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001. calendar	June 17-20 1999; RE: personal info [partial] (1 page)	06/16/1999	P6/b(6)

COLLECTION:

Clinton Presidential Records
Policy Development
Lisa Green
OA/Box Number: 20588

FOLDER TITLE:

Planning [1]

2012-0043-S

ms257

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]

Plan for Deciding New Markets Tour Locations

I suggest the following plan for reaching final decisions about where to visit on President Clinton's New Markets tour from July 6-8.

Thursday, June 3

- NEC working group meeting with agency/White House staff to review options and fill in blanks
- Key information we are seeking includes:
 - details on best CDFI options from Treasury
 - Hartford ideas from all agencies
 - more details on visuals (i.e., specific businesses to visit or neighborhoods to tour)
 - information from Fannie Mae on Pine Ridge
- NEC drafts revised proposed site memo for Friday meeting

Friday, June 4

- Meeting with Sperling, Echaveste to review revised proposed site memo
- Try to reach conclusion on several strong suggestions (e.g., Kentucky Highlands, Los Angeles) and develop options for the remaining sites (e.g., Hartford OR New York City)
- Political offices conduct final vet of proposed sites
- Draft POTUS memo with strong suggestions and options from Sperling, Echaveste, and Streett for Sperling review over weekend

Monday, June 7

- Finalize POTUS memo with other White House offices

Tuesday, June 8

- Discussion in 8:30 am meeting on presentation to the President of suggestions and options for locations
- Final memo to the President laying out the several suggestions and remaining options

Week of June 9-15

- Resolve final locations before the President leaves for Europe on Tuesday, June 15

Friday, June 25

- Advance team to locations to assess sites

Non-Profit Outreach Plan for New Markets Trip

Over the next week, we need to reach out to a number of non-profit organizations to discuss the New Markets Trip in early July.

Purpose: The non-profits are able to help in at least three key ways.

- (1) Public-private efforts. Working with their existing private partners to develop new announcements/new investments.
- (2) Expanding technical assistance. Thinking through the possibilities of creating support/technical assistance efforts through some of the intermediaries for the New Markets Initiative. (For example, there is a collaboration with Ford, Enterprise, and LISC called the National Community Development Initiative which has focused primarily on affordable housing development. Could NCDI be expanded to focus more on venture capital and small business or microenterprise activities?)
- (3) Other new announcements or investments. Making their own organizational announcements/new investments related to the New Markets Initiative.

Next Steps:

- We propose that we call the individuals listed below beginning June 4.
 - We will divide the individuals below into different call sheets for Gene, Lisa, others
- We also propose that we invite the individuals listed below to a Sperling meeting at the White House early next week (June 7-9).
- In both our calls and meeting, we want to ask each group for input on announcement ideas and other proposals in the likely locations we have selected. We would also ask about their interest in participating on the trip.

Lisa has relationships with about half of the people on the list and has already started making calls to let them know there will be a meeting some time next week. Also, several of these individuals have been involved with the Administration on the New Markets legislation. Many of them also know about the trip and are already working on putting together proposals. We are enlisting Treasury and HUD's help on making these calls as well.

List of External People to Invite:

Appalachian Regional Commission (or other groups they may recommend) - Thomas Hunter
The Enterprise Foundation - Alan Greenlee and Ben Hecht
LISC (Local Initiative Support Corporation) - Stephanie O'Keefe and Buzz Roberts
Ford Foundation - Roland Anglin, Frank Degiovanni, or Designee

Corporation for Enterprise Development - Bob Friedman or Designee
Initiative for a Competitive Inner City - Anne Habiby
The Rockefeller Foundation - Julia Lopez, Jim Pickman or Designee
Fannie Mae Foundation (separate from the company) - Jim Carr or Designee
Economic Development Assistance Corporation
Rural Community Assistance Corp - Bill French
Association for Enterprise Opportunity - Welthy Soni
Social Compact – Lynn Whiteside
Shorebank Advisory Services - Helen Dunlap or Designee
Community Development Tax Credit Coal. - Mark Pinsky, and Rapoza
National Ass. for Affordable Housing Lenders - Judy Kennedy
Ms. Foundation (focus on microenterprise) - Ana Wadia
Community Development Venture Capital Alliance - Kerwin Tesdell
Village Foundation (active in Youth Opportunities) - Seth Harris is getting a contact name
National Congress for Community Economic Development - Roy Priest
Community Reinvestment Fund - Frank Altman
National Cooperative Bank - Robert Angus
National Council of Nonprofit Associations – Audrey Alvarado
Independent Sector – Matt Hamill
OMB Watch (very involved in Community Technology Centers) – Gary Bass
National Committee for Responsive Philanthropy – Kate Conover
Council for Urban and Economic Development ?
The Wall Street Project?

