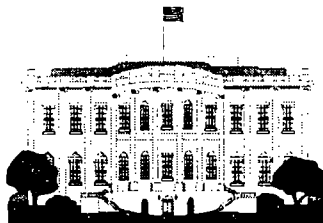


**CABINET AFFAIRS/FEDERAL AGENCY
WORKING GROUP**

RACE INITIATIVE ACTION MEMOS



Number of Activities and Policies

Department	Activities	Policies
State	5	
Treasury	4	
Defense	5	
Justice	4	3
Interior	8	3
USDA	3	1
Commerce	3	1
Labor	4	
HHS		1
HUD	3	3
Tranportation	4	2
Energy	5	1
Education	7	3
Veteran Affairs	7	3
EPA		3
CEA		3
OMB	2	1
UN		
USTR	1	
FEMA	2	
OPM	3	2
USIA	12	
SBA	1	3

GSA	7	
SSA	8	
OSTP	1	1

COUNCIL OF ECONOMIC ADVISERS

October 14, 1997

To: Jon Jennings, Cabinet Affairs

From: Sanders Korenman, CEA *SK*

Subject: Request for race-related policy announcements for the President

cc: Rebecca Blank, CEA; Maria Hanratty, CEA

We have identified three policies that are race-related, although they are not race-based.

1. After-school programs for elementary school children in high-poverty areas.

Purpose:

- to provide developmentally appropriate educational and social activities for low-income youth;
- to enhance labor force participation and earnings among low-income mothers.

2. Reform of unemployment insurance

Purpose:

- increase eligibility among workers who currently pay FUTA taxes but who, due to part-time work or low wage rates, are unlikely to qualify for benefits when they become unemployed.

Examples of possible policy reform:

Issue guidelines to encourage all states to base eligibility on hours of work, rather than earnings; also encourage states, in the determination eligibility, to alter the "base period" to include earnings in the most recent quarter. These eligibility criteria have disproportionate impact on minority employees who tend to earn lower wages and have higher unemployment rates than whites. Some but not all states currently base eligibility on hours rather than earnings, or use a "moveable" base period to address these inequities. In addition, people seeking part-time work who are otherwise eligible for UI are currently disqualified in many states. Review of this practice is recommended.

3. Finance of post-secondary training and education.

Purpose:

To increase education and training beyond high school for low-income high school graduates.

The labor market returns to post-secondary education and training grew considerably over the past 20 years. Furthermore, there is evidence that enrollment decisions of minority youths are more sensitive than those of white youths with similar incomes to changes in the direct costs of post-secondary training, possibly due to lower asset levels. Thus, policies that offset training costs in a race-neutral fashion are likely to evoke greater behavioral response among minority youth.

Example of possible policy reform:

Expansion of grant programs.

Expansion of school-to-school (as opposed to school-to-work) programs that link high school youth to further education and training opportunities.



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

October 14, 1997

MEMORANDUM FOR THE JON JENNINGS

FROM: Jill Blickstein
Carol Thompson Cole
Bill Halter
Janie Jeffers

SUBJECT: Possible Race Initiative Events for Frank Raines

1. Metropolitan Access

October 21, 1997, 6-8pm
Hogan and Hartson

Director Raines will speak to this group of young, African-American executives about balancing the federal budget, the Administration's revitalization plan for the District, views on affirmative action, future of the 8 (a) program, and the President's Initiative on Race.

2. African-American White House Reporters

Beverly Barnes of the Chief of Staff's Office indicated that several African-American White House correspondents have expressed their desire for an interview with Director Raines. This group might be invited to discuss the race initiative and other matters before the OMB Director or, alternatively, this group might be invited to specific race initiative events.

3. Other Possibilities

We understand that the President and the Advisory Board receive numerous local invitations that cannot be accommodated. Judy Winston and her staff are reviewing invitations to determine if any would be appropriate for Director Raines. We have also contacted Howard University to explore potential events in the next few months that would provide an appropriate venue for the Director to discuss the Race Initiative. For example, in late December the Business School will host a national conference attracting senior minority corporation executives. We will continue to explore further possibilities.

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF THE UNITED STATES TRADE REPRESENTATIVE
WASHINGTON, D.C. 20506

October 21, 1997

MEMORANDUM FOR THURGOOD MARSHALL, JR.

FROM: Nancy LeaMond
Chief of Staff, USTR

SUBJECT: Racial Justice Initiative USTR

As part of our outreach efforts on the President's Racial Justice Initiative, the USTR plans to raise at the upcoming meetings of the Advisory Committee on Trade Policy Negotiations (ACTPN) and other USTR senior-level private sector advisory committees the importance of the initiative and how our trade policies should contribute to achievement of its goals. ACTPN members include CEO's and leaders from major U.S. corporations and unions. ACTPN's next meets is on December 5.

We will have additional ideas on events and policy announcements in the near future.



Federal Emergency Management Agency

Washington, D.C. 20472

October 20, 1997

MEMORANDUM FOR: Thurgood Marshall, Jr.
Secretary to the Cabinet

FROM: James L. Witt
Director

SUBJECT: One America

A handwritten signature in cursive script that reads "James L. Witt". The signature is written in black ink and is positioned to the right of the typed name "James L. Witt".

