

1. The PCSD pools the talents and resources of government, the environmental community and industry in a partnership that can accomplish more than any one could individually.
2. the Council is unique in that it includes five Cabinet secretaries and transcends traditional approaches to problem-solving and identification.
3. The Council's mission is to develop bold, creative approaches that integrate environmental and economic development-related goals, and to advise the President on policies.
4. The Council will provide recommendations to the Administration response to Agenda 21.
5. The Council will implement demonstration projects to test the viability and/or encourage implementation of its recommendations.
6. Sustainable development means meeting the needs of the present without compromising the future.

This next section is an initial compilation of suggestions to be included in each sub-section.

Internal Communications

1. Develop regular/consistent communications format with PCSD members and liaisons. (PCSD staff)
2. Develop "library" of materials for use by PCSD members/organizations. This includes speeches, slides, overheads, press kits, PCSD letterhead. This will also require system for updating materials. (PCSD member organizations could donate the initial material development; PCSD staff should administer distribution.)
3. Develop "Speakers' Bureau", including actively soliciting strong speaking opportunities for PCSD members. Ask commitment of PCSD members to give at least one speech annually on behalf of PCSD. (PCSD members' communications contacts to find opportunities; PCSD staff to monitor)
4. PCSD members will need constructive mechanism with which to comment on process/activities/etc. Who will be a neutral "ombudsman"? How will concerns be handled? This should be communicated to PCSD members.

5. Assemble/distribute pre-meeting materials at least one week prior to meeting, and post-meeting materials within two weeks of meeting. (PCSD staff)
6. Immediately provide post-meeting highlights to PCSD members for their convenience with THEIR constituents. (?)
7. Conduct bi-annual meeting (in conjunction with PCSD meeting) with communications contacts to solicit further publicity ideas, review plans and develop working relationships. (PCSD staff, with assistance from Dow/WRI.)
8. Develop clip library of media coverage.
9. Ask for commitment of each PCSD member to publicize PCSD and its work at least once in their organization's publication(s).
10. Include update of PCSD communications activity (speeches, media clips, etc.) in each pre-meeting mailing.
11. Consider/recommend media training for PCSD members (who may be chairing task force that will receive high publicity, for example).

Congress and its Staff

1. Assemble target list, based on environmental interest and influence.
2. Send meeting notices and post-meeting minutes to targeted list.
3. Develop regular visit schedule, using various PCSD members over time.
- 4.

Media Relations

1. Develop standing PCSD press kit that can be used independently or as base of more extensive kit. Kit to include: charter, brief biographies, task force descriptions/members, key contact (and phone number) list, etc. (PCSD staff)
2. Maintain key reporter list, both the "top" dozen or so, and the extended list. Ask PCSD members to contribute to list to be sure regional reporters also receive information. (PCSD staff)

3. Issue Press Advisories one week prior to each PCSD meeting. Attach preliminary agenda so reporters can select which portions to attend. Also attach available/appropriate background material prior to meeting. Assure placement on daybooks.
4. At meeting: have available standing press kit materials, as well as background materials for meeting. Collect name/address/phone number of media who attend; include bounce back mechanism for more information.
5. Conduct media briefing immediately following meeting (within a few working hours) for media. Co-chairs will normally host, but could be augmented by PCSD member with special report, etc. Whenever possible, meetings in PCSD member geographic locations should incorporate those members.
6. Issue press release summarizing the day after each meeting. Place on U.S. Newswire and other wires, as appropriate.
7. Distribute meeting minutes "top" reporters, those who attend meeting, and others who request it.
8. Media interviews will be primarily conducted by the co-chairs. PCSD members who conduct media interview in which PCSD is discussed are asked to pre-notify PCSD office and to provide "clips" of outcome for the PCSD library.
9. Develop media "events" (tours, backgrounder sessions, etc.) connected with formation and summation of demonstration projects.
10. Issue regular media updates of PCSD membership changes.
11. Schedule editorial backgrounders with national press and co-chairs to describe work-in-progress. Offer story leads.
12. Schedule one-on-one interviews with columnists.
13. Consider advertising in Earth Times or other "trade" publications.
14. Seek opportunistic "spot news" coverage whenever possible.
15. Develop crisis communications plan for negative press. PCSD staff and co-chairs should receive additional training in this area.
16. Hire clipping service.
17. Identify PR agency who could assist if needed. Assure regular updates.

Outreach Task Force

1. Assign communications professionals to this and other task forces that will require outreach. Do early in process so communications is fully integrated.
2. Provide publicity support for awards program. (see 7/10 plan draft for further detail)
3. Consider short-term 800 numbers on specific projects.