People from Administration to Participate:

Gene Sperling, NEC
Jon Kaplan, NEC
Lisa Green, NEC
Victoria Lynch, OPL
Michael Barr, Treasury
David Graves, Treasury
Xavier Brings, HUD
Joe Hacala, HUD

WE WILL
REDRAFT BASED
ON TODAY'S MEETING

Legislative Outreach Plan for New Markets Trip – DRAFT

GOAL

We need to reach out to members of Congress shortly to invite them to participate in part of the New Markets trip on July 6-8. Obviously, how we interact with members regarding the trip will impact how some of them deal with us on the legislative front.

One issue we need to resolve is whether we can begin calling the members before we have made the final selections on where we will be going on the trip (this is a concern that Legislative Affairs has raised). One solution may be simply to hold off on making initial calls to those members who have requested that we visit their districts or states – that will allow us to move ahead beginning early next week.

Below is a draft list of priority calls that need to be made over the June 7-18 timeframe. These calls should be made by Stein, Sperling, Echaveste, and others as recommended by Legislative Affairs and the NEC.

NEXT STEPS

- Review list of members of Congress and add those who are missing on Thursday, June 3
- Assign calls to key principals or staff on Friday, June 4
- NEC and Legislative Affairs draft talking points on Friday, June 4
- Begin making these calls on Monday, June 7

DRAFT LIST OF MEMBERS OF CONGRESS TO CONTACT

Democratic Members Who Have Expressed Interest in Being Lead Sponsors on Legislation

Rep. Rangel – NY

- Ways and Means, Ranking – Tax Credit

Rep. Velazquez - NY

- Small Business, Ranking – NMVC for lead
- Banking and Financial Services - APIC

Sen. Rockefeller – NY

- Finance – Tax Credit

Sen. Sarbanes – MD

- Banking, Housing and Urban Affairs, Ranking – APIC

Sen. Kerry – MA

- Small Business, Ranking – NMVC for lead
- Banking, Housing and Urban Affairs – APIC for co-sponsorship

Sen. Edwards – NC

- Small Business - NMVC

Sen. Wellstone – MN

- Small Business – NMVC

Congressional Black Caucus

Rep. Roybal Allard – CA

- Small Business Appropriations – NMVC

Congressional Hispanic Caucus

Rep. Clyburn – SC

Key Democratic Leadership

Rep. Gephardt – MO

Sen. Daschle - SD

Rep. LaFalce – NY

- Banking and Finance, Ranking – APIC
- Small Business Appropriations - NMVC

Sen. Moynihan – NY

- Finance, Ranking – Tax Credit

Other Democrats Who Have Expressed in Interest in Co-Sponsoring the Legislation

Sen. Byrd – WV

- Small Business Appropriations, Ranking – NMVC

Sen. Stevens – AK

- Appropriations – APIC

Rep. Hooley – OR

- Banking and Financial Services – APIC

Rep. Kanjorski – PA

- Banking and Financial Services – APIC

Rep. Baker – LA

- Banking and Finance, SubComm Ranking – APIC

Democratic Members Who Have Expressed Interest in Our Coming to their District/State