In response to your request for race related activities for the remainder of this calendar year, the following information is provided:

FEMA Proposed Events

"Taking Care of Each Other – In Disasters or Not"

Event Date: October 7, 1997

In conjunction with the U.S. Department of Education, FEMA adopted the James P. Timony Middle School, a largely minority neighborhood in the Boston area. The school has a diverse school population of 650 students with recognition as a Blue Ribbon school and a waiting list of approximately 800 children.

During this event, FEMA lauched a new homepage on its WEB site – "FEMA for Kids". The homepage is designed to raise the interest and awareness of children in disaster preparedness and their role in taking care of each other. The students participated in a safety carnival, a Master of Disasters quiz, and educational workshops sponsored by service organizations, volunteer organizations, and Federal agencies. FEMA Director James L. Witt participated in the event.

Two additional such events are planned in other regions across the country.

"Federal Insurance Administration"

An educational campaign is planned for the flood insurance program that focuses on disaster prone communities. Focus will be on minority populations unfamiliar with this preparedness mechanism.

Policy Announcements

No race related policy announcements anticipated at this time.

"Every Child is Ours"

Boston Initiative on October 7, 1997

The Federal Emergency Management Agency (FEMA), the United States Department of Education, and the John Hancock Mutual Life Insurance Company are sponsoring an initiative in Boston, Massachusetts, with the theme, "Every Child is Ours." Two major events that promote this theme will be held in Boston on October 7, 1997.

"Taking Care of Each Other - In Disasters or Not"

In the morning, the Timilty school will be the site for the launch of FEMA's new homepage: "FEMA for Kids." The WEB site may be accessed nationwide on this date. The homepage is designed to raise the interest and awareness of children in disaster preparedness and their role in taking care of each other. The students will participate in a safety carnival, a "Master of Disasters" quiz bowl, and educational workshops sponsored by service organizations, volunteer organizations, and federal agencies. The students will also attend an assembly that honors American heroes (i.e., police officers, firefighters, teachers, etc.), recognizes essay contest winners, and includes remarks from federal officials. FEMA Director James Lee Witt has committed to the event at the Timilty School.

"America Goes Back to School - America Reads"

In the afternoon, John Hancock is hosting a Boston Compact luncheon for local CEOs and federal officials. The focus of the luncheon will be to challenge corporations to partner with local schools and pledge their commitment to children. The luncheon will also be a kickoff for a nationwide book drive. An "America Goes Back to School" summit, which includes over 1,000 corporate, educational, and community leaders, will follow the luncheon.

***** President Clinton has been invited to both of these events*****

James P. Timilty Middle School
English; Ms. Warren
Essay

James Dockery
September 18, 1997
Homeroom 303

"Taking Care of Each Other"

At sometime in life everyone has a problem. Now I'm going to tell you about my problem. It started on March 16, 1996. My mother went to the hospital for an operation because her legs were bothering her. So, I got worried and cautious.

The next day I got a phone call from my mother telling me she's all right. She told me that she doesn't want me to worry about her, I said okay. While my mom was in the hospital, my best friend Terrence and I went to the gym every day from 3:30p.m. to 6:00p.m., and after that we would go to see my mother. She was doing great! After that, Terrence and I would go to McDonald's or we would go to the hospital cafeteria.

Two weeks later, my mother came out of the hospital. She did well for the first couple of weeks. But then, her legs started hurting again. She had this kind of disease in her legs.

Two weeks later, my mother had to get her leg amputated. I was crying a lot. My friend Terrence led me through the sorrow. He told me, "James, your mother's leg is getting cut off, not her life." When I heard him say that, I thought, "That's true!"

Everyday I prayed for my mom. My friend Terrence did everything with me. If there was stuff I needed to do for my mother, he would help me. He was, and still is for sure, a good friend. Even though my mom's leg from her knee down is gone, she still is my mother. Thanks to Terrence, I got through this all. **THANK YOU, TERRENCE MILTON.**

My Hero

My hero is none other than my Grandmother on my Mother's side. I think my Grandmother is a good and kind person. Grandma Schuebel took care and is still taking care of a lot of people. She has sixteen children, and she made sure all of them were taken care of and received a very good education.

My Grandma Schuebel grew up very poor in Lexington, Mississippi in 1930. She only made it to the 6th grade when she had to quit school and take to the cotton fields of Mississippi. My Great Grandmother died when Grandma Schuebel was very young. Grandma only had one younger sister and they lived with her father. My Grandma had to teach herself how to do all the things adults usually did like cook, clean and taking care of a home.

My Great Grandfather died when my mother turned 13. My Grandma and her sister had to go live with relatives they did not even know. Grandma was abused by these strangers. Not soon after they had moved to that place she and her sister ran away. They were taken to the home of a very nice older woman where they were treated very kindly.

Grandma Schuebel took up cleaning houses. Sewing was her specialty. She then met her first husband James Harper at the age of 15. She married him at 16 and they both moved to Chicago to find work. Not soon after that Mr. Harper became abusive toward my Grandmother. She continued to stay with him and they had 11 children, the youngest being 3 years old when James Harper died.

Grandma was left with nothing but her children, whom she loved very much. When push came to shove she had to do something to feed her children. She would wash and sew other people's clothing for money, to pay some bills and put food on the table and a roof over their head. She also started a daycare center in her home so she would be home for her own children also.

