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001. email	From Jackson T Dunn to Lisa Green; RE: phone number [partial] (1 page)	06/06/1999	P6/b(6)

COLLECTION:

Clinton Presidential Records
Policy Development
Lisa Green
OA/Box Number: 20589

FOLDER TITLE:

Corp. [Corporate] Related [2]

2012-0043-S
ms214

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
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b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

PARTICIPATING CEOs

1. Duane Ackerman, Chairman & CEO, Bell South
2. Dan Amos, President & CEO, AFLAC Incorporated
3 Donald Carty, Chairman, President & CEO, American Airlines
4 Emma Chappell, Chairman, President & CEO, United Bank of Philadelphia
5. Jon Corzine, Senior Director, Goldman Sachs
6. Charles Gifford, Chairman & CEO, BankBoston
7. Martin Grass, Chairman & CEO, Rite Aid Corporation
8. Richard Grasso, Chairman & CEO, NYSE (*not traveling*)
9. Dan Hesse, President & CEO, AT & T Wireless
10. Richard Huber, Chairman, President & CEO, Aetna, Inc.
11. Debra Lee, President & COO, BET Holdings, Inc.
12. Leo Mullin, President, Chairman & CEO, Delta Airlines
13. Frank Newman, Chairman & CEO, Bankers Trust
14. Frank Raines, Chairman & CEO, Fannie Mae (*not traveling*)
15. Maceo Sloan, Chairman, President & CEO, Sloan Financial Group
16. Sy Sternberg, Chairman, President & CEO, New York Life
17. Sanford Weill, Chairman and Co-CEO, Citigroup

United States Department of Agriculture

Office of the Secretary
Washington, DC 20250

June 7, 1999

TO: Lisa Green or Jay Dunn

FROM: Clyde Williams - Bart Chilton
Deputy Chiefs of Staff

RE: New Markets Presidential Trip

As per your request Monday, June 7, we have prepared the following responses:

- USDA wishes to contact none of the companies presented on the attached list.
- USDA does wish to contact Bestfoods Inc., Dole Food Co., Earthgrains Co., Kellogg USA, Quaker Oats Co. and Seneca Foods Corp
- *"What is the relevance and importance of these companies to any of the sites that your agency or other have recommended."* -- **PLEASE SEE ATTACHMENT**
- *"What companies does your principal have existing relationships with that we can build upon in this corporate outreach effort."* -- **PLEASE SEE ATTACHMENT**

If you have any further questions please call Justin Paschal @ 202-720-3631

Laura Trivers (202) 720-4623
laura.trivers@usda.gov
Jim Borland (202) 690-0469
jim.borland@usda.gov

USDA, MAJOR FOOD COMPANIES JOIN TO PROMOTE CHILDREN'S HEALTH

WASHINGTON, May 12, 1999–Agriculture Secretary Dan Glickman today announced a partnership between USDA and eight national food companies and a national parenting magazine to use the Department's newly-released Food Guide Pyramid for Young Children to promote good nutrition and health among America's youth.

"The new children's food guide pyramid is a terrific tool to teach kids how to choose good, nutritious foods for a healthy, active lifestyle," Glickman said. "These new partnerships with the food industry will help us place this positive advice where it can be most effective–on America's breakfast, lunch, and dinner tables."

Glickman, on behalf of USDA, today signed memoranda of understanding with Bestfoods, Inc., Englewood Cliffs, N.J., ~~Dannon Company, Inc.~~, Tarrytown, N.Y., Dole Food Co., San Mateo, Calif., Earthgrains Co., St. Louis, Mo., Kellogg USA, Battle Creek, Mich., Quaker Oats Co., Chicago, Ill., Seneca Foods Corp., Pittsford, N.Y., and Tyson Foods, Springdale, Ark. Glickman also signed a memorandum of understanding with Child Magazine, New York, N.Y.

In the agreement, the companies state their intent to use the children's pyramid in nutrition education and marketing campaigns, while USDA agrees to provide technical assistance in reviewing for completeness and accuracy company-produced education and marketing materials based on the Pyramid.

The partnerships announced today are a part of USDA's continuing nutrition education outreach efforts that include incorporating the Pyramid and the Dietary Guidelines into USDA programs like WIC, Food Stamp, and School Meals, working with other government agencies to reach their customers, and forming innovative partnerships with the private and non-profit sectors.

"We reach millions of children ages 2 to 6 every day in child care centers, WIC clinics, and Food Stamp offices," said Glickman. "With the children's food guide pyramid poster on the walls of these centers, clinics, and offices we'll do better than just reach them–we'll teach them."

#

AIG
Allied Signal
AllState
American Airlines
American Express
Ameritech
Bank Boston
Black Enterprise Fund
Boeing
✓ Burger King MOU WHERE LINKING KING w/ LOCAL FARMERS AS SUPPLIERS
Chevron * SAME AS ABOVE FOR DAIRY QUEEN
Cigna
Coca-Cola
Compaq
ConAgra
Costco
CSX
Daimler Chrysler
Dayton Hudson
Edison International
✓ EI duPont
Enron
Exxon
First Union
FMC
Ford Motors
/ General Mills — MOU ON KIDS FOOD PYRAMID
General Motors
Goldman Sachs
Hewlett-Packard
Home Depot
Honeywell
IBM
Intel
International Paper
JC Penny
Johnson & Johnson
Johnson Publishing
Kmart
Kroger
Lockheed Martin
Loews Corporation
Merck
Merrill Lynch
Met Life
MJH
Mobil
Morgan Stanley
New York Life
Pfizer
Procter & Gamble
Prudential
Ralph's
Rite Aid

New Markets Roundtable
Delta Participant List (draft)

Company	Name	
America Online	Jim	Barksdale
Bank of America	Hugh	McColl
Bank One	John	McCoy
Blue Cross & Blue Shield	Robert	Shoptaw
Dollar General	Cal	Turner
Entergy	Wayne	Turner
Federal Express	Frederick	Smith
Ford Foundation	Susan	Berresford
Hibernia National Bank	Steve	Hansel
Lewis & Son Rice Processing	Ephron	Lewis
MacArthur Foundation	Adele	Simmons
McDonalds Restaurant (Pine Bluff)	Curtis	Morrow
Mississippi Chemical	Chuck	Dunn
Morgan Stanley	Dick	Fisher
Pew Charitable Trusts	Rebecca	Rimel
Sara Lee	John	Bryant
Scott Trucking	Tom	Scott
Simmons First National Bank	Thomas	May
SkyTel	John	Palmer
Terry Manufacturing	Roy	Terry
Trustmark National Bank	Richard	Hickson
Wal-Mart	Rob	Walton
Winthrop Rockefeller Foundation	Sybil	Hampton
WorldCom	Bernie	Ebbers

New Markets Roundtable
Kentucky Highlands Participant List (draft)

Corporate CEO's:

1. John Sturgill - Fantasy Custom Yachts. A very successful houseboat manufacturer located in the Empowerment Zone. He credits KHIC with assisting him in a successful startup.

2. Bill Deaton - Image Entry, Inc. This company converts data to different mediums, e.g. credit card receipts from paper to tape or disk. The company also is a government contractor. Very successful.

3. Jerry Weaver - Mid South Industries, Inc. It will be Weaver's company, Mid South Electrics that we potentially will be touring. Manufactures various "printed circuit boards", injection molded parts and electo-mechanical parts for Fortune 500 customers.

4. J.C. Egnew - Outdoor Venture Corporation. A premier defense contractor manufacturing large tents for the military. This is one of KHIC's earliest equity investments and has played a key role in its success over the past 26 years.

5. Lee Todd - DataBeam, Inc. A company that produces "white board" conferencing software that was sold to IBM in June, 1998. This was an SBIC equity investment and Mountain Ventures has play a key role in its success.

6. Ray McGregor - Cumberland Gap Provision, Inc. A manufacturer of high quality smoked meats. KHIC invested equity in this company and "packaged" the financing for an ESOP when the company was in danger of being sold and the results would be the loss of 175 high-paying jobs. The company is

thriving today and employs over 200 people.

7. Steve Meng - Casecraft Corporation. KHIC has an equity investment in this company and provides various types of debt to this company. This is a classic local entrepreneur who has become successful in a very difficult geography of Eastern Kentucky.

8. Bob Kohlhep - Cintas Corporation. This is an example of KHIC building a manufacturing facility for a company as a method of inducing the company to come to Appalachia. KHIC still owns this manufacturing plant and leases to Cintas. Cintas has grown into a company selling over $1 Billion annually.
9. Judy Schmit - This company is a high-quality injection molding company and is a start up in the Empowerment Zone.

Bankers:

1. Keith Smith - Citizens Bank of Broadhead. A small rural bank whose customer is local Appalachian families.

2. Harvey Hensley - National City Bank of Southeast Kentucky. A subsidiary of National City Bank. Hensley is a product of a smaller bank that was purchased by National City Bank. He has a good perspective of small banks being acquired by large international banks.

3. Jerry Carey - Union National Bank. A very successful 65 year old, locally owned bank that provides unique financing to local businesses. Has participated with KHIC and Mountain Ventures with tough financings.

4. Mack Butler - Monticello Banking Company. Another locally owned bank that is a strategic partner of both KHIC and Mountain Ventures, Inc.

5. Aubrey Bailey - First State Bank of Middlesboro. Serves businesses in Southeaster Kentucky and is innovative in the fiancings that it provides. This bank is also locally owned.

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT CURRENT AND POTENTIAL PRIVATE SECTOR PARNTERS FOR NEW MARKET ACTIVITES

PINE RIDGE, SOUTH DAKOTA

- America Online
- Andersen Corporation (windows)
- AT&T
- Bank of America
- Blue Cross, Blue Shield
- Carrier Corporation (heating ventilation)
- Centex Homes (developer)
- Certain Teed Corporation (roofing, insulation)
- Champion Manufactured Housing Company
- Citibank
- Countrywide Mortgage
- First Security Bank of New Mexico
- Fleetwood Manufactured Housing Company (also recreational vehicles)
- Ford
- Gateway
- General Electric Appliances
- General Motors
- Home Depot
- Honeywell, Inc. (building systems controls)
- IBM
- Kohler Company (fixtures)
- Louisiana-Pacific Corporation (lumber, siding products)
- Lucent Technologies
- Marriott
- Masonite Corporation (hardboard, paneling)

- Motorola
- North American Steel Framing Alliance
- Northwest Airlines
- Norwest Mortgage
- Owens Corning (roofing)
- Pepsico
- Pulte Corporation (developer)
- Sears
- Simpson Strong Tie (structural connection and hardward)
- Solutia, Inc. (impact resistance glazing to prevent glass breakage)
- Southdown, Inc. (concrete)
- State Farm Insurance Companies
- Superior Walls (pre-fabrication foundation company)
- Tenaco Building Products
- Texaco
- U.S. Gypsum Company (sheet rock)
- U.S. West
- United Airlines
- Washington Mutual (Seattle)
- Weather Shield (doors, windows)
- Wic Manufactured Housing Company

GARY, INDIANA

- ACE Hardware
- US Steel

NEW YORK, NY

- Broadway Video
- Citibank
- Disney
- HMV Records

SELECTED BUSINESSES FROM EZs/ECs, OTHER HUD PARTNERS

- Bankers Trust
- Citibank
- Hudson Foods
- New Boston Seafood Company
- Pathmark
- Sterling Optical
- Tysons Food
- Viking Range

BUSINESSES HUD CAN REACH OUT TO

- Ben and Jerry's
- Blockbuster Video
- Burger King
- Disney
- Gap
- Loew's Theater
- McDonalds
- Pathmark
- Rite Aid
- The Limited/Structure
- Time Warner
- Tower Records

HUD PRIVATE SECTOR PARTNERS

- Borders
- Filenes Basement
- Home Depot
- Marshalls
- NationsBank
- Nike Barnes and Noble
- Price Club
- Reebok
- Starbucks
- TJ Max

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Lisa Green

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PROFILES OF PARTNERSHIP SUCCESS

The 1999 Social Compact Award Winners

strategic corporate-community alliances that are unleashing the hidden strengths of America's neighborhoods

PROFILES OF PARTNERSHIP SUCCESS

The 1999 Social Compact Award Winners

Strategic corporate-community alliances that are unleashing the hidden strengths of America's neighborhoods

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It is Social Compact's privilege to introduce the recipients of the 1999 Social Compact Awards:

Selected through a highly competitive peer-to-peer judging process, these are among the most visionary and influential leaders for the future of America's neighborhoods. They are pioneering the new models of success that reach beyond the "old" compliance and philanthropic mandate to reflect a new paradigm that leverages core business strengths to build core community strengths.

Across the country, from Oakland, California, to the plains of Oklahoma to the Bronx, these partnerships are redefining the norms for doing business in inner-city communities, opening up new markets, investing in unique community strengths to fuel competitive business advantages and unleashing new community-based businesses.

With its roots in the financial services industry, the Social Compact Awards have focused on the traditional partners with America's neighborhoods — banks, thrifts and insurance companies. For the first time, the 1999 awards focus on the diversity of corporate stakeholders who share a vested self-interest in the long-term competitiveness of America's neighborhoods. The 1999 awards recognize a spectrum of business leaders who are in the forefront of their respective industries, investing in the future of our nation's communities, as well as successfully doing business in America's emerging neighborhood markets.

Launched in 1990, Social Compact is a coalition of corporate officers who have joined forces to marshal private sector investment in and leadership for America's neighborhoods. The Social Compact Awards are the foundation of a comprehensive, high-impact program that is redefining corporate performance, mobilizing leadership and educating decision-makers about the benefits of strategic corporate alliances that build upon core market strengths and capitalize upon business opportunities in lower-income communities.

Recipients of the award each receive a $10,000 grant to advance the work of their nonprofit neighborhood partner, and the partnership is the focus of an ongoing program of case studies, site visits and briefings for decision-makers and media.

This year's awards are made possible through the leadership of many, key among them: The Mortgage Bankers Association of America which provided exceptional support for the National Press Club Forum; Richard Driehaus who provided the inspiration and funding for the first design and presentation of the Social Compact award; and the Social Compact Board Members who, under the leadership of Roger Haughton of PMI, have assembled the resources necessary to carry out this program of recognition.