Sen. Robb -- VA

- Finance – Tax Credit

Rep. Bennie Thompson – MS

Rep. Harold Ford – TN

Republicans Who Have Expressed Interest in the Legislation

Sen. Jeffords – VT

- Finance – Tax Credit

Rep. Lewis – KY

- Ways and Means – Tax Credit

Rep. Amos Houghton – NY

- Ways and Means – Tax Credit

Other Republicans We Need to Contact

Speaker Hastert – IL

Rep. Leach – IO

- Banking and Financial Services, Chair – APIC

Rep. Talent

- Small Business, Chair – NMVC

Rep. Watts – OK

Rep. Hal Rogers - KY

NEW MARKETS JULY TRIP
PRIORITY CALLS FOR PRINCIPALS

Principal <i>Assigned</i>	CEO/ Headquarters	Contact with Administration	Current Investment/Commitments	Potential Deliverables to Discuss on Call
	Arthur Blank CEO Home Depot Atlanta, GA	770-443-8211 Letter sent 5/28 <i>in 65</i>	Home Depot was mentioned in an ABC News story cited for retail stores investing in inner cities.	ADDING INFO NOW 
	Jack Futterman CEO Pathmark	717-761-2433	Abyssinian CDC was part of the development for the Harlem Pathmark. It is the first supermarket in the area for several years.	
	Howard Schultz CEO Starbucks Seattle, WA	206-442-7720	Schultz has received positive coverage for his work with Magic Johnson in bringing Starbucks to urban areas, including Harlem.	
	David Glass CEO Wal-Mart Bentonville, AR	501-273-5000 Sent letter 5/19	Wal-Mart was mentioned in an ABC News story citing their investment in Los Angeles.	
	Dick Huber CEO Aetna Hartford, CT	860-273-0123 Letter sent 5/19 Huber participated in 5/11 trip	Huber has been personally involved in revitalizing Hartford.	
	Hugh McColl CEO BankAmerica Charlotte, NC	704-386-5000 Letter sent 5/28	BankAmerica contributed \$3M to Multibank, a CDC in Arizona.	
	Frank Newman CEO Bankers Trust New York, NY	212-250-2500 Letter sent 5/11 Newman	Bankers Trust has been active in both rural & urban areas, contributing capital heavily to the Kentucky Highland Investment Corp.	

		participated in 5/11 trip	& the upper Manhattan EZ. - Bankers Trust also has set up the Neighborhood Franchise Project to create economic opportunities in communities.	
	Walter Shipley CEO Chase Manhattan New York, NY	212-270-6000 Letter sent 5/19	Is creating a new program in the Mississippi Delta connecting senior bank officers with women & minority small business owners.	
	Franklin Raines CEO Fannie Mae Washington, DC	202-752-7000 Letter sent 5/19 Participated in 5/11 meeting on New Markets	Pine Ridge	
	Ed Crutchfield CEO First Union Charlotte, NC	704-364-6161 Letter sent 5/19		
	Dan Amos CEO AFLAC Columbus, GA	706-323-3431 Participated in 5/11 trip to Atlanta		
	Chris Galvin CEO Motorola Schaumburg, IL	847-576-8500 Letter sent 5/28	Has talked with HUD about investing in Pine Ridge.	
	Sandy Weill Co-CEO Citigroup New York, NY	212-559-1000 Letter sent 5/19 Weill participated in	Sandy Weill is very hot to participate fully in the Initiative. He is anxious to discuss the National University program in Los	

		5/11 trip to Atlanta	Angeles. • Citigroup, along with the upper Manhattan EZ, is offering loans.	
	Michael Armstrong CEO AT&T Basking Ridge, NJ	212-847-5400 AT&T Wirless CEO Dan Hesse participated in 5/11 trip to Atlanta	• AT&T has contributed \$3M to empowerment zones. • AT&T recently contributed a second \$750K to LA organization to promote majority-minority partnerships.	
	Michael Eisner CEO Walt Disney Companies Burbank, CA	818-560-1000 Sent letter 5/29	• Disney is very active in Harlem USA, the largest project in the Manhattan EZ. • Their work was highlighted in an ABC News story on underserved areas.	
	John McCoy CEO Bank One Columbus, OH	312-732-4000 Sent letter 5/29		
	Paul Hazen CEO Wells Fargo San Francisco, CA	415-396-5408		
	Robert Johnson CEO BET Holdings Washington, DC	202-608-2442 Sent letter 5/19 Debra Lee, COO of BET, participated in 5/11 trip to Atlanta		
	John Welch CEO General Electric	203-373-2211 Sent letter 5/19	• In the Mississippi Delta, GE will expand its Small Business College to lend	

	Fairfield, CT		advice to small businesses owners in distressed areas.	
	Ivan Seidenberg CEO Bell Atlantic New York, NY	212-395-2122	Will spend \$1.88 M with the SBA to increase purchasing & subtracting with minority & women-owned businesses in the Mississippi Delta.	
	Richard Notebaert CEO Ameritech Chicago, IL	800-257-0902 Sent letter 5/19		