In 1959 she met her second husband Claire Charles Schuebel, Sr. He fell in love with Granny and married her a year later and took care of her and her 11 children. They would grow and build a wonderful life and would have 5 more children together. Grandpa died in 1988.

Grandma Schuebel earned her GED at the age of 34 and had a great head on her shoulders for business. She still owns her houses and is very close to her 16 children, 36 grandchildren and her 5 great grandchildren. My Grandmother is my hero because she is so brave and she is so strong and so full of love. She beat a lot of obstacles in her life and is a very caring, giving person whom I admire and love very much. To me She is the Greatest Hero I know.

Timilty Middle School
Language Arts : Ms. Tucker
Essay

Mirta Rodriguez
September 19, 1997
216

America's Heroes - Taking Care of Each Other

Rev. Eugene Rivers is very good at helping people. Whenever he sees that you have a problem he helps as much as possible. Often teenagers ask him for advice. Rev. Rivers has been on television and in the newspaper and magazines fighting for people's rights. He cares about all people.

A couple of years ago he traveled to India to see Mother Theresa. While he was there he helped many of the elderly people. Some of the houses he visited were in really bad condition. Rev. Rivers decided to help them construct better homes. He also gave them money to buy food. It didn't matter to him that he didn't know them because they were people in need.

Rev. Rivers is very active in his community. If you go to him he will do his best for you. For example, last year I needed a job. I went to Rev. Rivers and explained my situation to him. He was able to get me a job for the rest of the summer! I don't think he's a hero just because he helped me. He helps everybody.

In the summer he has a community cookout. He also encourages people to participate in community service activities. Rev. Rivers has an after school program located at the Ella J. Baker House for Kids. The people there help kids do projects and homework that they don't understand. In my opinion Rev. Eugene Rivers is a true American hero who genuinely enjoys helping people and teaching people to help each other and themselves.



United States
**Office of
Personnel Management**

Office of Communications
Theodore Roosevelt Building
1900 E Street, NW, Room 5F12
Washington, DC 20415-0001

**MEMORANDUM FOR JON JENNINGS
OFFICE OF CABINET AFFAIRS**

**FROM: DOUGLAS K. WALKER
DIRECTOR OF COMMUNICATIONS**

SUBJECT: Initiative on Race Activities Through December 1997

Proposed Events:

- On October 26, Acting Director Janice Lachance will opening plenary speaker at the eleventh annual conference of the Hispanic Association of Colleges and Universities (HACU) in San Antonio, TX.
- On May 2, OPM signed an agreement with the Hispanic Association of Colleges and Universities (HACU) under which OPM agreed to install touch screen computers at five colleges with large Hispanic populations (University of Arizona, Tucson; Florida International University (Miami); University of New Mexico, Albuquerque; University of Puerto Rico; Texas A&M University) in an effort to increase recruitment of Hispanics into government. The computers will provide complete, up-to-date information on federal job opportunities, as is already available via touch screen computer in more than two hundred federal offices and career-transition centers.

While the computers have been installed and are now in use, OPM and HACU will schedule ribbon cutting ceremonies at each of the five schools to amplify our recruitment message. OPM will be giving a sixth computer to another, as yet undetermined, HACU school.

- We have committed to providing six touch screen computers to Historically Black Colleges and Universities (HBCU) during Black History Month (February).

Possible Policy Announcements:

- In September, Director Lachance invited federal agencies to join in implementing a nine-point plan aimed at recruiting greater numbers of qualified Hispanic-Americans for federal service and improving their opportunities for management and senior executive positions. (Hispanics are the only minority group with smaller representation in the federal workforce than in the overall civilian labor force. In a report prepared for Congress earlier this year, OPM noted that Hispanics made up 6 percent of the federal work force in 1996, compared to 10.5 percent of the civilian labor force.) The President or Vice President can announce that federal agencies will commit to implementing the OPM plan. Briefly, the nine points are these:
 - OPM will work with federal agencies and educational institutions in identifying job opportunities to support the White House initiative on Educational Excellence for Hispanic Americans.
 - We will increase federal job vacancy information to students, faculty and the Hispanic community.
 - We will expand the use of the Presidential Management Intern program to recruit and hire more Hispanic college graduates;
 - OPM will assist the Hispanic Association of Colleges and Universities (HACU) by coordinating placement of interns across federal agencies.
 - We will work with agencies to use the Student Employment Program to identify job opportunities for Hispanic students;
 - The agency will assist agencies to develop mentoring programs to encourage young Hispanics to enter federal careers.
 - We will promote the participation of Hispanics in leadership development programs;
 - We will seek to ensure Hispanic Employment Program Managers are integral members of the agency's management team.
 - Finally, we will emphasize our successes in OPM's Annual Report to Congress on the Federal Equal Opportunity Recruitment Program.
- OPM is developing an initiative to address the under-representation of African-Americans in senior level federal positions (GS-14 and 15, Senior Executive Service).



October 17, 1997

MEMORANDUM FOR: Ms. Judith Winston
Executive Director
The President's Initiative on Race
The White House

FROM: Henry Howard *H. HOWARD*
Associate Director for Management

SUBJECT: Proposed USIA Initiatives

Attached are several activities which USIA proposes to undertake (or has already initiated) in support of the President's Initiative on Race. As requested, we have specified four new items which we believe are doable between now and the end of the year.