Equally important is the knowledge that is being shared. Our special thanks to the judges who invested their expertise and personal leadership in the process of selecting the award winners.

Most especially, our thanks go to each of the award-winning partners for their unfailing patience and insight as they have worked with Social Compact to help us articulate their stories of achievement and leverage their learning. Social Compact leads by example, and the 1999 Social Compact Award winners are exceptional leaders who inspire us with their vision, tenacity and unfailing dedication to creating new futures for America's neighborhoods.

Lynn Reilly Whiteside
Chief Executive Officer
Social Compact

1999 SOCIAL COMPACT AWARD SPONSORS

MORTGAGE BANKERS ASSOCIATION OF AMERICA

DRIEHAUS CAPITAL MANAGEMENT

FEDERAL HOME LOAN BANK SYSTEM

BANKERS TRUST COMPANY

FIRST UNION CORPORATION

BRANCH BANKING & TRUST

CAST MANAGEMENT CONSULTANTS

PACKAGED BUSINESS SOLUTIONS

WACHTELL, LIPTON, ROSEN & KATZ

INVESTORS SAVINGS BANK

BANK UNITED

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Financing a Nation's Growth

In the almost 100 years that Bank of America has been in existence, community development banking has always been a core business strategy. Many would say that Bank of America pioneered the business of community development — lending money to families and businesses to rebuild their community after the San Francisco earthquake of 1906.

Today, as America's largest bank, Bank of America is investing its corporate strengths in helping to build the long-term strength of America's communities and businesses.

Bank of America holds more domestic deposits than any other bank nationwide. And, by a wide margin, the bank makes more loans to America's small businesses than any other bank.

BANK OF AMERICA & MARSHALL HEIGHTS COMMUNITY DEVELOPMENT ORGANIZATION

■ *Leveraging the breadth of capital power, innovative solutions and technical skills to ignite a new future for Marshall Heights* ■

A Continuing Community Strategy

For Bank of America investing in the future of America's lower-income communities is not a compliance response, it is an important business opportunity and core business line. By leveraging diverse business lines, capabilities and flexible products, low- and moderate-income markets have proven to be a profitable and valuable business segment. Twenty-one percent of its low/moderate customers are among the most profitable banking group.

At Bank of America, success is measured in terms of impact, volume and expertise.

Impact

- Bank of America made twice as many Small Business Administration-guaranteed loans nationwide than its nearest competitor
- Every three minutes, around the clock, Bank of America helps another customer take out a mortgage and buy their home
- Bank of America is the largest source of financing for multi-family affordable housing
- Bank of America now serves 30 million households and two million businesses

Volume

In 1998 Bank of America provided:

- $9.7 billion in loans to small businesses
- $8.2 billion in mortgage capital to low- and moderate-income customers
- $3 billion in consumer credit to low- and moderate-income customers
- $700 million in affordable housing development financing
- $100 million in grants to support education, affordable housing and community building initiatives

Expertise

Bank of America has assembled and deployed one of the most extensive and talented teams of community development professionals in the country. The largest private sector effort of its type, Community Development Banking consists of more than 650 professionals. By leveraging the Bank of America lines of business — retail sales, conventional small business lending, mortgage and commercial real estate finance — Community Development Banking is able to increase the Bank of America impact in low- and moderate-income communities. Key to its success understanding local markets is its strategic alliances with highly effective local community development organizations.

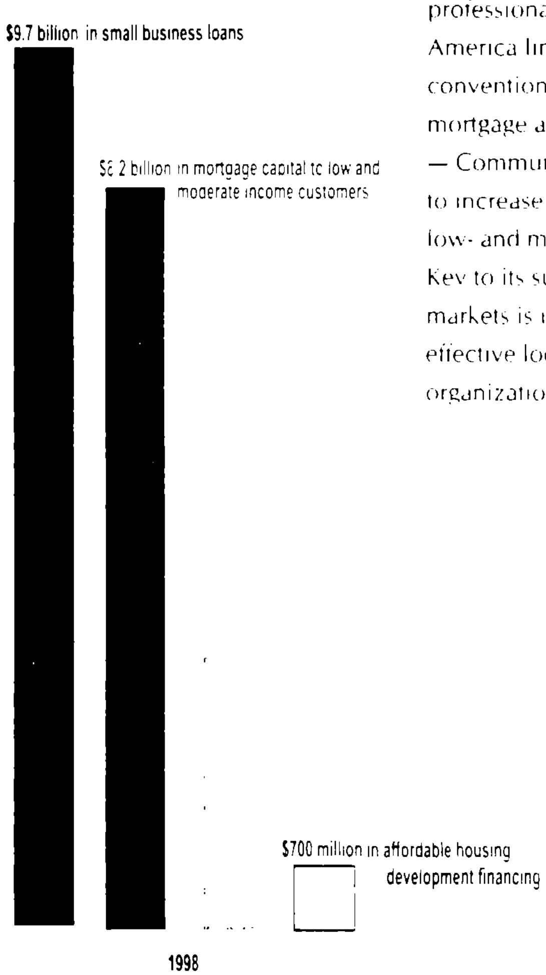


Figure 1

Partners for Change

Nowhere is this strategy more effectively demonstrated than in Washington, D.C. through its partnership with the Marshall Heights Community Development Organization. MHCDO is a community development organization with over 20 years of experience evolving and executing a very sophisticated, comprehensive neighborhood development strategy that is building strong communities where families can live and work.

The partnership began with a $3.6 million loan for the East River Park Shopping Center in 1986 when MHCDO had less than ten people on staff. In 1987, MHCDO ventured into the development of affordable single-family dwellings and needed a line of credit for acquisition and construction, but its lack of experience presented a challenge to lenders. Bank of America stepped up with a $250,000 line of credit backed by a third party guarantee from Local Initiatives Support

Every three minutes, around the clock, Bank of America helps another customer buy a home.

Corporation. Today, that line has grown to $1 million with a borrower guarantee and has produced over 60 homeownership opportunities.

As MHCDO developed the capacity to take on larger developments, Bank of America was there with capital reinforcements, such as the construction loans for the 22-townhouse Fort Chaplin project currently under construction. When MHCDO moved into commercial development, the Bank of America Small Business Investment Company provided investment capital in the first minority-owned Chesapeake Bagel Bakery franchise, in which MHCDO is a partner and investor.

The partnership has led to a number of ambitious projects, the most enterprising of which is Northeast Business Park. Bank of America and MHCDO led the effort to transform this abandoned, 4.5-acre industrial site in Washington, D.C. into a thriving incubator for small businesses. The partners' combined talents — the ability to create innovative solutions, a breadth of financial product offerings, and excellent technical skills — were leveraged to ensure the success of this complex development. Unique to the financing was a $1 million equity investment from the Bank of America Community Development Corporation, a rarity in real estate deals because investments are unsecured and much riskier than conventional real estate loans. Bank of America CDC also provided a 10-year, $1 million unsecured loan.

Today, renovations are complete on a 7,200-square-foot small business incubator that houses six start-up, minority-owned businesses. Lease negotiations are underway to also build a new facility that will bring 75 new, higher-paying jobs to the community.

The next challenge and vision: an in-fill housing development plan for three neighborhoods in the same area. This development gives the bank the ability to invest capital, to make home mortgage loans and to attract new retail customers in an underserved area. For the Marshall Heights CDO, bringing new, quality homes to the community is critical to building the long-term strength of the neighborhood.

Bank of America.

MHCDO

Strong Network, Strong Business

The Chase Manhattan Corporation is a leader in the provision of financial solutions to individuals and small businesses, large corporations and government entities. Chase has relationships with more than 30 million consumers in the United States and with over 5,000 major corporations and institutions in 180 countries.

Doing well while doing good has helped make Chase one of the fastest-growing financial institutions in the world. Chase believes that its success as a financial institution is intricately interwoven with the health and vitality of the communities it serves.

CHASE MANHATTAN CORPORATION & ABYSSINIAN DEVELOPMENT CORPORATION

▪ *Mobilizing the combined power, capital force and market knowledge to bring the first full-service supermarket to Harlem* ▪

Corporate Commitment to Neighborhoods

Within Chase, the commitment to serving the banking needs of lower-income households and communities is well recognized and supported at all levels and across all units of the corporation. This corporate-wide commitment, coupled with the vast reservoir of diverse talent and expertise, allows Chase to respond in innovative and effective ways to this market.

Through its Community Development Group, Chase delivers innovative financial solutions to help stabilize and strengthen diverse communities by providing unique programs, products and services and by forging strong local partnerships.

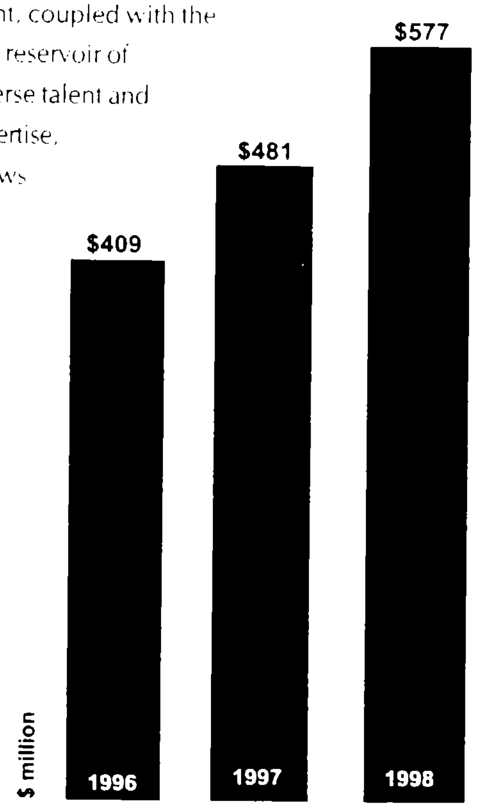


Figure 1 Small business growth

Chase's business success in lower-income markets and underserved markets is defined by hard numbers and leadership performance. Chase is:

- New York state's number one bank lender for financing affordable housing and economic development projects
- The number one bank lender to small businesses located in low- and moderate-income areas of New York state
- The spearheader of innovative philanthropic programs, including the path-breaking Chase Faith-Based Community Development Initiative
- The first bank to develop a loan program specifically for minority owners of mid-sized supermarkets

The Right Allies

Core to Chase's success in lower-income and underserved markets is its partnerships with local nonprofit organizations. This is evidenced in Harlem, where their partnerships have led Chase to invest over $100 million in community development loans and investments over the past two years.

A key and longstanding partner is the Abyssinian Development Corporation (ADC), an exceptional not-for-profit community development organization dedicated to the revitalization of Harlem. The special partnership between Chase and ADC has a broad and durable history with both partners sharing a commitment to strengthening the Harlem community.

Recognizing that the barriers to revitalizing poor communities are often multifaceted, ADC drives a comprehensive strategy that integrates housing development, human services, education, economic development and civic engagement. Some of ADC's achievements include:

- 1,750 families served annually through housing, education, human services and civic engagement programs
- A Head Start program for 100 low-income children
- Construction of 540 units of housing for low- and moderate-income residents
- A summer youth employment program and summer camp collaboration for 200 young people
- A Harlem loan fund that makes loans of up to $25,000 for small businesses in Harlem

A Market Ripe for Growth

Until recently, this community, with a population the size of Seattle, had no full-service shopping center. The poor quality of the products being sold, lack of selection, high prices and limited hours forced more than half of Harlem's residents to shop outside their community. Conservative estimates indicated that with an annual market demand of $180 million, only $79 million in purchases were being made locally.

In response, Chase and ADC have worked together for the past seven years to bring a full-service supermarket to Harlem. Their efforts have culminated in a 63,000 square-foot shopping complex, anchored by a Pathmark Supermarket. This complex is the first new commercial real estate development in Harlem in two decades and includes a Chase branch as well as other retail tenants. The strength of the relationship that Chase and ADC built over time was essential to making this vision a reality.

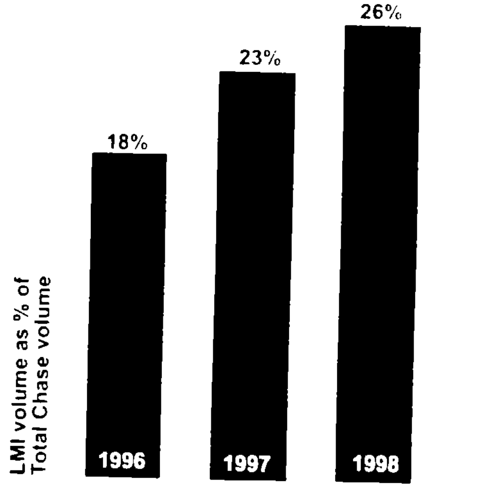


Figure 2 Mortgage originations to low- to moderate-income individuals relative to Chase's overall mortgage activity

This community, with a population the size of Seattle, had no full-service shopping center.

The key to the success of this project was effective teamwork. Each partner brought to the table different skills. ADC was able to deal with community tensions, provide access to public dollars, and negotiate for local employment. Chase brought the skills and experience to finance complex projects — leading the funding for the $15 million loan — and provided predevelopment and low cost dollars and financial discipline. Pathmark reinforced its commitment to inner-city locations and monitored the construction process.

The goals of the Pathmark project have clearly been met.

Harlem residents are now able to shop within their neighborhood for quality products and services. In addition, 200 construction jobs and another 210 permanent jobs — all held by local residents — were created. ADC has a new revenue stream and its staff has acquired new skills. New businesses and institutions, seeing these profitable inner-city ventures, are being drawn into Harlem and other inner cities.

And the Chase — Abyssinian partnership brings added substance to the Chase trademark:

The Right Relationship is Everything.

CHASE

ABYSSINIAN DEVELOPMENT CORPORATION

CITIBANK & THE UNITY COUNCIL

Special Salute to Leadership

For the first time, Social Compact is recognizing an institution and its team of bankers for their exceptional leadership unleashing their corporate strengths to advance the work of a local community development organization.