NEW MARKETS JULY TRIP CEO & COMPANY UNIVERSE

Priority	Company	Last Name	First Name	Phone	Washington Contact	DC Phone	DC Fax
	Ace Hardware	Hodnik	David	630-990-6652	n/a	n/a	n/a
X	Aetna	Huber	Dick	860-273-0123	Parven, Scott	202-223-2821	202-331-4205
X	AFLAC	Amos	Daniel	706-323-3431	Mason, Keith	202-624-1200	202-624-1298
	AIG	Greenberg	Maurice	212-770-7000	Johnson, Oakley	202-783-5690	202-783-6811
	Allied Signal	Bossidy	Larry	973-455-6551	Cole, Kenneth	202-662-2650	202-662-2674
	AllState	Liddy	Edward	847-402-5200	Bruse, Charles	202-835-8126	202-835-8227
	American Airlines	Carty	Donald	817-963-1234	Ris, Will	202-496-5666	202-496-5660
	American Express	Chenault	Kenneth	212-640-2000	Davis, Tim	202-624-0761	202-624-0775
X	Ameritech	Notebart	Richard	800-257-0902	Walsh, Dorothy	202-326-3800	202-326-3826
X	AT&T	Armstrong	Michael	212-387-5400	Wilner, Carol	202-457-7435	202-457-2258
X	Bank Boston	Gifford	Charles	617-434-8225	Phillips, Deidra	617-434-5810	617-434-8905
X	Bank One	McCoy	John	312-732-4000	n/a	n/a	n/a
X	BankAmerica	McColl	Hugh	704-386-5000	Wackerle, Rex	202-383-3430	202-383-3475
X	Bankers Trust	Newman	Frank	212-250-2500	Jankowsky, Joel	202-887-4000	202-887-4288
	Bell Atlantic	Seidenberg	Ivan	212-395-2122	Eve, Eric	202-336-7830	202-887-9195
X	BET	Johnson	Robert	202-608-2442	Bush, Antoinette	202-371-7000	202-393-5760
	Black Enterprise Fund	Graves	Earl	212-242-8000	Caraway, Yolanda	n/a	n/a
	Boeing	Condit	Phil	206-655-2121	Hansen, Chris	703-465-3602	703-558-9674
	Broadway Video	Michaels	Lorne		n/a	n/a	n/a
	Burger King	Malimatinas	Dennis	305-378-3143	Wexler, Anne	202-662-3709	202-638-7045
X	Chase Manhattan	Shipley	Walter	212-270-6000	McConnell, Robert	202-955-8500	202-467-0539
	Chevron	Derr	Kenneth	415-894-7700	Cavanaugh, Phil	202-408-5800	202-408-5845
	Cigna	Taylor	Wilson	215-761-1000	Harris, AJ	202-296-7174	202-296-2521
X	Citigroup	Weill	Sandy	212-559-1000	Andrews, Michael	202-879-6180	202-783-4460
	Coca-Cola	Ivester	Douglas	404-676-2121	Anderson, Bryan	202-973-2663	202-466-2262

*Other Relevant
Contacts*

Carol Pamy

X	Compaq	Pfeiffer	Eckhard	281-370-0670	Tasker, Joseph	202-962-3830	202-962-3838
	ConAgra	Rohde	Bruce	402-595-4000	Baglien, Brent	202-223-5115	202-223-5118
	Costco	Sinegal	James	425-313-8100	Graves, Robert	206-828-8100	206-828-2106
	CSX	Snow	John	804-782-1400	Havens, Arnold	202-783-8124	202-783-5929
	Daimler Chrysler	Eaton	Robert	248-576-5741	Liberatore, Rob	202-414-6747	202-414-6716
	Dayton Hudson	Ulrich	Robert	612-370-6948	Hale, James	612-370-6908	612-370-6565
	Disney	Eisner	Michael	818-560-1000	Cooke, John	818-560-7700	n/a
	Dollar General	Turner	Cal	615-783-2000	n/a	n/a	n/a
	Edison International	Bryson	John	626-302-1212	Liebman, Murray	202-383-2628	202-383-2505
	El duPont	Holiday	CO	302-774-1000	Johnson, Nancie	202-728-3600	202-728-3649
	Enron	Lay	Kenneth	731-853-6161	Hillings, Joseph	202-828-3360	202-828-3372
	Exxon	Raymond	Lee	972-444-1000	Rouse, James	202-862-0200	202-862-0269
	Fannie Mae	Raines	Franklin	202-752-7000	n/a	202-752-7000	202-752-4013
	First Union	Crutchfield	Ed	704-364-6161	Dunn, Tom	704-374-4593	n/a
	FMC	Burt	Robert	312-861-5822	Russell, Harold	202-956-5200	202-956-5235
X	Ford Motors	Ford	Bill	313-322-3000	Mullins, Janet	202-962-5408	202-962-5417
	General Electric	Welch	John	203-373-2211	Walter, Susan	202-637-4450	202-637-4164
	General Mills	Sanger	Stephen	612-540-2311	Bird, Robert	202-737-8200	202-638-4914
	General Motors	Smith	John	313-667-3545	Dingell, Debbie	202-775-5092	202-775-5045
	Goldman Sachs	Corzine	Jon	212-902-8281	Costello, Ann	202-637-3700	202-637-3773
	Hewlett-Packard	Platt	Lewis	650-887-1501	Tisdale, Eben	202-884-7000	202-884-7070
	HMV						
	Home Depot	Blank	Arthur	770-443-8211	Brennan, John	202-347-0773	202-347-0785
	Honeywell	Bonsignore	Michael	612-951-1000	Rochford, Susan	202-857-9800	202-857-9858
	IBM	Gerstner	Louis	914-499-1900	Caine, Chris	202-515-5000	202-515-5113
	Intel	Barrett	Craig	408-765-8080	Maibach, Michael	202-628-3838	202-628-2525
	International Paper	Dillon	John	914-397-1660	Withey, Lyn	202-628-1223	202-628-1368
	JC Penny	Oesterreicher	James	972-431-1000	Gill, Rick	202-862-4011	202-862-4829
	Johnson & Johnson	Larsen	Ralph	732-524-0400	Walden, Susan	202-408-9482	202-408-9490
	Johnson Publishing	Johnson	John	312-322-9220	Palmero, Della	312-322-9220	312-322-9200
X	Kmart	Hall	Floyd	248-643-1000	Wakem, Fran	202-296-8222	n/a
	Kroger	Piehler	Joseph	513-762-4000	Partridge, Jack	513-762-4000	513-762-1400
	Lockheed Martin	Coffman	Vance	301-897-6000	Overstreet, Jack	703-413-5600	703-413-5617