USIA's primary contribution to the President's Initiative is to bring an international perspective to the issues that the Initiative is addressing. Many of these issues are shared by other countries dealing with similar problems of bridging racial, ethnic and religious differences. Some of the activities listed in the attachment are USIA-initiated, but USIA also provides a valuable contribution in bringing a public diplomacy dimension to major activities initiated by others and much of what this Agency will be doing to support the initiative falls in that category.

PROPOSED USIA INITIATIVES

**One America for the 21st Century:
The President's Initiative on Race**

Proposed Events Between Now and End of Year:

1. White House Conference on Hate Crimes and December 2 Town Hall Meeting

USIA will project in depth the issues discussed in the November 10 White House Conference on Hate Crimes and the December 2 Town Hall Meeting, bringing those issues into perspective for an international audience and engaging overseas interlocutors in the issues, many of which they share a concern with. The attached template gives an indication of potential Agency initiatives, which includes the Internet site (see #6 below).

2. Panel Featuring Presidential Envoy Jesse Jackson

USIA will encourage the Rev. Jesse Jackson, newly named Presidential envoy for democracy building in Africa, to chair a panel on *Building a Viable Civil Society: Race and Diversity Issues*. The panel will be presented to an audience composed of foreign affairs professionals engaged in this issue and invited NGO experts, and edited for television and radio broadcast and print coverage. A portion could be telecast live to selected countries in Africa for interactive dialogue, either through satellite telecast or digital video communication technology. Highlights and transcripts of the panel would also be featured on the Internet site mentioned in #6 below.

3. Seminar on Contemporary Perspectives on Race and Diversity

USIA proposes a seminar on contemporary perspectives on race and diversity to include board members and senior staff of the President's Initiative, along with selected former U.S. Speakers expert in the subject, former American Fulbrighters and Agency officers engaged in program development on these and related issues. The Agency will make every effort to complete this project in 1997, but circumstances may require slippage to 1998.

4. Voice of America Programming

The Voice of America will provide in-depth coverage for the Hate Crimes Initiative Conference, the President's Town Hall meeting in December and other high profile Presidential events. *Talk to America*, a one-hour English speaking, international call-in

program that is broadcast worldwide, will do follow on activities to these events. In the last month this program has focused on the President's New Initiative through interviews with Maria Echaveste, White House Director for Public Liaison; Ernest Green, a member of the Little Rock Nine; and Jim Dailey, Mayor of Little Rock.

Underway:

5. Little Rock Central High

USIA participated substantially in the 40th Anniversary of the integration of Little Rock Central High School and projected the significance of the event through multiple means (see attachment). The Agency is currently preparing a report on the impact the commemoration has had on foreign audiences which will be shared with those working on the President's Initiative.

6. Electronic Journal and Internet Site

One of the items used to bring perspective to the issues in the Little Rock Central High commemoration was USIA's recently published electronic journal *Toward One America: A National Conversation on Race*. This journal features the text of the President's June speech in San Diego, as well as a variety of commentary articles on affirmative action, the changing meaning of the term race and the search for racial justice. Its resource section has an extensive bibliography of books, an annotated list of recent articles and a list of appropriate web sites for further exploration. Reports indicate the journal has been used extensively at the Washington and New York Foreign Press Centers and as a core resource for programs from Brazil to Bangladesh. Currently available as an electronic journal in hypertext format (available on the World Wide Web), it will also form a key component of an Agency web site now under development, which, along with the journal, will be designed to bring these diversity issues into the international dialogue.

7. Academic Grants to Historically Black Colleges and Universities

USIA is continuing its outreach to historically Black colleges and universities (HBCUs) with academic grant awards, encouraging them to expand their international activities and interaction with academic institutions overseas. These "linkage" programs have the effect of strengthening all institutions involved and enriching the experience for students at the HBCUs. This is a USIA initiative of several years' standing, during which time the extent of HBCU involvement has increased substantially. The Agency has achieved this through exhibits at national meetings, visits to HBCUs and panels/luncheons for presidents of HBCUs, workshops to provide technical assistance to potential applicants for grant competitions, and follow-up activities to develop a network of Fulbright alumni at HBCUs. USIA representatives continue to meet with HBCU representatives to identify how the Agency and the HBCUs can work together more fully.

In 1998

8. Interagency Panel Discussion on Race and Civil Rights

USIA will propose that the Secretaries of HHS and Education, and the Directors of SBA and FEMA join with USIA Director Joseph Duffey in a panel discussion on each agency's efforts on race and civil rights activities as they pertain to the Federal Government.

9. Resident Professional to Counsel on Minority Recruiting

USIA is considering a domestic version of its "Professional-in-Residence" program, a representative from a traditional Black college or university who can counsel the Agency on recruitment of qualified minorities for the Agency's professional Foreign Service, including development of materials, such as a CD-ROM.

10. International Visitors with Comparative International Perspectives

The USIA International Visitor (IV) Program will be sponsoring several groups of overseas visitors with interests in the issues related to the President's Initiative. These groups will be in the U.S. for one month respectively during the spring. All efforts will be made to include exposure for these visitors to the work of the President's Initiative and dialogue with Board members and/or senior staff on the issues. These visitors would bring international perspectives on diversity and approaches to building bridges of understanding and cooperation between disparate communities, essential for healthy democracies.