This recognition is given to Citibank and its team led by Michael Freedland, formerly Director of Community Lending, in celebration of their outstanding support for the Unity Council of Oakland, California. Together, this collaboration of financial service professionals and institutions is creating a new future for the Fruitvale community in Oakland.

The power of this partnership is rooted in the magic of a team of individuals and institutions that, having joined forces around a shared dream and having leveraged their unique skills, resources and

■ *The power of individuals and institutions to transform the dreams for a community into reality* ■

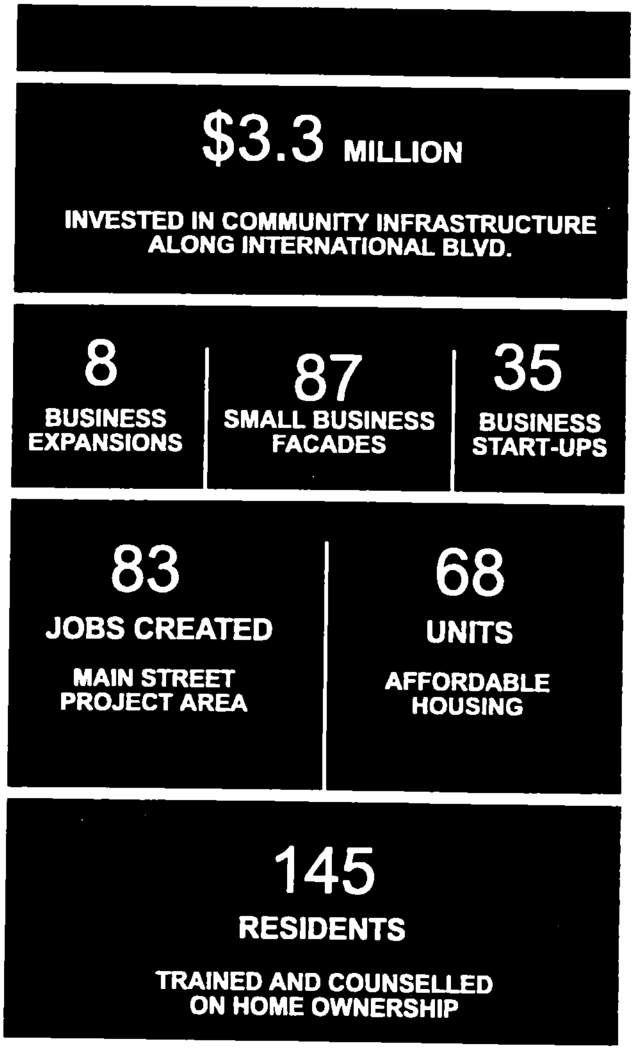


Figure 1 Partnership results

relationships, transformed that dream into reality.

The future they are unleashing is grounded in their exceptional capacity to mobilize others and their unrelenting commitment to the successful execution of their bold vision.

Nationally, Citibank's commitment to America's neighborhoods is reflected in hard numbers. In 1998, Citibank

- Doubled the dollar amount of mortgage loans made to low- and moderate-income households and its affordable mortgage programs
- Nearly doubled its minority lending
- Increased its community development lending by 21 percent

Building on this track record of performance, Citibank has pledged $115 billion, which is more than twice their domestic deposits, to lending and investing in low- and moderate-income communities and small businesses over the next 10 years.

The Citibank and Unity Council Alliance: Leveraging Partner Strengths to Create Market Strength

Citibank measures success in terms of increases in the number of households and businesses served and the actual sales of credit and depository products. These are standard measures of performance applied to all lines of business.

Key to their success in any emerging market is the long-term investment required to develop potential customers. Strategic alliances are a reinforcing core business strategy, offering efficient and practical ways to reach new customers or increase coverage in a particular market.

In the California marketplace, expanding penetration in lower-income and minority communities is key to achieving corporate profitability and community production goals. Citibank's longstanding alliance with the Unity Council is a cornerstone to the successful execution of this strategy.

Over the past three years, a team of Citibank professionals, led by the principal relationship manager, Michael Freedland, has unleashed the breadth of their lending products, investment capital, technical capacity and services — to forward the goals of the Unity Council — while also building market strength.

Citibank has been instrumental in project design and execution, providing grants to support predevelopment as well as scholarships for staff training. They also make special investments in the Unity Council's highly innovative economic development initiatives. One such investment is a $1.4 million equity equivalent investment currently being considered in the Fruitvale Transit Village, an ambitious mixed-use project that has become a national model for inner-city transit and sustainable development projects.

Citibank makes direct loans and lines of credit available to the Unity Council and other community organizations, as well as mortgage and small business loans to local residents and businesses. By leveraging their national resources and relationships, Citibank has accessed special funds

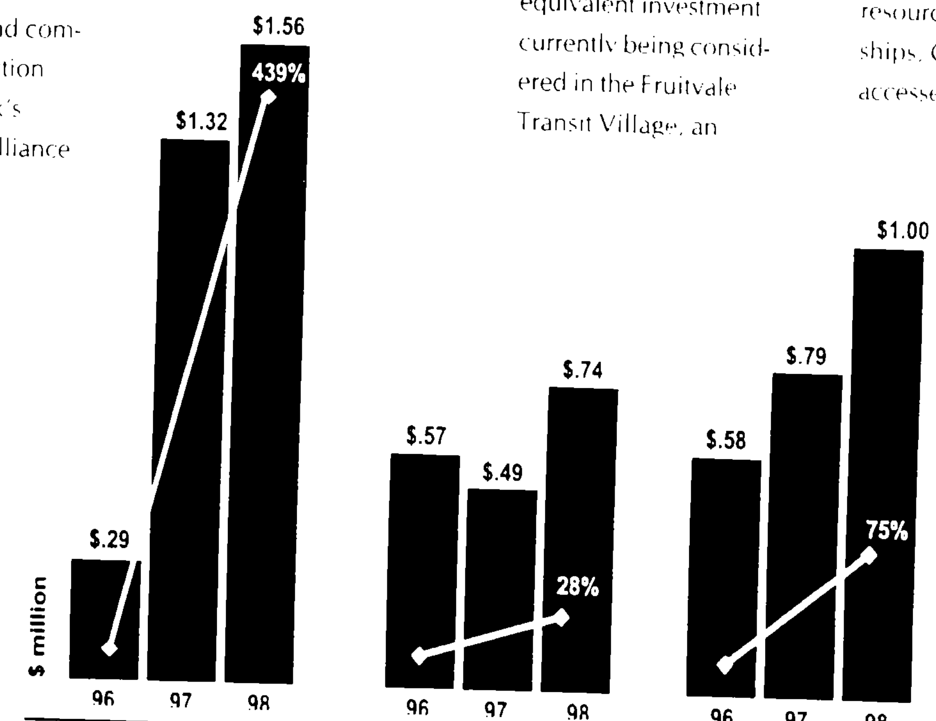


Figure 2

Business growth in the Fruitvale neighborhood fueled by the strategic alliance with the Unity Council for local community development through the San Francisco Foundation and the Treasury Department's Community Development Financial Institutions fund.

This foundation of investments and alliances has translated into direct market opportunity for Citibank. The success of the Fruitvale-Diamond Citibank branch has been enhanced through their alliance with the Unity Council and other community institutions. These alliances have helped distinguish them in the market place, resulting in expanded product line sales and increased deposits.

Today, the Unity Council and other key nonprofits are the largest depositors in the neighborhood branch, consumer lending is up by 75 percent, and, in less than three years, mortgage lending has grown by over 400 percent. Citibank is making more first mortgage loans in this neighborhood than in any other comparable geography in California.

The Citibank California team, supported by the Corporate Community Investment group, brings a tangible reality to this Citibank commitment:

"Wherever Citibank is present, we work to earn the respect of our neighbors by contributing to the health and vitality of the community as well as strengthening its economy."

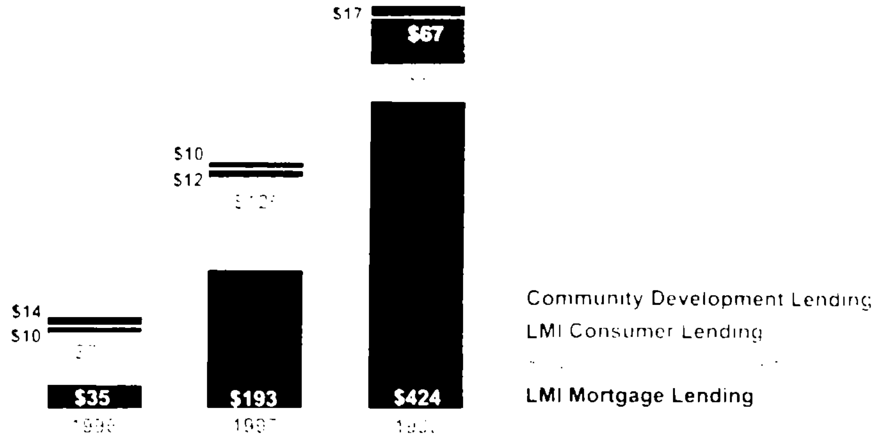


Figure 3 Citibank community investment — California

THE UNITY COUNCIL

CITIBANK®

Tapping into an Emerging Neighborhood Market

COMMUNITY PRIDE FOOD STORES & RICHMOND PUBLIC SCHOOLS

In the brutally competitive and ever consolidating grocery industry, Community Pride is redefining the norms for doing business in the inner-city marketplace. From its founding, the Community Pride strategy has been to acquire under-performing or vacant stores and transform them into flourishing businesses that provide high quality goods at competitive prices. The benchmarks are impressive: sales have increased 420 percent in five years, and weekly customer counts have gone up 150 percent over the same time period.

Community Pride's beginnings were driven by a commitment to excellence. Community Pride Chief Executive Officer Johnny Johnson got his start working for an upscale grocery chain in Richmond, Virginia. Its unrelenting success capturing a competitor's

■ *Redefining the norms for doing business in the inner-city marketplace ... Fostering academic achievement while growing consumer loyalty* ■

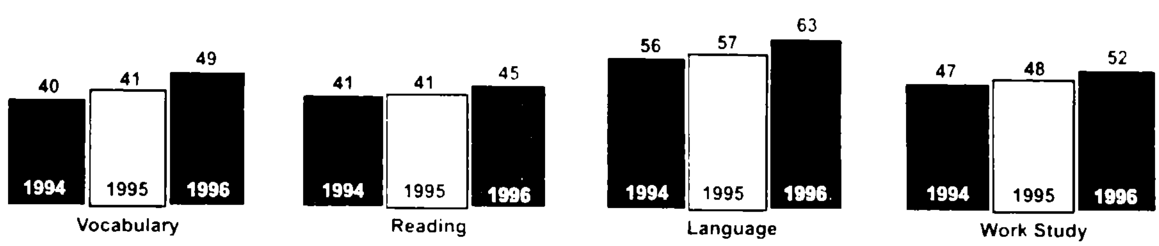
market share caused his rival to help Johnson find the capital to open his own grocery chain in the inner city, far from their competitive ground. Johnson grew his stores into the second-largest minority-owned grocery chain in the U.S. Inner-city store performance is so strong that today, Community Pride is expanding into the suburbs.

Market Driven

Much of this growth and success flows from Community Pride's ability to anticipate, and respond to, the needs of the community. After noticing that many of his customers had no transportation to carry home all the groceries they wanted to purchase, Johnson instituted a van shuttle service. Sixty percent of customers use the service, and 30 percent of store sales derive from the van service customers use around the first of the month. Store offerings replicate those of suburban chains: ready-made meal counters and salad bars, banking centers, power and cable payment centers, pharmacies, catering services and discounts to seniors and nonprofits.

Community Pride was practicing "welfare to work" as a practical business strategy before it became a nationwide initiative. Sixty-six percent of the 500 employees that work for the chain previously received public assis-

Figure 1

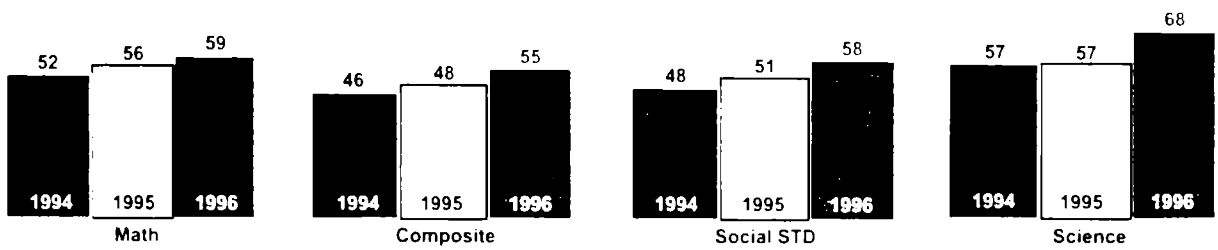


ance and 70 percent of them are neighborhood residents. This reflects the stores' strategy of investing in the human capital that makes up the market base. Community Pride knows that giving residents steady jobs means a decrease in crime and a greater volume of paying customers.

Investing in Relationships

Recognizing that store performance is a function of local market strength, Community Pride has entered into a strategic alliance with the Richmond Public school system. The goal is to encourage academic achievement and boost attendance rates through a spectrum of rewards, from bags of groceries to exchange trips. The added benefit is that the strategy generates powerful loyalty within the community. These relationships are further leveraged through the participation of major corporate partners, who recognize this unique opportunity to use their marketing dollars in a manner that is creating genuine community value while generating increased product sales. Every nine weeks Community Pride channels $30,000 of its corporate marketing dollars to the schools. Product sales of participating companies, such as Coca-Cola and Slice, have shot up almost 100 percent in

Academic performance — Richmond Public Elementary Schools



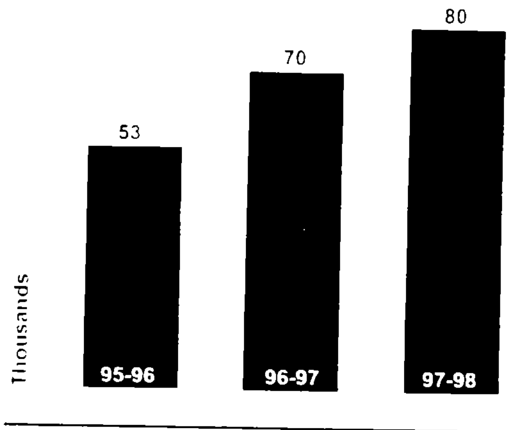


Figure 2 Weekly customer count

one year alone. And academic performance and attendance rates have increased steadily.