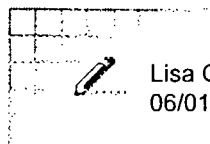
	Loews Corporation	Tisch	James	212-521-2000	n/a	n/a	n/a
	Lucent Technologies	McGinn	Richard	888-530-7000	Bradford, Martina	202-530-7000	202-530-7005
	Merck	Gilmartin	Raymond	908-423-1000	Oliver, Teel	202-638-4170	202-638-3670
	Merrill Lynch	Komansky	David	212-449-1000	Kelly, John	202-661-7117	202-661-7110
	Met Life	Bensmosche	Robert	212-578-2211	Iucalano, Russell	202-296-2361	202-659-1026
	MJH	Johnson	Earvin				
	Mobil	Noto	Lucio	703-846-3000	Corso, Anthony	202-862-1300	202-862-1350
	Morgan Stanley	Purcell	Philip	212-761-4000	McNamara, Kelly	202-326-3920	202-326-3970
	Mortgage Bankers	Reid	Paul	202-861-6500	n/a	n/a	n/a
X	Motorola	Galvin	Christopher	847-576-8500	Piccolo, Joann	202-371-6900	202-842-3578
X	New York Life	Sternberg	Sy	212-576-7000	O'Donnell, Tom	202-457-6106	202-293-4556
X	Pathmark	Futterman	Jack	908-409-3535	n/a	n/a	n/a
	Pfizer	Steere	William	212-573-3116	Bowler, Kenneth	202-783-7070	202-347-2044
	Procter & Gamble	Jager	Dirk	513-983-1100	Fawcett-Hoover, Janet	202-393-4000	202-393-4606
	Prudential	Ryan	Arthur	973-802-6000	Griffin, Janice	202-463-0060	202-293-1658
	Ralph's	Burkle	Ron	310-789-7200	Swiller, Ari	310-789-7200	n/a
X	Rite Aid	Grass	Martin	717-761-2433	Tittleman, Bill	717-975-3740	717-975-3760
	Rockwell International	Davis	Donald	714-429-4200	Garcia, Raymond	703-412-6900	703-412-6811
	Ryder Systems	Burns	Anthony	305-593-3496	Rickard, Lisa	202-789-0062	202-789-4006
X	Safeway	Burd	Stephen	925-467-3000	Donald, Jim	301-386-6500	301-918-6806
	SBC Communications	Whitacre	Edward	210-821-4105	Barry, Thomas	202-326-8800	202-408-4796
	Sears Roebuck	Martinez	Arthur	827-286-2500	Aires, Randolph	202-737-4900	202-347-7127
	Shell Oil	Carroll	Philip	713-241-4301	Ward, SE	202-466-1405	202-466-1498
	Sloane Financial	Sloane	Maceo	919-688-0620	Weeks, Tot	919-688-0620	919-688-5333
	Southern Company	Dahlberg	AW	404-506-5000	Cauthen, Sonny	202-638-0125	202-638-0115
	Sprint	Esrey	Bill	913-624-3737	Bynum, Grover	202-857-1030	202-822-8999
X	Starbucks	Schultz	Howard	206-442-7720	Kent, Nancy	206-442-7720	206-682-0742
	State Farm	Rust	Edward	309-776-2121	Maness, Alan	202-466-5208	202-496-0733
	State Street Bank	Carter	Marshall	617-786-3000	Quinn, Tom	202-887-1400	202-466-2198
	Tenneco	Mead	Dana	216-291-7106	Austell, Ted	202-942-0200	202-942-0200
	Texaco	Bijur	Peter	914-253-4000	Pruitt, James	202-331-1427	202-785-4702
	TIAA-CREF	Biggs	John	212-490-9000	n/a	n/a	n/a
	TRW	Gorman	Joseph	216-291-7106	McShane, Michael	703-276-5040	703-276-5057