11. 50th Anniversary of the Integration of the U.S. Armed Forces

USIA is prepared to work closely with DOD in its 1998 observance of the 50th anniversary of the integration of the U.S. armed forces, portraying the events and progress in a comprehensive manner similar to the Little Rock High School commemoration (see template). This would be another major feature of the Internet site mentioned in #6 above.

12. White House Symposium as a Culminating Event

If this is not already in the works, USIA proposes a symposium, under White House auspices, as a summing up of the work of the President's Initiative. The symposium would feature the entire Board and senior staff, along with Americans across the country who have made substantial progress through their activities toward meeting the goals of the President's Initiative. USIA would attempt to identify appropriate individuals, depending upon what they would have to contribute, who are in this country on exchange programs, such as Fulbright scholars or International Visitors. The symposium should get wide exposure through televised downlinks both within the U.S. and overseas. Such a forum attracts domestic as well as international media attention. USIA would also be involved through activities similar to those

in the attached template and highlights and transcripts of the symposium would be featured on the Internet site mentioned in #6 above.



**USIA PARTICIPATION WITH LITTLE ROCK CENTRAL HIGH
40TH ANNIVERSARY**

Special Coverage

- **USIA LITTLE ROCK FACILITATOR** - Beth Rule, former resident of Little Rock and teacher of French for 10 years at Central High School will assist USIA reporters with interviews, contacts, and briefings on the city and high school, and their past and current status with race relations. (Currently Voluntary Visitors Division Chief, Office of International Visitors)
- **WIRELESS FILE ARTICLES** - Agency reporter David Pitts on assignment in Little Rock from 9/19-27, conducting interviews and filing stories for worldwide distribution. (File provides timely and authoritative information to embassies and USIA posts in Arabic, English, French, Russian, and Spanish.)
- **WASHINGTON FOREIGN PRESS CENTER (FPC)** - Ernest Green briefing for foreign journalists at FPC week of 9/15
- **VOICE OF AMERICA (VOA)** - Two reporters from VOA will be in Little Rock to broadcast the "Talk to America" international call-in show on 9/22-23 (1 p.m. EDT), featuring Ernest Green, Central High students and Little Rock Mayor Jim Dailey. (VOA, the Agency's multilingual international radio service, provides accurate and reliable news and information to approximately 92 million people worldwide)
- **WORLDNET** - interactive show scheduled for 9/29 (8-9 a.m. EDT) with Lottie Shackelford, Exec. VP Global USA and former Little Rock Mayor, with USIA posts in Africa, Eastern Europe, Near East and South Asia and Western Europe. **NEWSFILE** to cover events.
- **OFFICE OF INTERNATIONAL VISITORS (IV)** - With the Arkansas Council for International Visitors, IV will sponsor and send to Little Rock a senior reporter with Radio Television Hong Kong, Ms. Mak Yin Ting, who is studying issues regarding editorial self-censorship, political control of the media and professional journalistic standards.
- **FULBRIGHT ACADEMIC EXCHANGES** - 14 foreign Fulbright students, studying at the University of Arkansas, will be honored guests at the Presidential event at Central High School, affording them the opportunity to observe the historic event within the context of current discussions on race relations.
- **ELECTRONIC JOURNAL** - entitled "Toward One America: A National Conversation on Race" featuring follow-up articles on the Little Rock/Central High Anniversary Event, including articles by Roy Reed and others. (Available on the internet at ejvalues@usia.gov)

09/16/97



Championing America's Entrepreneurs

Fax Transmission Cover Sheet

To: Jon Jennings

Organization: Cabinet Affairs

Telephone: 202/456-2572 Fax: 202/456-6704

Date: October 2, 1997 Time: 11:12 AM

Number of Pages (including this page): 5pp.

From: Paul Weech

Office: of the Administrator

Telephone: 202/205-6682 Fax: 202/205-6802

Message:

African American Outreach Initiative
Hispanic Loan Production Announcement

Note: Be aware fax machines using thermal paper produce an unstable image which will deteriorate. Copy messages onto plain paper prior to filing as a record!

Did you know the SBA ...

Has a portfolio guaranteeing over \$29 billion in loans to 200,000 small businesses that otherwise would not have had such access to capital?

Guaranteed over 52,700 loans totaling \$10 billion to America's small businesses in fiscal year 1996?

Last year extended management and technical assistance to nearly 850,000 small businesses through its 950 Small Business Development Centers and 13,000 Service Corps of Retired Executives volunteers?

Provided more than 38,000 loans totaling \$987 million to disaster victims for residential, personal property, as well as business losses in fiscal year 1996?

Has 7,000 private sector lenders as partners providing their capital to small business?

Has increased its venture capital program with more private capital in the past two years than in the previous 15 years combined?

Provides loan guarantees and technical assistance to small business exporters through U.S. Export Assistance Centers in 15 cities?

Can be contacted through the SBA Home Page on the Internet (<http://www.sba.gov>)?

Can respond to written small business questions through the U.S. Business Advisor on the Internet (<http://www.business.gov>)?

Did you know that America's 22 million small businesses ...

Employ more than 50 percent of the private workforce,

Generate more than half of the nation's gross domestic product, and

Are the principal source of new jobs?