The program gives the stores an edge that no other grocery chain in the surrounding areas can match. Ninety-six percent of Richmond public school students from over 25,000 families participate in the program. Community Pride also provided financial support to the schools for computer equipment, vacations to honor outstanding teachers, exchange programs, infrastructure improvements and many other innovative programs that are uniquely responsive to Richmond's educational needs. In 1998, Community Pride invested a total of $560,000 of corporate sponsor money into the Richmond schools.

Together with the Richmond Public Schools, Community Pride is marshaling the resources of corporate giants such as Kraft, Hunt Wesson, Merita and Frito-Lay to strengthen the foundation of the Richmond community while maximizing store performance and customer loyalty. Johnson is heartfelt in his company's motto "Community Pride, our name says it all."

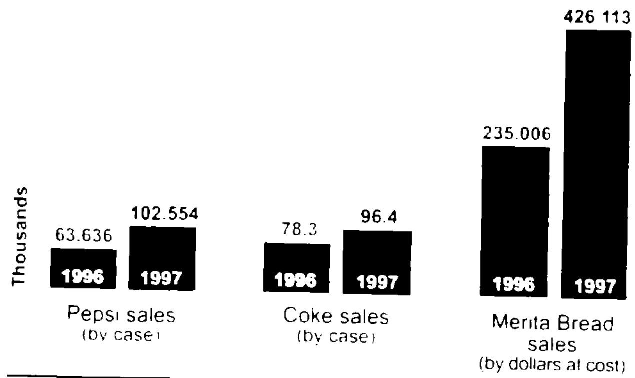


Figure 3 Corporate sponsor sales increases

EATON CORPORATION NAVY CONTROLS DIVISION & NORTHWEST SIDE COMMUNITY DEVELOPMENT CORPORATION

■ *Marshalling the power of a Fortune 500 company to grow competitive neighborhood market advantages* ■

The Forerunner in the Field

Eaton Navy Controls Division is the leading supplier of power conversion instruments and controls for the U.S. Navy's nuclear powered ships and submarines. As an industry leader Eaton NCD is providing world-class service to customers and is achieving 10 percent rates of annual growth.

Tapping into a gold mine business opportunity: The challenges

Eaton is entirely revolutionizing ship propulsion systems with a new solid state switch that transmits power levels of a million times greater than earlier technology. The widespread application of this new technology represents a major market opportunity for Eaton NCD. To successfully pioneer this new frontier, Eaton NCD faces three challenges:

recruiting a highly talented group of specialized engineers, developing a reliable blue-collar work force to meet production targets, and establishing a network of local suppliers to ensure efficiencies in design cycles and production costs.

The Link from Business to Neighborhood Strength

Eaton NCD's management sees community success as fundamental to business success. Located in one of Milwaukee's tough and tired industrial sections, the company knows that fostering local neighborhood strength is critical, especially when the chief competitor is located in Anaheim, California. With deep roots in the Milwaukee area, Eaton NCD has chosen to invest in its facility and in the vitality of the neighborhood instead of moving elsewhere.

The Alliance

Eaton NCD recognizes that the key to creating a solid neighborhood foundation is partnering with a strong community based organization – the Northwest Side Community Development Corporation (NWSCDC). Founded in 1983, NWSCDC is one of the most innovative and successful economic

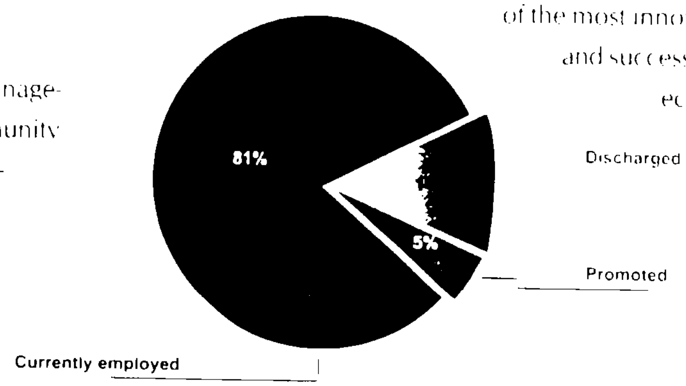


Figure 1 Welfare-to-Work success

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early 300 jobs over the
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ment continue to be the core activities of the NWSCDC. Indicators of success: in a city that experienced a 26 percent job loss between 1970 and 1995, the Northwest Side experienced job loss of less than 7 percent.

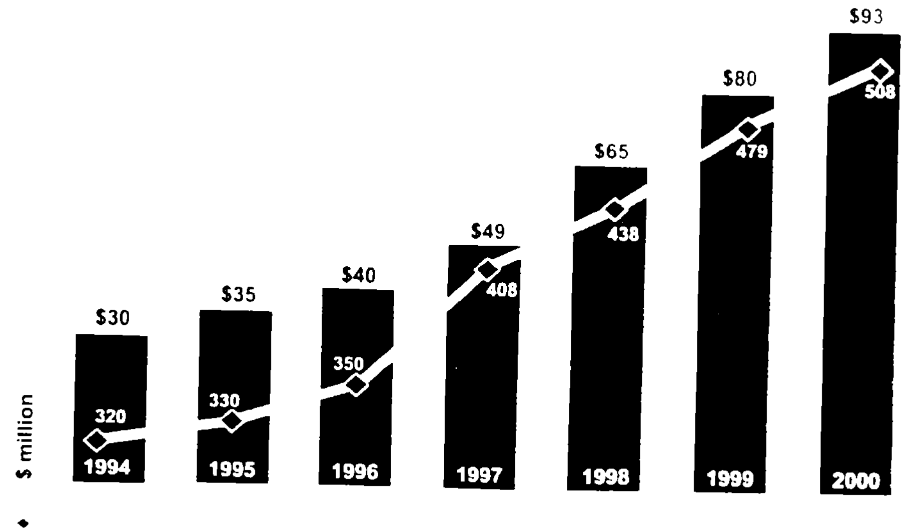


Figure 2 Eaton NCD plant sales and employment

Beginnings

Early activities of the partnership addressed both the short and long term vitality of the neighborhood. In the immediate, Eaton NCD and the NWSCDC supported a community-based crime prevention program that has been important in enhancing the safety and image of the neighborhood and in attracting a high-quality workforce. With an eye towards the future neighborhood employee base, the partnership intervened with at-risk youth by creating the NOVA school for grade 7-12 students. The school-to-work program keeps youth off the streets and teaches them job skills in a highly supportive environment.

Bold Visions for the Future

By the late 1990's, as the nation took on welfare reform, NWSCDC and Eaton NCD joined forces to pioneer sustainable job training strategies. Working together with the Union and other agencies, the partnership developed a Mayoral award-winning welfare-to-work program. Candidates are given 12 weeks of electronics assembly courses at a local college and two weeks of "employability and life skills" training provided by the NWSCDC. Of the original 23 candidates selected from hundreds of applicants, 21 completed training and 17 are still employed in well paying union jobs at the Eaton NCD factory. The jobs offer genuine skill building and advancement opportunities; one graduate of the training program has been promoted to a supervisory position.

Another dimension of the partnership leverages both the NWSCDC's business relationships in the community and the purchasing power of Eaton NCD, a Fortune 200 company. In linking Eaton NCD with existing local businesses, the partnership is recruiting entrepreneurs to the area who will provide customized products for Eaton NCD's highly specialized needs. Suppliers located within the neighborhood can be linked directly with Eaton NCD's computer network, ensuring more efficient and innovative product development.

Eaton NCD attributes much of its success providing world-class service to its customers, maintaining outstanding financial performance and attracting top-notch employees to its alliance with NWSCDC. Eaton NCD's sales have grown 170 percent since 1994 and the work force has grown by 50 percent during the same period. The company has gained a reputation with its customers for highly reliable advanced technology products and the neighborhood has gained a reputation for prosperous businesses and valuable job opportunities.

NORTHWEST SIDE COMMUNITY DEVELOPMENT CORPORATION
Community Reinvestment at work

EATON

A Past Model

What do you do if you are an expectant mother without the adequate financial resources to cover prenatal care and delivery costs? The Fund for Moms is a 1995 award-winning strategy that provides affordable prenatal care to those who would otherwise fall between the cracks of the health care system. The original program has flourished into a model for other partnerships that have helped thousands of families across the country.

A New Team of Innovators

This year, Social Compact recognizes another promising and innovative strategy. Aimed at generating investment, wealth and employment in the inner city, the Siyeza model leverages the capacities of two Fortune 500 companies, an entrepreneurial business and a neighborhood-based nonprofit.

GENERAL MILLS GLORY FOODS SIYEZA U.S. BANCORP & STAIRSTEP FOUNDATION

■ *A progress report on a 1995 award-winning model — Fund for Moms — and an introduction to Siyeza, a new standard for innovation in corporate-community alliances* ■

The Fund for Moms: Vista Community Clinic and the Bank of Commerce

In 1991 in Vista, California, community leaders recognized a significant and distressing health care gap: expectant mothers with incomes too high to qualify for state medical benefits but too low to be able to afford private health insurance. Recognizing the need for action, the Vista Community Clinic and the Rancho Vista National Bank launched the Fund for Moms, an alternative financing system for lower- and moderate-income women who could not otherwise afford quality prenatal and delivery care.

The process for the distribution and repayment of the loans is simple, made more so by the support of leaders and health care providers in the community. The Fund for Moms provides interest-free revolving loans of roughly $2,500 to cover all prenatal and delivery costs. Area hospitals and obstetricians help by agreeing to keep their fees down. Families pay back their loans over a defined period of time, and all payments are returned to the Fund for Moms so that loans are available for other expectant mothers right away.

Not surprisingly, the Fund for Moms had to overcome a number of legal and regulatory hurdles before the first loan was made. The Fund's founders, Barbara Manino, Vista Community Clinic's Executive Director, and Judy Stewart, Rancho Vista National Bank's then President and CEO, rose to the challenge. Under Stewart's leadership, the bank worked through the difficult legal considerations and lender liability issues. Manino led the Clinic in raising $141,000 to serve as a reserve to cover any defaults, of which there have been very few.

The program is a proven success. To date, the Fund for Moms has made over 200 loans and boasts a 99 percent repayment rate. The Rancho Vista National Bank, now the Bank of Commerce, continues to cover the Fund's administrative costs and make the loans. Additionally, a large percentage of the loan recipients use this first foray into receiving credit as a means to develop a banking relationship with a financial institution. By 1995, one-third of Fund for Moms participants went on to open their first bank account, a spin-off benefit contributing to the healthy growth cycle of Vista, California and its lower- and moderate-income families.

The Fund for Moms is also making an impact on a national scale. The Fund has received calls from over 50 organizations around the country who are interested in replicating the program. Programs patterned after the Fund for Moms are operational in Texas, Washington, D.C., Wisconsin and several other cities in California.

The Siyeza Model: General Mills, Glory Foods, U.S. Bancorp and the Stairstep Foundation

Something extraordinary happened when the leaders of two Fortune 500 companies, a highly successful entrepreneur, and a neighborhood visionary brought together their unique resources and expertise. The result was Siveza, a minority-owned business that transformed an unused manufacturing plant into a state-of-the-art operation, generating jobs and wealth for a neighborhood and its residents.

Early Steps

In 1991, Stairstep, the community based partner in the Siveza model, was formed to model the components and processes needed to revitalize the African American community. Stairstep functions as two distinct but complementary entities: as a foundation committed to the social, educational and spiritual aspects of African American development and as a for-profit company developing the capital resources to create businesses managed and staffed by African Americans. Most significantly, such employees are given the opportunity to become owners in their businesses, boosting their accountability for, and commitment to, their work and their community.

Stairstep has a history of creating businesses, including a restaurant and tire shop. In 1996, Stairstep's founder and community visionary, Alfred Babington-Johnson, decided to take the organization's economic development operations to a new level: large-scale manufacturing in the inner city.

Thinking Big

To carry out this vision, Stairstep formulated a model equation of partners: a fortune 500 company, an entrepreneur, a financial institution and a community organization. With this plan in hand, Babington-Johnson approached General Mills CEO Steve Sanger who, impressed by such a bold formula for growing sustainable neighborhood strength, committed a $1.5 million no-interest loan to Siveza.

The entrepreneur was found by a chance gastronomic encounter. On a visit home to Knoxville, Tennessee, Babington-Johnson was stunned to learn that his mother's delicious collard greens had come from a can. Babington researched the products and discovered Glory Foods, a Columbus Ohio-based business that had carved out the foremost niche in the soul-food industry under the leadership of entrepreneur Bill Williams. Glory Foods saw the opportunity to branch into an untapped frozen foods market by contracting to Siveza and invested $1.5 million in the venture.

The final piece of the model was put in place when U.S. Bancorp stepped up with an unusual $1.2 million purchase of preferred stock. "U.S. Bancorp's [illegible] an equity investment would help minimize the debt load for Siveza and give them more cash to invest back into the company," said John Grundhofer, CEO and President, U.S. Bancorp.

The diversity of partners was critical to developing a sophisticated and comprehensive plan, financing and technical expertise provided by two leading corporations; an entrepreneur with a savvy business sense specific to the targeted African American market; and an aggressive community organization committed to building pride and wealth in the community. With all the partners in place, Siveza, a 65,000 square-foot food manufacturing plant, was off and running.