General Inquiry Response

1. Develop tri-fold (type) self-mailing brochure that briefly explains PCSD. Distribute to members for further distribution. Would libraries put in system?
2. Broadly distribute address of PCSD via trade publications, PCSD member publications, in communications materials, etc.
3. Should we install an 800 number for the general public?
4. Consider computer networks -- such as Eco-Net.
5. Develop standard letters for predictable inquiries. Provide copies to PCSD members for inquiries they may receive.

Communication and Public Linkage Strategy

(very preliminary draft)

The PCSD is anxious to draw on the ideas and expertise of non-PCSD members to assure that the final recommendations of PCSD are grounded in reality - recommendations that address widely viewed problems of significance and workable policy solutions that have solid support from the stakeholders noted below. A secondary, but important mission of PCSD is to cause more widespread deliberation of sustainable development issues across the country.

The following preliminary strategy recognizes that PCSD's resources are limited. The strategy relies heavily on the cooperation of organizations beyond PCSD to carry out public linkage and dialogue initiatives to maximize reach and minimize PCSD resources.

Given limited resources, the strategy recognizes that PCSD efforts must be carefully targeted to select audiences who are likely to bring resources to bear on the implementation of PCSD's recommendations. The public is important, but the mission here is to put forward recommendations in 18 months time that are meaningful, creative, realistic, and supported by important stakeholder groups.

1. Goals (constituency development and policy influencers)

- to inform the broadest public and targeted stakeholder groups of PCSD activities and deliberations
- to encourage and promote discussion of sustainable development activities across the country (communications → (network))
- to identify and involve those who have creative and successful sustainable development initiatives and to bring their expertise to bear on the work of PCSD. ↔ (two way)
- to develop constituencies for the recommendations submitted to the President

2. Audience - While the general public in a broad sense will be interested in the work of the Council, the following groups are suggested as the key stakeholders.

- a. NGOs
- b. State Government
- c. Local Government
- d. Industry
- e. Congress
- f. Public
Media
T.V.
- g. Academics
- h. Federal Government -- Mid Level Managers

3. Communication to the public and stakeholder groups of PCSD activities and deliberations

- General Communication
 - press releases, media interviews
 - journal and magazine articles by PCSD members
 - create a PCSD newsletter sent quarterly to PCSD mailing list and to be entered on EcoNet
 - Mail meeting announcements to mailing list, press list, and place on EcoNet
 - Televised initiatives (i.e. Earth Day Summit, Town Hall meetings, etc.)

a. NGOs

- Citizens Network newsletter
- Econet
- Media
 - Briefings
 - Greenwire
 - Magazine articles by members
 - NGO Networker (WRI newsletter)
 - Speeches/briefings to NGOs
 - Articles in PCSD NGO-member newsletters

b. State Government

- write to heads of state SD initiatives
- write introductory letter to National Governors Association, National Conference of State Legislatures
- write article for placement in NGA & NCSL magazines
- contact regional Governors' organizations Council of Great Lakes Governors, Council of Northeast Governors, etc.
- secure speaking engagements at upcoming meetings

c. Local Government

- write to heads of Local SD initiatives
- write introductory letter to National League of Cities, Conference of Mayors, National Association of Counties, National Association of Towns and Townships
- Secure speaking engagements at meetings of above organizations
- write articles for above newsletters

d. Industry (rely on industry associations and journals as means of keeping industry informed of PCSD's work)

e. Congress (keep all members of Congress and staff informed of PCSD progress)

- October PCSD meeting announcement to all Members and select staff
(done)

- letter of introduction to all members of Congress
- ~~Energy and Environmental Study Conference~~ Congressional staff briefings
(BW/DW 1 briefing)
- ~~BESI/GLOBE~~ Congressional staff briefings
(BW/DW briefing)

f. Academics

g. Federal Government (mid level managers)

4. Public Involvement - It is PCSD's desire to identify and solicit ideas and recommendations from those stakeholder groups that have had direct experience with sustainable development problems and solutions

General Involvement

- identify sustainable development related conferences and meetings where PCSD might formally solicit input. In particular look for opportunities that afford a large and broadly representative audience and which are already being financed and organized by others.
- Arizona Governor's SD Conference for State and local governments (early 1995)
- U.S. Citizens Network Conference (nationwide attendance - July 1994)

Public Involvement in PCSD meetings

- design creative means of involving the public in each PCSD meeting

Experts Roundtables

- create experts' roundtables which would be open to the public in conjunction with each PCSD and/or Committee meeting
- bring together representatives of all State sustainable development initiatives

Sector Involvement (bold)
a. NGOs

b. State Government

c. Local Government

d. Industry

e. Congress

- EESI Dinner Series

Natural Resources

Sustainable Communities

Energy

Eco-Efficiency

- DB/JL to meet with Leadership
- Congressional Advisory Committee