CONFIDENTIALITY NOTE: The information contained in this facsimile transmittal sheet and the document(s) that follow are for the exclusive use of the addressee and may contain information protected by the Privacy Act, 5 U.S.C. 552a, or otherwise confidential, privileged, or non-disclosable information. If the recipient of this facsimile is not the addressee or is not the person responsible for delivering this facsimile to the addressee, the recipient may violate the law by reading, photocopying, distributing or otherwise using this facsimile transmission or its contents in any way. If the recipient received this facsimile transmission in error, call the sending office immediately.

October 1, 1998

MEMORANDUM TO THURGOOD MARSHALL

From: Paul Weech
Subject: African American Outreach Initiative

Sometime in the next month, the SBA would like to roll out an initiative that will increase African-American participation in SBA's programs. This memorandum provides you with more information on the initiative and requests your advice on timing and possible Presidential participation in the roll-out.

SBA provides small businesses with a continuum of services from training, and counseling for entrepreneurs and others considering starting a business, to microloans for people needing small loans to finance an idea, to federal procurement opportunities for small firms who will use a federal contract to develop their businesses, to loan guarantees on larger loans that will finance a business expansion or a real estate purchase. SBA also supports a venture capital industry that provides more sophisticated assistance to small firms that need capital.

This Administration has made great strides in increasing the participation of minority- and women-owned businesses in SBA programs, but there has been a fall off in loan production for these business communities since the peak year of 1995. With the beginning of the first full fiscal year of her tenure, Administrator Alvarez has made it her goal to increase access to SBA services by minority-owned and women-owned firms over the next three years.

She will begin by setting very aggressive loans production goals, education and training goals, and procurement goals for the organization – especially our field operations. She will support the increased effort by developing partnerships with leading business and civic groups, with Members of Congress, and with SBA lenders and program intermediaries, all of whom will agree to help disseminate information about SBA's products and services and help bring more businesses through the door. We will launch a marketing campaign using public service announcements and targeted media. And, we will make modifications in our programs and our delivery systems to enhance the effort.

On Thursday, October 2, Administrator Alvarez will roll out an initiative targeted at the Hispanic-American business community in a speech with the U.S. Hispanic Chamber of Commerce in Houston. Included in this announcement is a goal of a 50 percent increase in the number of loans to Hispanic-owned businesses over the next three years, pledges of support from most of the large Hispanic-American groups, a commitment to deliver 100 loans in Texas from the Texas Mexican-American Chamber of Commerce (TMACC), and the release of SBA publications translated into Spanish. If successful, the

initiative will mean \$2.5 billion in loans to Hispanic American-owned small businesses over the next three years.

The SBA would anticipate similar events announcing her goals for African-American-owned businesses, for Women-owned businesses, for Veteran-owned businesses, and for rural businesses. We are also developing a special outreach program for Native American populations. A major theme of these marketing and outreach efforts is the President's commitment to racial reconciliation through economic opportunity.

Our goals for African-American lending are particularly aggressive. SBA anticipates that it can increase loans to African American businesses by 100 percent over the next three years if we pursue a coordinated comprehensive strategy of marketing and outreach. The Administrator is looking for an opportunity to announce the SBA goals and the accompanying marketing campaign some time in the near future. I would propose that we consider an event to coincide with the next meeting of the racial reconciliation task force. In addition to announcing its goals and strategies, the SBA would ask its top lenders to join our initiative by committing to increase their lending to the African American community. We believe that the event could include the signing of best practices agreements with some of largest lending institutions.

*Sent Wednesday
@ 5:00 p.m.*

TO CABINET AFFAIRS

Administrator Alvarez will deliver a speech before the U.S. Hispanic Chamber of Commerce in Houston tomorrow. In her speech, the Administrator will announce her goals for SBA over the next three years. These goals include a 50 percent increase in lending for Hispanic American small businesses by the year 2000. If successful, total lending will be approximately \$2.5 billion.

In support of reaching these goals, the Administrator will announce the assistance of many of the major Hispanic American groups and the publication of SBA marketing materials and product descriptions in Spanish.

The Administrator will again highlight her view that increasing international trade represents a very important business opportunity for small businesses and will urge support for renewing the President's traditional trade authority.

We are still working through the actual text of the speech, but the following excerpt gives you a flavor for the material that Aida will deliver tomorrow:

"SBA needs to do more to ensure that our programs are serving a broad cross-section of the American population. As an organization dedicated to the creation and support of small businesses, we represent the doorway to economic opportunity. The Clinton Administration has done an excellent job of increasing SBA lending to communities who have been underserved by the private market place in the past. For example, we have increased the number of annual loans to Hispanic Americans from 1,356 loans in 1992 to 3,294 loans in 1997 – an increase of 142 percent. We have delivered an astounding \$1.8 billion in loans to Hispanic Americans over this period of time. While this is a good record, I believe we can and should do more.

Today, I am announcing that I am going to set very aggressive lending and outreach goals for my organization over the next three years. Under these new goals, we will commit the entire SBA organization to increasing our annual lending to Hispanic American businesses. For Hispanic-

American-owned businesses this means we will increase annual lending by 50 percent over current levels.

If we are successful, this will mean that this Administration will have tripled its annual lending to Hispanic owned businesses since 1992. If we are successful at reaching this goal, the SBA will lend \$2.5 billion to Hispanic-American owned businesses over the next 3 three years.

A key part to meeting these goals is to provide Spanish speaking Americans with access to the continuum of SBA services. As the first step in increasing access, I am very pleased today to announce that SBA is releasing new publications in Spanish that describe our programs.