Powerful Results

Siveza, an African term that means "we're coming," currently has 36 employees and expects to employ 150-175 people in five years, with sales projected at $50 million. As profitability goals are reached, the management and employees of Siveza who are called partners, will receive a one-third portion of ownership in the company. For many of the employees, having a bank account or securing credit were unimaginable hurdles. Now they have access to such sophisticated investment opportunities as company ownership. They have dropped out of the cycle of dead-end jobs and entered a world where training and empowerment are the norm.

The early results of the partnership are impressive. Glory Food Southern Selections frozen food products, manufactured by Siveza, are currently sold in over 2,100 supermarkets across country and in 800 Church's Chicken restaurants across the southeast. The product niche is strong: non-frozen versions are preparation-intensive and no other company produces high quality, meal-ready frozen foods of this type. With early success and strong market expansion opportunities, Southern Selections frozen food product sales are expected to eventually make up the majority of Glory Foods business.

The economic reach of Siveza, however, extends beyond the borders of Minneapolis, Minnesota and Columbus, Ohio. In order to produce "Southern Selections," an exclusive line for Glory Foods, Siyeza will buy their produce from the sweet potato farmers in Mound Bayou, Mississippi. Siyeza and Glory Foods are expected to generate $1 million in business per year for the farmers, turning around a poor economy and migration pattern that has crippled this farming community for decades.

Getting Involved

The Siyeza partners take their role in the venture very seriously. Not only are they interested in the financial success of Siyeza for their own investments' sake, but in the reverberations in other aspects of their businesses. For example, General Mills looks to the initiative as retention strategy that builds employee morale by reinforcing the inner values that drive the corporation. Experts from General Mills advise Siveza's management in product and recipe development, equipment purchases and plant design, market research and countless other aspects of the food manufacturing business. U.S. Bancorp sees the Siyeza relationship as an inroad to grow an emerging market opportunity in Minneapolis and has plans to offer homebuying opportunities to Siyeza employees. Glory Foods' president, Bill Williams, has committed to strengthening the capacity the Mississippi farmers with a new packing station, thereby creating a more comprehensive and efficient supply system.

Good Returns for All

For the partners, Siyeza has grown beyond a single investment to become a fruitful community of business relationships in which they are all active members gaining long-term benefits. And the community of innovators is growing: leaders from cities nationwide have inquired about the Siyeza model, including Flint, Michigan; Louisville, Kentucky; Knoxville, Tennessee; and Seattle, Washington.

Measures of Excellence

J.P. Morgan, which has $270 billion in assets and 15,000 employees, is a leading global wholesale banking firm that combines investment banking, commercial banking, and asset management capabilities to solve clients' problems in ways that others cannot, while abiding by the principles and standards that are J.P. Morgan's hallmark. Its subsidiary, Morgan Guaranty, one of the nation's most highly rated domestic banks, extends credit to businesses and governments worldwide. J.P. Morgan also commits its own capital to promising enterprises and invests and trades to capture market opportunities for its own account.

J.P. Morgan's business and strategy are defined by the relationships it builds with its clients. The firm provides sophisticated financial services and advisory capabilities that create relevant and distinctive value for these clients.

J.P. MORGAN & PRIMARY CARE DEVELOPMENT CORPORATION

■ *Creating the financial infrastructure to bring primary health care to New York's underserved communities* ■

While capital markets continue to expand globally, and clients' challenges become more complex, the number of firms able to address these issues in an integrated way is shrinking. The need for J.P. Morgan's brand of sophisticated financial services among corporations and governments is growing rapidly. J.P. Morgan is committed to offering advice and execution of the highest quality, conducting business in a principled way and maintaining the global market presence that helps clients succeed while enhancing returns for our stockholders.

The Community Approach

Just as the majority of J.P. Morgan's business is with corporations, governments and institutions, the firm takes a wholesale approach in its community development business, providing advisory services, capital and structuring advice to many of New York City's largest nonprofit community development intermediaries. Through J.P. Morgan Community Development Corporation (MCDC), funds are targeted to affordable housing, commercial revitalization, nonprofit organizations and small businesses. Morgan takes leadership roles in identifying community problems, bringing together financial institutions to address them, developing targeted products and, when needed, creating new intermediaries.

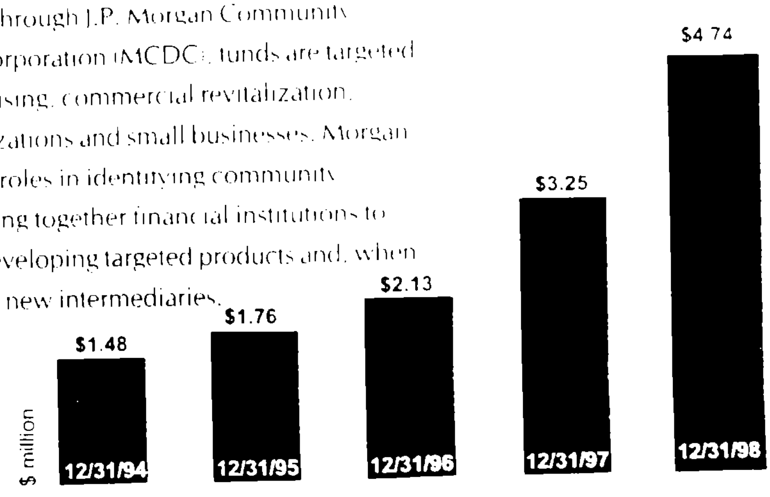
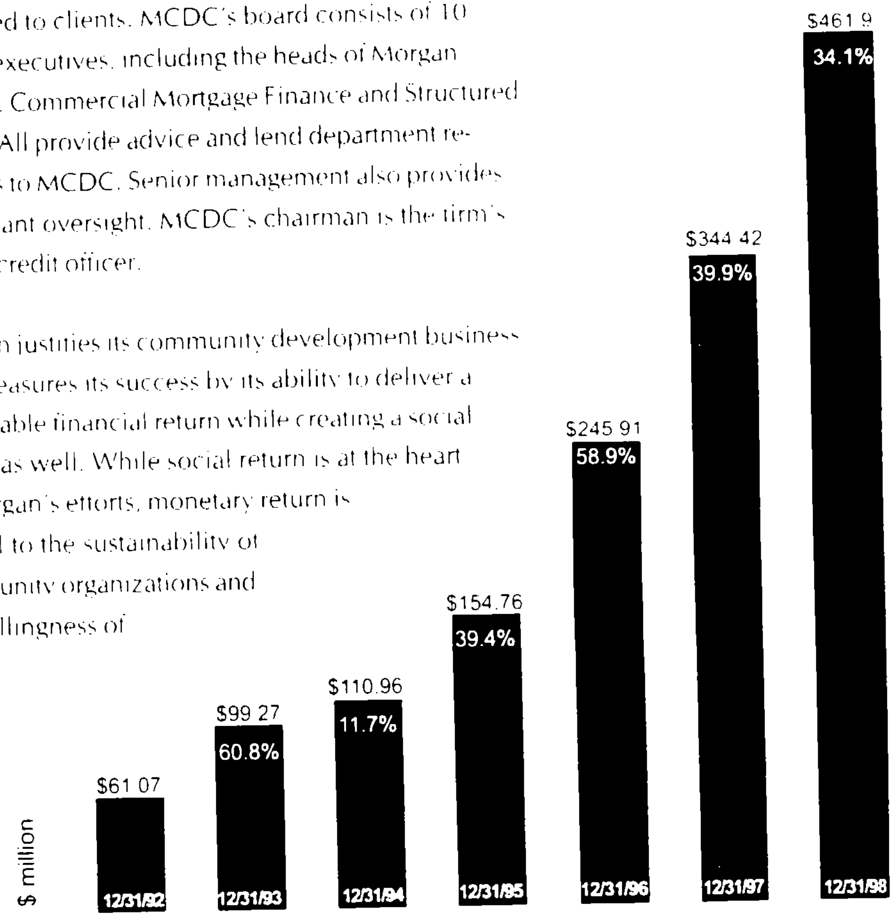


Figure 1 Morgan Community Development Corporation's increasing profitability after-tax net income

The key to Morgan's success is its ability to forge strong relationships with community intermediaries and financial institutions, building partnerships that address community need. The firm leverages talents and expertise throughout the institution so that the highest caliber of advice is provided to clients. MCDC's board consists of 10 senior executives, including the heads of Morgan Capital, Commercial Mortgage Finance and Structured Loans. All provide advice and lend department resources to MCDC. Senior management also provides significant oversight. MCDC's chairman is the firm's senior credit officer.

Morgan justifies its community development business and measures its success by its ability to deliver a reasonable financial return while creating a social return as well. While social return is at the heart of Morgan's efforts, monetary return is critical to the sustainability of community organizations and the willingness of



Percentages represent increase from previous year

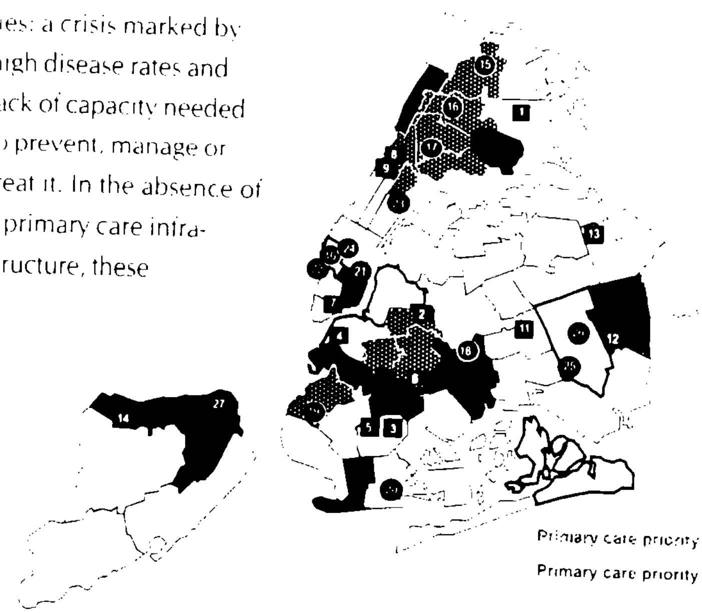
Figure 2 MCDC assets reflect a large and growing commitment to low-income communities financial institutions to make ongoing commitments. Morgan measures social return not just by the dollars invested in a community, but by the creation of programs and services that meet specific community needs and strengthen community development infrastructure.

Building Local Health Care Capacity

Leveraging its corporate history of leadership in health care finance, J.P. Morgan teamed with the Primary Care Development Corporation. PCDC was created to address a health care crisis in New York City's low-income communities: a crisis marked by high disease rates and lack of capacity needed to prevent, manage or treat it. In the absence of primary care infrastructure, these communities rely on expensive and inappropriate use of hospital emergency rooms or do not receive care at all resulting in preventable hospitalization at rates three to four times the city average. In 1993, when PCDC was created, 1.8 million New Yorkers were deemed to be living in "health crisis zones."

PCDC presents an innovative, public-private partnership model for expanding primary care services for medically underserved communities, offering access to low-cost capital and technical assistance to not-for-profit health care providers, like Community Healthcare Network (CHN), that build and operate new or expanded primary care facilities throughout New York City.

With a longstanding commitment to community health, J.P. Morgan assumed leadership from the beginning in crafting the PCDC partnership. Through its community relations and philanthropic services department, Morgan provided financial support and galvanized a consortium of local funders to provide $2.5 million for start-up. Morgan also helped to shape the PCDC Board into a powerful mix represent-



SPLF Projects

Bronx

Brooklyn

Manhattan

Queens

Staten Island

Non-SPLF Projects

Bronx

15 Beth Abraham CCM
16 IUFH/St. Edmund Episcopal Church
17 Narco Freedom

Brooklyn

18 Jamaica Hospital DTC-Atlantic Ave
19 Park Ridge Family Health Center Lutheran Medical Center
20 Maimonides Medical Center-Ocean Ave

Manhattan

21 Beth Abraham CCM
22 Callen-Lorde Community Health Center/CHP
23 Settlement Health
24 Union Health Center

Queens

25 St. Dominic's Family Health Center/CMC
26 Jamaica Hospital DTC-Merrick Blvd

Staten Island

27 New Brighton Family Health Center/SCHCS

Primary care priority 1

Primary care priority 3

gure 3

PCDC projects serve New York City's neediest communities. SPLF projects are PCDC's fastest-growing sector ing the business and financial sectors, private philanthropy, public sector health and human service organizations, not-for-profit health care institutions and community organizations.

PCDC's Expanding Portfolio of Programs

In 1995, as PCDC successfully implemented its original tax-exempt bond financing program for large-scale projects, J.P. Morgan stepped forward again to help PCDC meet another challenge — how to finance projects too small for economical bond financing (under $3 million). While PCDC started by custom-tailoring selected facility loans, J.P. Morgan convened a consortium of four leading New York City banks (J.P. Morgan, lead permanent lender; Chase Manhattan, lead construction lender; Citibank and Republic National Bank) to create PCDC's Small Project Loan Fund (SPLF). Through the SPLF, which joins a $20 million credit facility from the banks with public and private grant monies used for equity grants and reserves, PCDC can offer loans to primary care providers at highly favorable terms: a 15-year loan at an effective interest rate of approximately six percent. CHN, a health care agency that serves 16 low-income neighborhoods in New York City and one of the first beneficiaries of this program, used SPLF financing for two projects that will expand its primary care network in Manhattan and Brooklyn.

The SPLF is PCDC's most popular financing program. Since launching the SPLF in November 1997, PCDC has financed 14 new facilities, providing $19 million in loans. The overall effectiveness of PCDC as a model is shown in Figures 3 and 4.

PCDC's efforts have proved integral to successful community development, transforming vacant or dilapidated space into attractive, economically productive facilities that create the service infrastructure necessary for strong, stable communities.