	United Airlines	Greenwald	Gerald	847-700-4000	O'Hanlon, John	202-879-2111	202-789-4883
	Universal	Wasserman	Lewis		O'Connor, Ann		
	UPS	Kelly	Jim	404-828-6000	Wellman, Arnold	202-675-4251	202-675-4230
	US West	Trujillo	Solomon	800-879-4357	Posey, Bruce	202-429-0303	202-293-0561
	UTC	David	George	860-728-7000	Harkin, Ruth	202-336-7400	202-336-7515
X	Wal Mart	Glass	David	501-273-4000	Rutherford, Skip	501-975-6251	
X	Wells Fargo	Hazen	Paul	415-396-5408			
	Winn Dixie	Davis	Dano	904-783-5000	Hutton, RL	904-783-5000	

NEW MARKETS JULY TRIP

BUSINESS GROUP UNIVERSE

Priority	Company	Last Name	First Name	Phone	Washington Contact	DC Phone	DC Fax
X	Business Roundtable	Mead	Dana	202-872-1260	Maury, Sam	202-872-1260	202-466-3509
X	National Retail Federation	Pfister	Steve	202-783-7971	n/a	n/a	n/a
X	SBU	McCracken	Todd	202-293-8830	n/a	n/a	n/a
X	US Chamber of Commerce	Donahue	Tom	202-659-6000	n/a	n/a	n/a
X	NAM	Jansinowski	Jerry	202-637-3000	Sullivan, Dianne	n/a	n/a
X	NYSE	Grasso	Richard	212-656-6000	Bair, Shelia	n/a	n/a
X	Hispanic Chamber	Herrera	George		Rivera, Maritza		
X	American Business Council	Rogstad	Barry				



Lisa Green
06/01/99 07:44:32 PM

Record Type: Record

To: Melissa G. Green/OPD/EOP@EOP
cc: Jonathan A. Kaplan/OPD/EOP@EOP
Subject: New Markets July Trip Update

*Gene H. [unclear]
5/24/99
6/3/99*

Melissa, for Gene, the following is a status update on planning for the New Markets July Trip.

LOCATION DECISION and NEW LOCATION INFORMATION

At last Friday's interagency meeting we received additional input on locations that had been identified as potential sites. Some of this additional input was in response to the issues raised by Maria Echaveste and others in last week's meeting where we discussed our memo to Maria dated 5/24. We believe that we have appropriately addressed the concerns brought up in that meeting. We have also started the process of getting more information on other potential sites that were mentioned in the meeting and/or are still considered possibilities.

- **Phoenix, Arizona** - We have additional information, on MultiBank (the local CDFI) and the demographics for the communities that they serve, which supports this location as a good New Markets site. Both SBIC and Treasury continue to be strong supporters of this site as an option.
- **Kentucky Highlands, KY** - We have confirmed that the Kentucky Highlands office as well as many of the businesses they finance are located in Appalachia. In addition, Kentucky Highlands is willing to explore potential workforce announcements as part of the tour. This site is supported by several agencies including USDA, Labor, Treasury, and SBA.
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Handwritten notes:
NOL
2/3 about
C/S
Now!

examples they are looking into potential corporate involvement related to research, i.e. Dun and Bradstreet or Claritas (both private companies that provide market data for a fee) possibly committing to sponsor research on untapped markets. This research/data working group met today and will be developing a list of potential deliverables by the end of the week. These deliverables will presumably not be dependent on location.