We cannot do this alone. I am pleased today to be able to stand here with the support the U.S. Hispanic Chamber of Commerce and so many of the other national groups that represent Hispanic Americans. We need all of you to work with us to communicate our message, to help small businesses to work with lenders to develop fundable loan packages, to provide increased access to the SBA entrepreneurial development services – increased training, counseling, and education. We will also work to bring in more good, high quality loans for Hispanic American small businesses by working with our resource partners – the Small Business Development Centers, the volunteers in the Service Corps of Retired Executives, and Business Information Centers – to distribute our materials, work with small businesses, and help them succeed.”

Si se puede, con SBA.

October 15, 1997

MEMORANDUM FOR CABINET AFFAIRS

From: Paul Weech
Subject: SBA Racial Reconciliation Events

The SBA has made increasing economic opportunities a central driving theme in its strategic planning. This fall, there will be several opportunities to highlight the President's goal of achieving racial reconciliation through increased economic opportunity:

1. **Lending Initiatives.** SBA has an annual process for setting loan production goals for each of our 69 field offices. This year, with the advent of the Government Performance Results Act strategic plans, federal agencies are focusing on longer term goals. Administrator Alvarez has decided to set very aggressive goals – not only for lending programs, but also for our procurement programs, our counseling and training programs, and for our welfare to work initiative. SBA will seek to increase opportunities for all small businesses, but it will also set aggressive subgoals for business communities who are underserved by the private markets or by SBA programs. Last month, SBA announced a marketing campaign aimed at increasing the participation of Hispanic Americans in our programs at a meeting of the U.S. Hispanic Chamber of Commerce in Houston. The campaign included partnerships with major Hispanic business and civic groups and marketing materials in Spanish. We plan to roll out similar marketing and outreach initiatives for African American businesses, women-owned businesses, and Native American-owned businesses over the next two months. SBA would plan second event to highlight the Hispanic American Initiative.
2. **Automakers Memorandum of Understanding.** SBA's Office of Government Contracting has been negotiating an MOU with the nation's automakers that would put in place a process for SBA review of the automakers' subcontracting programs. The MOU is nearing completion for an announcement this fall. Under the MOU, the automakers would agree to increase subcontracting to small minority-owned firms – including the firms certified as disadvantaged under the SBA's 8(a) program. We would envision a major event with the heads of the auto companies.
3. **8(a) Rules.** The SBA has rewritten the rules governing its Section 8(a) business development program. The rule changes should strengthen and improve the program by increasing the success rates of firms that participate in the program. The rules also adapt the program to the post-Adarand legal environment. The rule changes the standard of proof for small disadvantaged firm participation in the 8(a) program. SBA anticipates that the rule changes will allow more women-owned businesses to qualify for 8(a). The debate surrounding the 8(a) rule changes invites the dialogue that the

President is seeking under the racial reconciliation initiative. The rule is expected November 1.

4. **Minority Enterprise Development Week**. SBA's Office of Minority Enterprise Development and the Commerce Department's Minority Business Development Agency will cosponsor a conference November 20, 21, and 22 on minority enterprise development as part of the celebration of minority enterprise development week. We have put in a scheduling request to the President for this event.



U.S. GENERAL
Administrato



CHIEF OF STAFF TO THE PRESIDENT

Judy Winston
cc: Erskine Bowles

September 25, 1977

Judy,

As you know, I am taking the President's race initiative very seriously. I happen to think that, as we leave this century, Bill Clinton can do more for America on this subject than anyone could, or maybe ever has.

One part of the initiative is to have a dialog in each of our agencies. I want to tell you about ours. I'd also like to invite you to visit with us to learn more about it.

Last Thursday, we devoted our quarterly Management Council meeting to a discussion on race. The Council is made up of the 25 top executives in GSA and includes our 11 Regional Administrators, 10 of whom are political appointees. The other 13 include 6 career executives.

Martha Johnson, Thurman Davis and I planned it carefully, including securing the services of an outstanding facilitator. Catherine Buntaine, of Charlesbank Associates, is an old friend and colleague of Martha's and brought 10 years of great experience to her time with us.

We knew it would be intense, uncomfortable and some would feel, a waste of time. We hoped it would be illuminating, strategic and valuable. It was all those things. We wanted to start this dialog at the top for two reasons: one, we needed to let the organization know we could have the discussion, and two, we have more diversity in that group than the rest of GSA.

We learned many things and are still digesting the effect of the day. It was clear that it was just a beginning. It was also clear that the topic will (or should) engage a discussion of business strategy. We drifted between the strategic value of diversity and the specific subject of race.

But, nothing was more clear than the need for a first class facilitator. Catherine was just that.

Our next steps will include more analysis of the landscape to put our present and past in perspective and the development of a "business case" to use in future discussions.

We would love to have you visit with Martha, Thurman and me. We'd be glad to share our experience and hear about what is happening in other agencies.

*Silvia -
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to be sent
I recommend my
to my son*



U.S. GENERAL SERVICES ADMINISTRATION
Office of the Administrator

October 21, 1997

MEMORANDUM FOR JON JENNINGS, OFFICE OF CABINET AFFAIRS

FROM: ERIC DODDS, GENERAL SERVICES ADMINISTRATION

SUBJECT: Proposed Events for the President's Initiative on Race

The following is a list of proposed events the General Services Administration (GSA) is interested in doing before the end of the year.