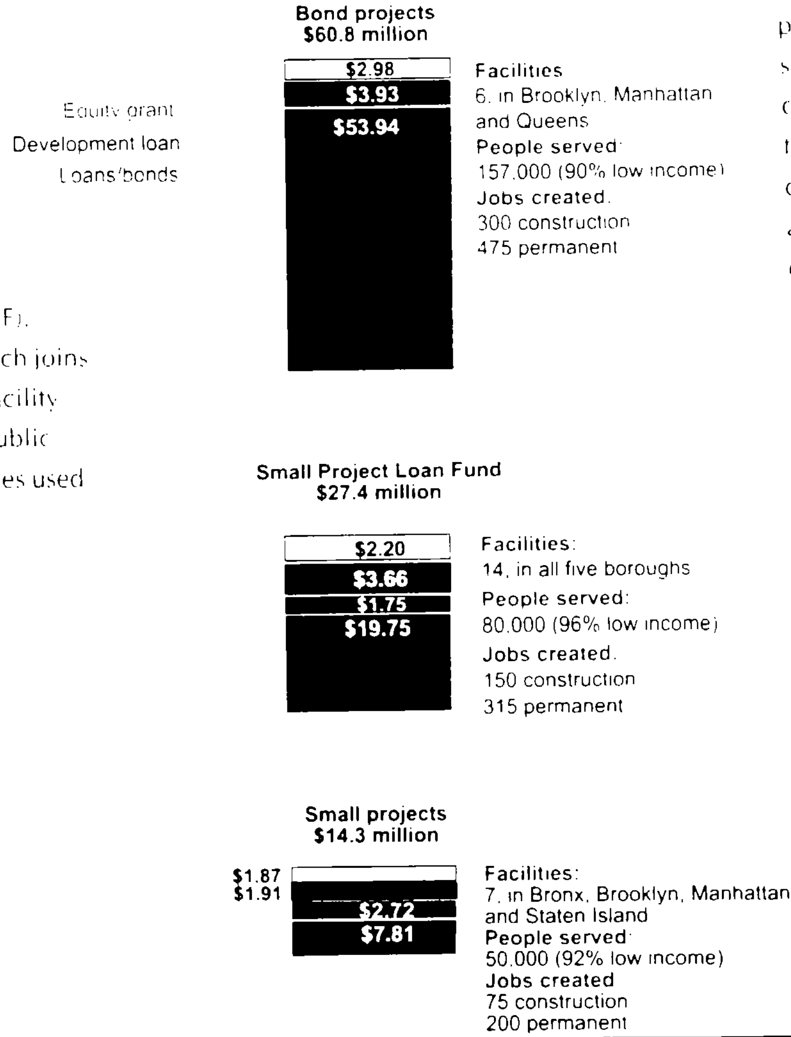


Figure 4 The PCDC model has resulted in a $100 million investment in new primary care capacity, serving 280,00 people and creating 1,500 jobs

JPMorgan

PRIMARY CARE DEVELOPMENT CORPORATION

NORTHERN STATE BANK & IMPACT SEVEN

■ When the hometown bank bets its future on the future of its community ■

A Neighborhood Institution

As the last hometown bank in a rural community, 60 miles from any major metropolitan center, Northern State Bank has based its success on becoming an expert on the needs of its 30,000 customers. For Northern, the health of their business is entirely dependent upon he health of their ommunity. Serving an rea afflicted by severe nemployment and conomic turmoil after ne of its major indus- ries shut down, North- rn has been bold in its ffort to jump-start and invigorate this small ommunity. Closing nop and abandoning own is not an option hen the leadership of e bank has been oven into the commu- ity for more than 65 ears. By holding the ourse during rocky mes, the bank's usiness has grown npressively and the mmunity has been fused with a sense of ope and self-suffi- ency. Between 1996 and 1998, Northern State Bank, with assets of $109 million, made 490 home loans to low- and moderate-income families totaling $15.1 million, and 916 small business loans totaling $42.7 million.

Knowing Your Market

Reinvesting its depositors' funds back into the local community is not only important to Northern State Bank, it is vital. Northern's Ashland is one of the poorest counties in the state of Wisconsin, with 16.2 percent of the population living below the poverty line. Given this market composition, Northern has followed a strategy of aggressively lending to low- to moderate-income families and qualified small businesses. Between 1996 and 1998, 43 percent of Northern's residential loans were made to low- and moderate-income individuals. The results speak for themselves. Within a five-year period, total outstanding loans grew 81 percent from $35.2 million to $63.7 million. The delinquency rate for loan accounts was just 0.33 percent in 1998, substantially less than both the state and national averages for banks of similar size. Northern success is partly due to the fact that it actively leverages a number of federal and state home loan programs that target first-time homebuyers and low- to moderate-income households.

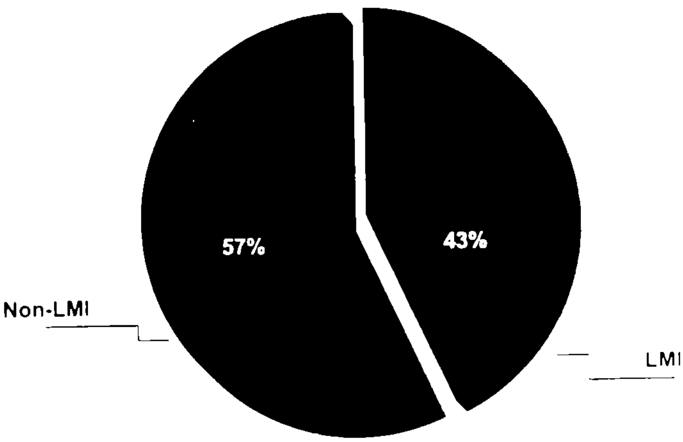


Figure 1 Northern State Bank's residential mortgage portfolio

Turning the Tide

The bank's growth and portfolio performance numbers are even more impressive when put into context. The past five years have been especially difficult for the isolated Wisconsin community. With the departure of 13 employers, six percent of Ashland's total population was without jobs. When the county's major employer, the Fort James napkin plant, announced its closing, nearly 230 high-paying skilled jobs were eliminated overnight. Numerous families and ancillary businesses were left in jeopardy.

When it seemed that everyone was in a position to lose, the Ashland Alliance emerged: an informal partnership of financial institutions, government and economic development organizations determined to put Ashland back on the road to prosperity. By pooling their resources, these individual entities worked together to create jobs, develop commercial and affordable housing opportunities and preserve and promote cultural sites.

Maximizing Impact

As a part of the Ashland Alliance, Northern State Bank formed a strategic partnership with Impact Seven, a nonprofit with experience and expertise in assisting lower-income communities and residents via job creation, business development, and housing. Since its incorporation in 1970, Impact Seven has developed $40 million in new housing, rehabilitated over 1,200 units and created nearly 15,000 jobs throughout rural Wisconsin. Together, Northern State Bank and Impact Seven were able to leverage their financial, economic and leadership expertise to help Ashland rebound from its adversity.

Northern State Bank made development financing a reality by helping to lead the long-term community planning process and investing the necessary risk capital in the community. Impact Seven was the catalyst for new thinking that would chart Ashland on a new, more prosperous course. With years of experience under its belt, Impact Seven brought to the table its ability to recruit industry, develop industrial buildings and tax increment districts, help expand local businesses, create low-income senior housing and preserve historical landmarks. Key to the alliance is Impact Seven's willingness to take the first risk position in aggressive initiatives to allow the bank to make second position investments that are in line with

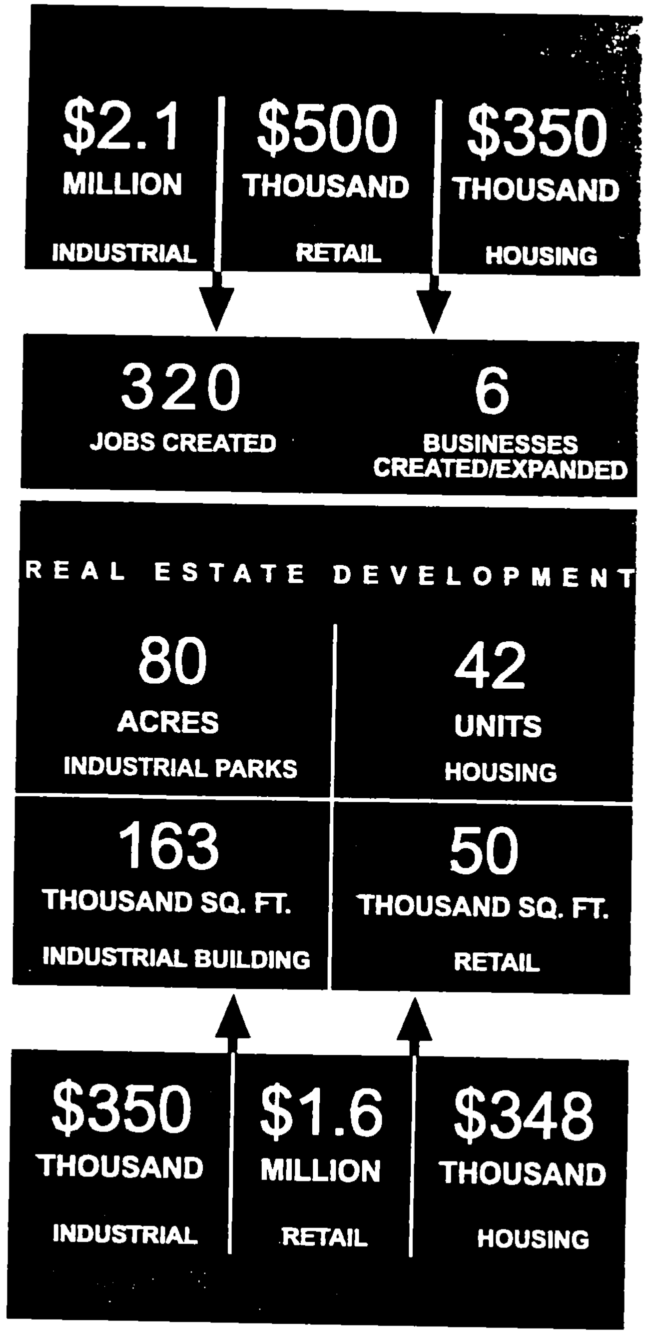


Figure 2 Northern State Bank and Impact Seven investments and results

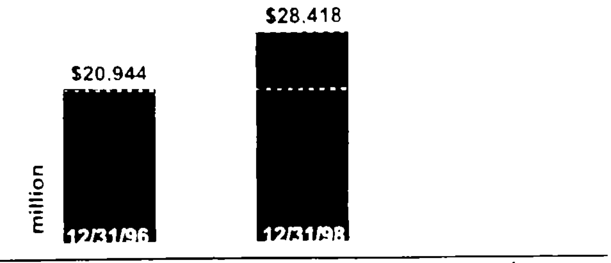


Figure 3 Business portfolio performance

sound business strategy. Impact Seven knew that since the stakes were high and the survival of Ashland hung in the balance, they had to make bold moves, such as developing industrial space without a guaranteed tenant, to be poised to take advantage of business opportunity.

The result of their partnership efforts are comprehensive and significant: 320 new jobs, the expansion of three local industries and the initiation of three others; 42 units of affordable housing; the development of 80 acres of industrial park and 163,000 square feet of industrial space; the investment of more than $2.6 million into a new supermarket and additional retail space; and the creation of two tax increment districts with expansion started on a third. In the end, the community gained confidence and returned to a state of economic viability and potential prosperity. Families could even take pride in their rehabilitated Historical Society's Museum, knowing that their community's history was not ending with the immediate setbacks.

Allies in Success

Northern State Bank performs best when the community it serves is prospering. The Ashlan[d] Alliance resulted in the arrest of a declining economy, enhancing Northern's ability to lend and grow. Of equ[al] importance, Impact Seven's expertise in stabilizing distressed communities has arme[d] Ashland with a proven recovery model for responding to and containing potential economic ar[d] social disarray. The alliance proves the effective, sustainable change possible wh[en] uniquely talented an[d] resourceful individuals and institutions join forces.

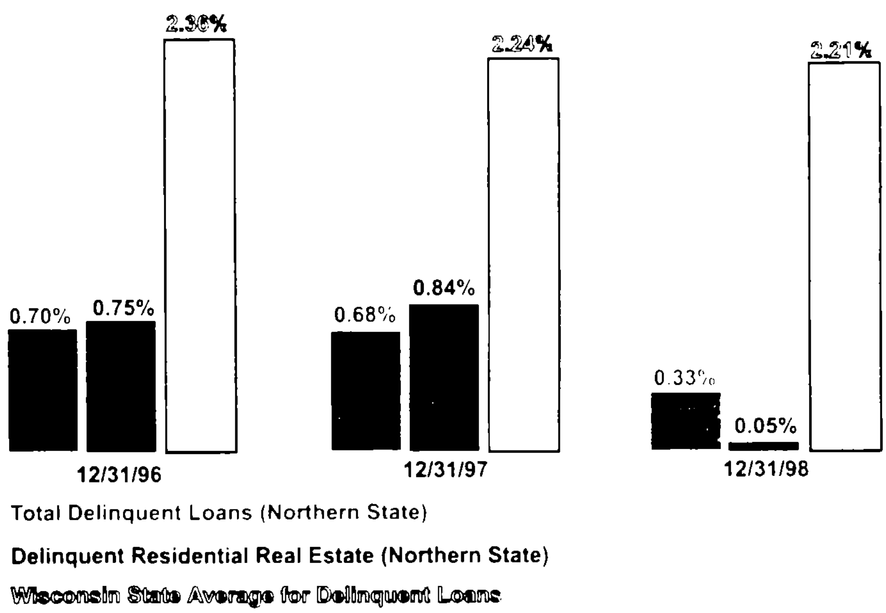


Figure 4 Comparison of delinquency rates

Industry Leader

PMI's business strategy is to be the leading provider of mortgage insurance, title insurance, risk management technology and other products and services to the home mortgage finance industry. Hard numbers define their performance: PMI is the third largest private mortgage insurer in the U.S. and has assisted over 1.7 million people in buying their homes while achieving an S&P rating of AA+ and an ROE of 17.9 percent. Key to the company's success is their unrelenting dedication to operating performance and innovation.