① User Friendly Guide

Copy Syn & Morrison

- * Corporate Outreach - Feedback
- * Detail a Sites / Visuals
- * ~~Negative~~ Not So Positive Considerations

* Hartford - CT

o Research

o Non-Profit Involvement

o IGA & Log - pull ~~plg~~ ~~of~~ to Syn

Re w/2 memo

1 pgs cover - look @ looking for tomorrow

Memo to me on records

~~Memorandum~~

William Park - proposal on deductions unlikely to be

Dennis - Mayor Webb
Protect Original

Call Susan
w/ Alex

o. mail Syn & James
AT & Michael w/ Kimberly Morrison

Adm Semia Wdler
National Council of Non-Profits Search a half of Holy
Amen

467-6262

~~Cliff Kellogg: Report - call for tomorrow / 615~~
this afternoon
NM Data 622-5732

→ Don Graves 622 4042; Social Capital -
Beth and Phil - Lyn Whiteside
301-718-0165

Millicent - CEO list - Business Roundtable

ICV - local businesses

NC - Banks, financial RT - banks listed
Ed 1st Union

Wachovia

Bank of America

Ms. AOL, Bank One, Fed Express

Plan
6 months
1st, 2nd, 3rd
4th, 5th, 6th
7th, 8th, 9th
10th, 11th, 12th

Agenda for New Markets Meeting
May 21, 1999

Schedule
Agenda
Chairman's Task

I. Progress Reports from Teams on Potential Sites and Deliverables

- Treasury: CDFIs
Microenterprise
BusinessLINC
- SBA: SBICs/NMVCs
- HUD/CEB: EZ/ECs
2-10-99
- Labor: Workforce with economic development focus
- Others: Lynn
USDA
Transportation
Commerce

II. CEO Outreach

- This week: CEO letter out; Sperling meeting with DC Reps
- Working with teams, OPL/NEC drafting CEO "outreach for deliverables" plan

III. Next Steps

- Revised written descriptions of the best deliverable/site options for Monday
- Outreach calls to key CEOs regarding specific deliverables begin on Monday
- Follow up on two press issues
 - Op-ed strategy (Cabinet; mayors; others)
 - User-friendly guide book to investing in underserved areas (CEB and Treasury to bring existing materials)

Get Michael Shapiro
to write the paper
Del. to the Congress
Del. to the Congress
Del. to the Congress

USDA
relatively good but not full
ANNDI
for and in some budget
11/1/00

Training (cont.) - \$100 million

Wm. J. B. G. B. G. B. G. B. G.

Maria S. L. L. L.

Endopoda
Tosco - 786 RD, on the R. near West
Landing. End Sept.

Brown Sink (low Gr C_p h_0 , m D , Q)

- Amament
OED better
lead of children
today to encourage

permanent. (not of course)
C.D. before today to examine C.D. evolution

- Site visits: Detroit E2, Brooklyn, Johnson and Johnson Controls

Chicago, moving company.

Insurance Bank - need across city market
brokers & insurance companies

870 Apr 5th
July 5th

SBA

- see husband

NEW

Announcement

Schulz. W. 1/2 J. u.

Angen. Wilk. Kr. 20



Lisa Green
06/01/99 07:44:32 PM

Record Type: Record

To: Melissa G. Green/OPD/EOP@EOP
cc: Jonathan A. Kaplan/OPD/EOP@EOP
Subject: New Markets July Trip Update

Melissa, for Gene, the following is a status update on planning for the New Markets July Trip.

LOCATION DECISION and NEW LOCATION INFORMATION

At last Friday's interagency meeting we received additional input on locations that had been identified as potential sites. Some of this additional input was in response to the issues raised by Maria Echaveste and others in last week's meeting where we discussed our memo to Maria dated 5/24. We believe that we have appropriately addressed the concerns brought up in that meeting. We have also started the process of getting more information on other potential sites that were mentioned in the meeting and/or are still considered possibilities.