1. **The African Burial Ground Project in New York City.** In 1993, this archeological site was designated a National Historic Landmark by New York City's Landmarks Preservation Commission. Dr. Michael Blakey, Scientific Director at Howard University, was contracted by GSA to do the bioanthropological research on the bones excavated at the site. Dr. Blakey will complete the research at Howard University and the remains will be returned to New York for a re-interment ceremony. GSA has been using the research findings to open an Interpretive Center for the public. Not only will the Interpretive Center provide ongoing educational opportunities for the public and pay tribute to the Africans buried at the site, it is a great opportunity to enforce the commitment the Administration and GSA have made to improve race relations in the United States. An exterior memorial will also be built on the burial site to honor the African Burial Ground.
2. **The Minority Contractors Association Annual Conference.** The Office of Enterprise Development (OED) will be participating in the Minority Contractors Association Annual Conference in Georgia next month. In addition, OED will participate in the Department of Commerce's Minority Business Development Agency's MEDWEEK which focuses on minority business enterprise around the country.
3. **Change Masters.** GSA has been working, internally, to help motivate primarily African-American women that have been in lower-level positions for a long period of time through intervention and a consulting program to help them build esteem and self-confidence. GSA plans on expanding this program.

18th and F Streets, NW, Washington, DC 20405



4. **Welfare-To-Work**. GSA has hired a total of 38 people and is in the process of hiring an additional 63 by the end of the year. The majority of these hires are minority, particularly African-American women. Recently, Vice President Gore honored GSA for successful Welfare-To-Work efforts. GSA will continue to expand this program and hire additional people.

5. **Study and Dialog**. Administrator Barram believes that these are the two most important parts of the President's Initiative on Race, and he has devoted a half day to discussion and dialog of race in America with his senior staff.

6. **Jamez Pueblo Tribe**. GSA's Region 7 has been working closely with the Jamez Pueblo Tribe on local service issues ranging from telecommunications to surplus property. GSA will continue to build relationships like this with other native American Tribal Governments.

7. **National Association of Minority Architects (NAMA)**. OED represented GSA at the 27th annual conference of NAMA in Miami, FL. The conference was attended by over 200 architects and architecture students to discuss the conference's theme: **Reconstruction: A Strategy for Success**. A representative from GSA discussed the opportunities available for architects at GSA. In turn, the conference provided OED with a valuable list of qualified architects whom GSA can call upon for its design projects.



SOCIAL SECURITY

Office of the Commissioner

October 14, 1997

MEMORANDUM FOR JON JENNINGS

Cabinet Affairs

FROM: Brian D. Coyne, Chief of Staff
Cassandra Wilkins, Senior Advisor to the Commissioner
Lisa Peoples, Special Assistant

RE: President's Initiative on Race

The Social Security Administration (SSA) is committed to addressing the President's Initiative on Race and developing ways of implementing the President's Initiative throughout the Agency. SSA values the diversity in its workforce and believes that a diverse workforce can provide quality service to the American public now and in the future.

Highlight promising practices and accomplishments

SSA's strongest "Best Practices" are its advisory council, diversity conferences and training programs.

o Advisory Council

SSA has an advisory council that work closely with management to address employment issues and emphasize the value of diversity in its workforce. SSA's five advisory committees are Pacific-Asian, Employees with Disabilities, Black Affairs, Hispanic Affairs and Women's Affairs. SSA's new Commissioner Kenneth Apfel met with the Agency's advisory council on October 9, 1997 and will continue to meeting regularly with the five advisory committees.

o Diversity Conference

In June 1996, the advisory councils jointly held a three day diversity conference "Seeking Common Ground: Celebrating Diversity". Approximately 1,200 SSA employees attended the first national diversity conference. SSA's second diversity conference will be in June or July of 1998.

o Training and Development Programs

SSA employees are encouraged to participate in the various training programs offered to enhance their knowledge and growth within the Agency. SSA will continue to pursue training and recruitment of capable minority employees for leadership positions in the Agency. The goal is to have minority employees ready to be integrated into senior positions at SSA.

Future activities/events

SSA is planning several activities where the Agency will have an opportunity to promote the President's Race Initiative.

o Immigration and Naturalization Service (INS)

Commissioner Apfel will speak at a INS swearing-in ceremony in Texas. His speech will highlight and celebrate the diversity of our nation. Media is planned for this November event.

o Informal Brown Bag Focus Group Luncheon

This informal luncheon is designed to open the dialogue on Racial Reconciliation and is planned for December.

o Martin Luther King (MLK) Breakfast

SSA's annual MLK Breakfast is planned for January 15, 1998. Secretary Rodney Slater has been invited to speak. Media is planned for this event.

o Diversity Conference

SSA's second diversity conference is scheduled for the summer of 1998 during the month of June or July.

Link with the Advisory Board or the Executive Director of the Race Initiative

Commissioner Apfel will meet with the Executive Director of the President's Initiative on Race within the next few months.

Race-Related Policy Announcements

SSA has no race-related policy announcements at this time.

OSTP

**RACE INITIATIVE PROPOSED EVENTS
OSTP**

The White House Office of Science and Technology Policy has a work schedule, including activities for 1998 and we will submit that when you request the 1998 schedule. We look forward to working with you in the near future.