Affordable Housing Pioneer

Reflective of PMI's success in expanding homeownership to traditionally underserved markets through innova-

PMI MORTGAGE INSURANCE COMPANY & CHICKASAW NATION

■ *Unleashing homeownership opportunities for Native Americans* ■

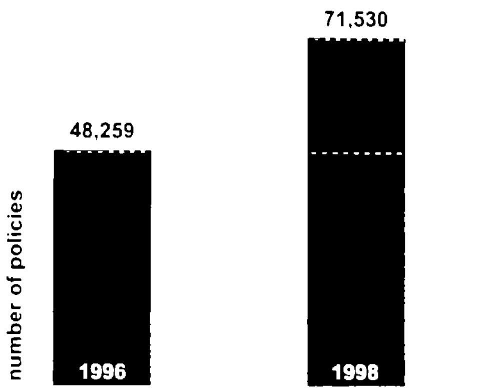


Figure 1 Overall growth in PMI's low- to moderate-income portfolio

tion and effective risk management, the company pioneered the nation's first automated underwriting and mortgage scoring system. Their trademark "pmiAURA Score" has made the residential mortgage process more efficient for lenders and more affordable to borrowers. It is the combined impact of their risk management expertise and a corporate culture dedicated to helping others that is the foundation for PMI's success opening up homeownership to underserved markets across America. The affordable housing market is a significant and profitable market segment for PMI.

PMI's leadership, providing an array of flexible affordable housing products and risk management services, is reinforced by a series of strategic alliances that have opened up the homeownership opportunity to families who because of income or credit history, would not have had access to the American Dream. A partnership with Bank of America spawned the Neighborhood Advantage Credit Flex program, which has accessed over $80 million in home finance loans. The Neighborhood Housing Partnership has unleashed homeownership opportunities totaling $98 million in home loans. PMI also partners with the National Foundation for Consumer Credit and, most recently, the Chickasaw, Choctaw, Citizens Potawatomi and Cherokee Nations.

Laying the Foundation for a Partnership

The foundation for this partnership was laid almost five years ago on a Habitat for Humanity build. When PMI talks about doing a Habitat build, they aren't talking about a CEO photo-op. This is hard-core work, and every year for the past five years Roger Haughton, PMI's chairman, and his team put in a week of grueling 18-hour days building a home for a family. And it was on the chairman's first build on an Indian reservation in North Dakota that the seeds for the Chickasaw-PMI partnership were planted. Seeds that have blossomed into the Chuka Chukmasi, meaning "beautiful homes" in the Chickasaw language.

The Challenge

As Washington leaders celebrate unheralded rates of homeownership for Americans, the reality for Native Americans is quite different. According to HUD, while home ownership in the U.S. overall stands at 66.4 percent, "among the over 100 Native American tribes recognized by the Department, only 1 percent of their citizens own their homes."

e 2

Location of PMI's current and potential partnerships with the Cherokee, Chickasaw, Choctaw, Citizens Potawatomi and Navajo Nations and Pueblos.

The rate of homeownership is so low for a variety of reasons. And it was not until 1996, when Congress passed the Native American Housing Assistance and Self-Determination Act (NAHASDA), that Indian tribes had the means to foster conventional home mortgage lending on a widespread scale in Indian communities.

Forging a Path-Breaking Model

A leadership force in this legislative effort was the National Association of Indian Housing Councils (NAIHC). With passage of the legislation, First Americans Mortgage and the Chickasaw Nation reached out to PMI. Together the Chickasaw Nation, First Americans Mortgage, Freddie Mac and PMI forged a strategy to access the capital markets for homeownership financing on Indian lands. PMI pioneered an innovative risk-sharing program and specially designed mortgage product. The company agreed to insure the mortgages, assembled a consortium of lenders to make the loans and enlisted Freddie Mac to purchase the mortgage-backed securities.

The product design, which in part includes a 1 percent downpayment requirement from the borrower, involves shared risk between PMI and the Chickasaw Nation. While PMI has over $8 billion in affordable housing commitments, PMI's customers have usually been large corporations. This is the first time PMI has crafted an affordable housing program for a Native American tribe.

pmi
MORTGAGE INSURANCE CO.®

Unleashing New Futures and New Markets

Less than six months into the partnership, over 80 loans are in process, 20 others have been approved and new homes are sprouting up on the Chickasaw lands across Oklahoma. For the first time Native Americans have the opportunity to achieve the dream of homeownership.

And the seeds of this dream are spreading across the country — the Choctaw, Citizens Potawatomi and Cherokee Nations have formed partnerships with PMI to open up the homeownership opportunities on their lands. The Navajos and other tribes are also discussing similar partnerships with PMI. For PMI, this represents a $650 million market opportunity and reinforces their role as the industry leader, marshalling their commitment to innovation and their risk management capabilities to help all Americans own a home.

Personal Focus

In a world of banking giants, Roosevelt Savings Bank has been successful by maintaining a personal relationship with its customers and staying close to its neighborhoods. With an asset base of $4 million, Roosevelt firmly believes that its future success is directly linked to the continued growth and prosperity of the communities it serves.

Roosevelt got its start over 100 years ago in the Bedford-Stuyvesant neighborhood of Brooklyn and has since grown deep roots. With 15 banking offices covering four New York counties, Roosevelt Savings Bank is a bastion of reliability and dependability in the midst of diverse, developing communities.

ROOSEVELT SAVINGS BANK & NEIGHBORHOOD HOUSING SERVICES OF BEDFORD-STUYVESANT

■ Staying close to the customer and building community strength home by home ■

A Neighborhood-based Business Strategy

Roosevelt Savings Bank has a history of outstanding success in lower-income and underserved markets. In 1995 it coordinated its initiatives under the Community Development Lending Program (CDLP), a lending resource benefiting lower-income markets and individuals through targeted program financing. Since its inception, Roosevelt has originated more than $100 million in CDLP loans for financing affordable residential and multi-family housing, daycare centers and housing for single parents, senior citizens and the homeless. To date, the CDLP boasts a zero percent non-performing asset rate.

Roosevelt's partnerships are equally emblematic of their ongoing commitment to meeting specific community development needs. For more than two decades it has participated in the Community Preservation Corporation in New York City, and, in 1989, became a charter member of the Long Island Housing Partnership, Inc. In 1997, one of Roosevelt's branch offices created a "Community Room," where local organizations and leaders can gather to discuss community issues and develop necessary resources to address mutual concerns. Through these channels and others, Roosevelt has profited as a business as well as an influential community partner.

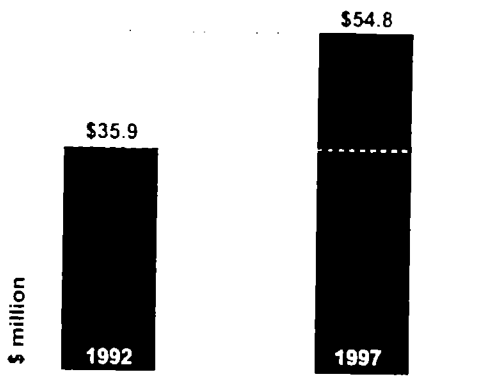


Figure 1 Total mortgage originations in Bedford-Stuyvesant from 1992 to 1997

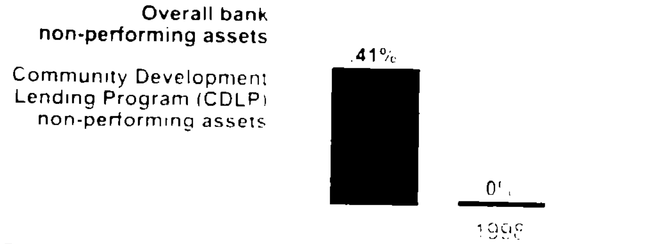


Figure 2 Roosevelt portfolio performance is outstanding, both overall and within CDLP

One of the most fruitful partnerships began in 1992 when Roosevelt Chief Executive Officer John Tsimbinos offered a challenge grant of $100,000 to help found Neighborhood Housing Services (NHS) of Bedford-Stuyvesant in Brooklyn in partnership with Neighborhood Housing Services of New York (NHS-New York).

A Strong Partner

NHS-New York is a citywide nonprofit group that works to encourage and promote neighborhood stabilization and to create, preserve and promote affordable housing while improving the quality of life for residents in communities throughout New York City. The Bedford-

First-time homebuyers are realizing the American Dream and established residents are learning how to preserve the value of what is often their mainstay asset.

Stuyvesant branch of NHS is dedicated to the improvement of nine Brooklyn neighborhoods by providing educational opportunities and fostering public and private partnerships for reinvestment. The Bedford-Stuyvesant community has seen great improvements over the last 13 years, including a 53 percent growth in mortgage originations in the last five years and a 40 percent decrease in building vacancies since 1987.

The Challenge

Once a new home becomes reality for many low-income residents, turning to professionals to handle general repairs and ongoing maintenance can be prohibitively expensive. Without the proper skills enabling them to undertake such projects on their own, new owners are faced with significant work that they cannot afford to overlook. If low-income communities are unable to address this issue, they will see property values fall and the look and integrity of their neighborhoods deteriorate, not to

Neighborhood Housing Services of Bedford-Stuyvesant

mention increased safety hazards in their homes.

As a business with a hand on the pulse of the community, Roosevelt Savings Bank's management recognized the importance of this issue and decided to tackle the problem. They turned to NHS of Bedford-Stuyvesant for help.

Built to Last

The Bedford-Stuyvesant Home Maintenance Training Program is a simple but brilliant response to a critical community demand. Roosevelt provides the use of a large, well-equipped workspace where community residents, many of whom have never driven a nail before, learn skills to actually construct rooms, utilizing framing, electrical wiring, sheet rocking, spackling and painting techniques employed by professionals. The 525 graduates of this program have saved up to two-thirds of their home repair costs by learning to maintain their homes on their own. The skills they learn are essential for the upkeep of their beautiful brownstone homes in Bedford-Stuyvesant and for fostering a feeling of self-reliance and pride within the community.

Banking on Results

The Home Maintenance Training Program has achieved beneficial results for both the bank and the community. The program has been the focus of extensive local and national news coverage.

The changes are vast and enduring. In Bedford-Stuyvesant there are fewer vacant lots and more homeownership opportunities. First-time homebuyers are realizing the American Dream and established residents are learning how to preserve the value of what is often their mainstay asset. For Roosevelt, the relationship with NHS has provided a platform for interaction and mutual trust, which builds loyal customers. Deposits in the Bedford-Stuyvesant branch are growing more rapidly than almost every other Roosevelt branch. Having recently merged with Roslyn Savings Bank, the bank will continue the existing program and replicate it in the Hempstead marketplace. This is an example of relationship banking at its best.

Since 1895
ROOSEVELT SAVINGS BANK

SAINT MARY'S & NEIGHBORHOOD RENEWAL SERVICES OF SAGINAW

■ *When community viability and business viability go hand-in-hand* ■

Regional Leader

For 125 years, Saint Mary's hospital has been a valued, reliable member of the Saginaw, Michigan, community. Saint Mary's is the market leader in the areas of cardiology, cardiovascular and neuroscience services. It also offers reputable burn, trauma and cancer treatment programs, drawing patients from all areas of northern and east-central Michigan into its 268-bed facility.

As a health care provider, Saint Mary's is an important part of Saginaw's infrastructure. Its presence is a symbol of stability for an historic community suffering from urban decay. For Saint Mary's, the success of its business is dependent upon the success of its community. The hospital recognizes that without a thriving, working community, its service and financial goals cannot be met. In order to stay competitive, Saint Mary's is committed to fostering its most important relationship — the relationship with its neighborhood.

Champions for Health

Saint Mary's realizes that to maintain its success as a competitive specialty care center, it has to be able to recruit professional talent and draw patients from many different counties. These necessities had become increasingly difficult as Saint Mary's immediate neighborhood, the Cathedral District, suffered the side effects of major factory closings that caused the exodus of one-third of Saginaw's population. While Saint Mary's had been dedicated to supporting Saginaw with $4.6 million in charitable contributions over the past six years, the neighborhood had reached a critical point. Crime and disinvestment had become so severe that the hospital could not even give away land to a nonprofit for housing development. Saint Mary's saw the need to step forward as a leading corporate citizen and become a market driver defining the future viability of the neighborhood.

A Model for Change

Knowing that one institution alone could not create the sort of systemic change necessary to transform the community, Saint Mary's joined with a multitude of private and public sector entities to create the Cathedral District Planning and Development Council. The resulting plan, Cathedral District Project 2000, is a comprehensive initiative aimed at reversing the decline of a decaying urban neighborhood. The project has four main areas of focus: health access, property improvement, family issues and safety. Saint Mary's committed $1.76 million over three years to the initiative.

Collaborating for Impact

The lead implementing agency in the Cathedral District Project 2000 is Neighborhood Renewal Services of Saginaw, Inc. (NRS), a NeighborWorks Network member

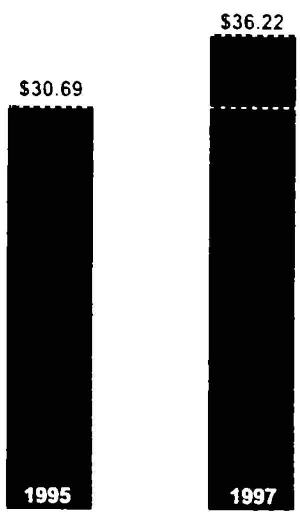


Figure 1 A track record of success: increases in housing values per square foot in the Stone neighborhood, an NRS-targeted area

supported by Neighborhood Reinvestment Corporation. Created in 1988 with the support of Saint Mary's, NRS serves as the community's point organization in combating blight, revitalizing neighborhoods and providing affordable housing. Saint Mary's history with NRS included donating a house that NRS renovated which in turn provided affordable rents for low-income tenants. The early efforts of Saint Mary's and NRS established the foundation upon which a strong and lasting partnership was built.

Through Project 2000, Saint Mary's has given NRS the financial resources and institutional guidance to undertake a comprehensive and effective neighborhood revitalization strategy. NRS received a $710,000 contract for property improvements and resident programs.

Good Neighborhoods are Good for Business

Over the course of 14 months, NRS has purchased 38 properties, demolished 34 abandoned buildings, sold 18 vacant lots to neighbors for $1, awarded 15 mini-grants of up to $2,000 for side-street improvements and closed five home improvement loans, all of which have contributed to a noticeably revitalized Cathedral District community. The neighborhood has improved so much that Habitat for Humanity has now built five homes and begun a sixth.

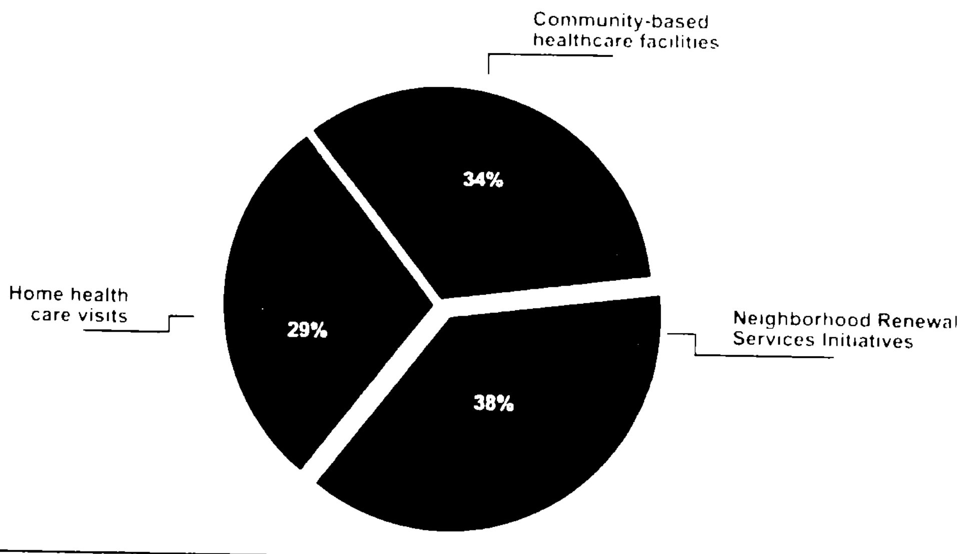


Figure 2 Saint Mary's community investment strategy: 1.76 million over two years

NRS
NEIGHBORHOOD RENEWAL SERVICES
of Saginaw, Inc.

Its current success has not prevented Project 2000 from looking toward future goals. A neighborhood gathering center, which will offer health advise, meeting space and free laundry services, is under construction. A gas station with a convenience store is on the drawing board. Discussions are taking place to improve and permanently locate a Farmer's Market near the Cathedral District.

In addition to their joint efforts on Project 2000, Saint Mary's and NRS have always maintained a close relationship. Currently, Saint Mary's Vice President for Mission Services and Vice President for Development serve on the NRS Board of Directors, a role they have enjoyed since NRS' inception over a decade ago. Today they work together to attract national foundation support for expanded programs and service areas.

By working to make the underserved neighborhoods of Saginaw healthier from all perspectives, Saint Mary's is creating a better environment that is safer and less threatening for their patients, staff and visitors. It is more attractive to potential employees, residents and investors. And it provides the residents of the community with a place to live of which they can all be proud.

SAINT MARY'S

'97 Social Compact Award Winners

Allstate Insurance Company, Neighborhood Housing Services of Santa Fe and New Mexico Mortgage Finance Authority

Bank United and Fifth Ward Community Redevelopment Corporation

Branch Banking and Trust and Orange Community Housing Corporation

Broadway Federal Bank, FSB and Inglewood Neighborhood Housing Services

The Dime Savings Bank of New York, FSB and Settlement Housing Fund, Inc.

First National Bank of Muscatine and Muscatine's Center for Strategic Action

KeyBank, N.A. and Coastal Enterprises, Inc.

Tucker Anthony, Inc., Community Health Center Capital Fund and Dimock Community Health Center

NEW MARKETS PRESIDENTIAL TRIP – July 5-8

Attached is a list of companies that have expressed interest in the New Markets Initiative or that have received information from the Administration about the July trip. NEC and the Office of Public Liaison will be coordinating follow-up calls to CEOs and Senior Executives.

We need your input regarding the corporate outreach. Please provide us with **background on five companies** (in order of priority) that your agency wants to contact as part of the corporate outreach for the July New Markets trip.

- Which companies on the attached list does your agency want to contact?
- Are there additional companies that are not included on the attached list that your agency wants to contact?
- If your agency wants to be directly involved in the corporate outreach (i.e. making phone calls) to a specific company, provide details on how and why?
- Who from your agency would be involved in phone calls and any written communication with companies?
- What is the relevance and importance of these companies to any of the sites that your agency or other agencies have recommended.
- What companies does your principal have existing relationships with that we can build upon in this corporate outreach effort?
- What commitments or announcements do you expect each company to make in connection with the trip or any of the potential sites.

Please provide this information by fax to Jay Dunn or Lisa Green at 456-2223.

AIG
Allied Signal
AllState
American Airlines
American Express
Ameritech
Bank Boston
Black Enterprise Fund
Boeing
Burger King
Chevron
Cigna
Coca-Cola
Compaq
ConAgra
Costco
CSX
Daimler Chrysler
Dayton Hudson
Edison International
EI duPont
Enron
Exxon
First Union
FMC
Ford Motors
General Mills
General Motors
Goldman Sachs
Hewlett-Packard
Home Depot
Honeywell
IBM
Intel
International Paper
JC Penny
Johnson & Johnson
Johnson Publishing
Kmart
Kroger
Lockheed Martin
Loews Corporation
Merck
Merrill Lynch
Met Life
MJH
Mobil
Morgan Stanley
New York Life
Pfizer
Procter & Gamble
Prudential
Ralph's
Rite Aid

Sloan Financial Group

The approach the Sloan Financial Group, Inc. has adopted in serving under served markets begins in our own backyard. Entrepreneurs, historically, have created wealth by realizing value in the market place. However, in most cases entrepreneurs have come to their conclusions while employed by other firms.

As minority firms reach critical mass, they are unable to amass the capital needed to grow into large firms. It is our belief that these types of firms deserve our immediate attention as 1) they support our communities 2) employ various groups of people and 3) become the birthplace for the next generation of entrepreneurs.

Our under served market is largely, but it is not limited to, business owners whom we have come into contact as a result of their need for investors and capital, and/or smaller community based companies we have assisted with direct business.

C.O. / Treasury
Yellow

Jackson T. Dunn
06/06/99 02:09:12 PM

Record Type: Record

To: Lisa Green/OPD/EOP@EOP

cc:
Subject: Treasury

These are the companies thatTreas is speaking to -- but it's not competely clear at which site. The crossover from our GE, Chase, McDonald's, Bank Boston, Ford.

Company: General Electric
CEO and Chairman
John F. Welch Jr.
203-373-2211
Contact: Kate Fulton
637-4012

Company: Chase Manhattan
CEO and Chairman
Bill Harrison (replacing Walter Shipley)
212-270-6000
Contact: Ruth Salzman
212/622-4252

Company: GTE
Chairman and CEO
Charles R. Lee
972-507-5000
Contact: Charlotte Reisner
972/567-8095

Company: New York Investment Fund
CEO and Chairman
Henry Kravitz
212/493-7548
Contact: Kathy Wylde
212-493-7551

Company: New York Partnership
CEO and Chairman
Bob Kiele
Contact: Gale Kaufman
212/493-7434

Company: Jazz District Redevelopment Corporation [Ford Foundation]
Kansas City's historic 18th St. & Vine area
Contact: Al Fleming, President and CEO - (816) 221-1719

Company: Community Development Ventures, Inc./MSBDFA Management Group, Inc.
Baltimore
Contact: Stanley Tucker – (410) 333-4270
F (410) 333-2552

Company: Bridgewater Interiors, LLC, a joint venture b/w Johnson Controls, Inc. and minority business group
Detroit's Empowerment Zone; tied-in with Ford's Training Center
Contact: Reginald Layton, President and CEO – (734) 254-5441

Company: Alliance Relocation Services and Allied Van Lines
Chicago's West Side (may be EZ location)
Contact: Herb Stokes [Alliance] (312) 491-9970
F (312) 491-9965

Company: LakeShore Development (new low-mod income single-family housing)
Chicago's South Side
Contact: D. Lyneir Richardson, President– (312) 461-1012
F (312) 461-1014

Company: McDonald's
South Side, Chicago (Bronzeville, 35th and Indiana)
Contact: Walt Riker – (630) 623-7318
F (630) 623-8843
Jack Greenberg, President and CEO, (630) 623-3300

Company: Ford Motor Co.
Detroit's Empowerment Zone
Contact(s): Dana Zugay (313) 845-8351
F (312) 845-4713
Jacques Nasser, President and CEO

Company: BankBoston/BankBoston Development Company (BBDC)
Boston
Contact: Jennifer Quinlan (617) 434-2230
F (617) 434-0351
Chad Gifford, President & CEO (617)
Gary Hedgespeth, President BBDC (617) 434-2223
Ira Jackson, Exec. V.P. BankBoston & Chair BBDC (617) 434-5470

American Women's Economic Development Corporation
Suzaane Tufts, President and CEO
(212) 692-9100 x21

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001. email	From Jackson T Dunn to Lisa Green; RE: phone number [partial] (1 page)	06/06/1999	P6/b(6)

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Lisa Green
OA/Box Number: 20589

FOLDER TITLE:

Corp. [Corporate] Related [2]

2012-0043-S
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RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

fax: (212) 692-9296

Choctaw Manufacturing and Development Corporation
Lou Richardson, CEO
(800) 528 9504
fax: (580) 326-8368

Manuel Miranda
Unisys Corporation
(703) 620-7771

P6/(b)(6)

[001]

AIG
Allied Signal
AllState
American Airlines
American Express
Ameritech
Bank Boston
Black Enterprise Fund
Boeing
Burger King
Chevron
Cigna
Coca-Cola
Compaq
ConAgra
Costco
CSX
Daimler Chrysler
Dayton Hudson
Edison International
El duPont
Enron
Exxon
First Union
FMC
Ford Motors
General Mills
General Motors
Goldman Sachs
Hewlett-Packard
Home Depot
Honeywell
IBM
Intel
International Paper
JC Penny
Johnson & Johnson
Johnson Publishing
Kmart
Kroger
Lockheed Martin
Loews Corporation
Merck
Merrill Lynch
Met Life
MJH
Mobil
Morgan Stanley
New York Life
Pfizer
Procter & Gamble
Prudential
Ralph's
Rite Aid

NEW MARKETS PRESIDENTIAL TRIP – July 5-8

Attached is a list of companies that have expressed interest in the New Markets Initiative or that have received information from the Administration about the July trip. NEC and the Office of Public Liaison will be coordinating follow-up calls to CEOs and Senior Executives.

We need your input regarding the corporate outreach. Please provide us with **background on five companies** (in order of priority) that your agency wants to contact as part of the corporate outreach for the July New Markets trip.

- Which companies on the attached list does your agency want to contact?
- Are there additional companies that are not included on the attached list that your agency wants to contact?
- If your agency wants to be directly involved in the corporate outreach (i.e. making phone calls) to a specific company, provide details on how and why?
- Who from your agency would be involved in phone calls and any written communication with companies?
- What is the relevance and importance of these companies to any of the sites that your agency or other agencies have recommended.
- What companies does your principal have existing relationships with that we can build upon in this corporate outreach effort?
- What commitments or announcements do you expect each company to make in connection with the trip or any of the potential sites.

Please provide this information by fax to Jay Dunn or Lisa Green at 456-2223.

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
CURRENT AND POTENTIAL PRIVATE SECTOR
PARNTERS FOR NEW MARKET ACTIVITES

PINE RIDGE, SOUTH DAKOTA

Lisa,
HUD will follow up with the priority list you requested.

- America Online
- Andersen Corporation (windows)
- AT&T
- Bank of America
- Blue Cross, Blue Shield
- Carrier Corporation (heating ventilation)
- Centex Homes (developer)
- Certain Teed Corporation (roofing, insulation)
- Champion Manufactured Housing Company
- Citibank
- Countrywide Mortgage
- First Security Bank of New Mexico
- Fleetwood Manufactured Housing Company (also recreational vehicles)
- Ford
- Gateway
- General Electric Appliances
- General Motors
- Home Depot
- Honeywell, Inc. (building systems controls)
- IBM
- Kohler Company (fixtures)
- Louisiana-Pacific Corporation (lumber, siding products)
- Lucent Technologies
- Marriott
- Masonite Corporation (hardboard, paneling)

- Motorola
- North American Steel Framing Alliance
- Northwest Airlines
- Norwest Mortgage
- Owens Corning (roofing)
- Pepsico
- Pulte Corporation (developer)
- Sears
- Simpson Strong Tie (structural connection and hardward)
- Solutia, Inc. (impact resistance glazing to prevent glass breakage)
- Southdown, Inc. (concrete)
- State Farm Insurance Companies
- Superior Walls (pre-fabrication foundation company)
- Tenaco Building Products
- Texaco
- U.S. Gypsum Company (sheet rock)
- U.S. West
- United Airlines
- Washington Mutual (Seattle)
- Weather Shield (doors, windows)
- Wic Manufactured Housing Company

GARY, INDIANA

- ACE Hardware
- US Steel

NEW YORK, NY

- Broadway Video
- Citibank
- Disney
- HMV Records

SELECTED BUSINESSES FROM EZs/ECs, OTHER HUD PARTNERS

- Bankers Trust
- Citibank
- Hudson Foods
- New Boston Seafood Company
- Pathmark
- Sterling Optical
- Tysons Food
- Viking Range

BUSINESSES HUD CAN REACH OUT TO

- Ben and Jerry's
- Blockbuster Video
- Burger King
- Disney
- Gap
- Loew's Theater
- McDonalds
- Pathmark
- Rite Aid
- The Limited/Structure
- Time Warner
- Tower Records

- Borders
- Filenes Basement
- Home Depot
- Marshalls
- NationsBank
- Nike Barnes and Noble
- Price Club
- Reebok
- Starbucks
- TJ Max