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CDFI's

Delta: Enterprise Corporation

past award \$4.5

\$5.8 in new - corporate, food stores

Jackson: service right
Delta

Bank investments stimulated by CEA Awards
New Targeted Investments Program
Food \$11 million

Further make now picked up as QVC has shipping
located in Louisiana, Maine

Northeast/Urban

① Boston Community Capital
past award \$2 million

annuity \$12.5 million (part of 7 income cap
with community development
tax incentives)

② Philadelphia - Delaware Valley
past award

annuity \$2 million new in existing fund
\$11 sustainable development

③ Trenton Community
New York

will get
MS sample

GAIN - JA Welfare to Work

Oakland, Santa

Los Angeles

for state \$25 million in new investments in CDFI

David Blumenthal - cabinet person for Treasury

Don Gray - Milliken on Business INC

Chicago - Child care Facility, Illinois Financial Fund
\$34 for fund ^{company} \$5 million insurance

also Business INC - local coalition
25,000th McDonalds (also Business INC sponsor)

42 long partnership - Alliance Relocation, Allied Van Lines
development centers

Microenterprise

MICRO \$300,000, \$1 million grant investment (local banks)
model

Detroit

CDFI

Business Link → Business Link
Detroit Entrepreneurship - drug as unmanageable
new jobs today ~ 2 1/2 ^{Business Link} ^{David Big - auto supply} ^{family} ^{with} ^{Ford}

Business Link
48 Day
national coalition
NY, Dallas (Chicago)

Across NY
national network

Bridgman / Johnson Controls 1st production run comes off in

July - plastics manufacturing EZ

Dallas

among Business Link Capital
technology company ↑ sales

Window Rock, Arizona

1st Arizona Credit Union
putting ATMs into restaurants
one stop mortgage capital

ret Buggy a m COF1
[Boston, Philadelphia] Chicago

Seyn

KEY NEXT STEPS FOR SPERLING/NEC ON NEW MARKETS

Planning

1. SITE DECISIONS

- ~~Review attached New Markets Site memo tonight~~
- ~~Discuss memo with Lisa, Kaplan tonight or Thursday morning~~ →
- Then discuss memo with Maria, Streett on Thursday (we need to finalize sites and get memo to POTUS ideally before weekend)

2. PRESS MATERIALS

→ need something for Sale

- Download to Lisa, Kaplan what materials you think we need to provide to the press now (e.g., Shipman)

3. HILL OUTREACH

→ next ones

- We will draft a letter to the first six members we need to reach out to and share it with you in the morning – STEIN THINKS WE SHOULD DO A LETTER AND THEN CALL THEM

4. KEY CEO CALLS (SEE CALL SHEETS)

✓ Sandy Weill re: doing Anaheim announcement in LA

— Frank Raines re: Pine Ridge and potential for American Communities Fund investment

* Jon McCoy – Bank One re: Athens, Ohio

* Walter Shipley, Bill Harrison -- Chase re: NY, Chase Business Centers, BusinessLINC

* Jim Donald – Pathmark re: NY

* Howard Schultz – Starbucks

* ~~Tom Donahue – US Chamber of Commerce~~

* Jerry Jansinowski – National Association of Manufacturers

* Steve Pfister – National Retail Federation

~~Jack Welch -- General Electric~~

Frank Newman

BRT

**TRIP OF THE PRESIDENT TO
AMERICA'S NEW MARKETS**
July 5-8, 1999

Note: Per your request, we have included OTR Time in each city which will give you the opportunity to meet with the local residents.

MONDAY, JULY 5th

MORNING OFF

11:30 am Depart AAFB en route Kentucky
[flight time: 1 hour, 15 minutes]
12:45 pm Arrive Kentucky
2:00 pm- **EVENTS TBD**
3:15 pm *Kentucky City TBD*
3:30 pm- **OTR TIME**
4:30 pm
4:40 pm- **POSSIBLE INTERVIEWS**
5:40 pm
6:50 pm ET Depart en route Memphis, TN
7:10 pm CT Arrive Memphis, TN

EVENING OFF

RON MEMPHIS, TN

THURSDAY, JULY 8th

9:00 am- **EVENTS TBD**
10:30am *Watts, CA*
10:45 am- **OTR TIME**
11:30 am
12:00 pm Depart en route Anaheim, CA
12:15 pm Arrive Anaheim, CA
12:45 pm- **REMARKS TO CEO**
1:45 pm **CONFERENCE**
Anaheim, CA
3:00 pm PT Depart en route The White House
10:50 pm ET Arrive The White House
RON THE WHITE HOUSE

TUESDAY, JULY 6th

8:15 am Depart Memphis via Marine One en
route Clarksdale, MS
9:15 am- **EVENTS TBD**
10:45 am *Clarksdale, MS*
11:00 am- **OTR TIME**
12:00 pm
1:05 pm Depart en route MidWest City
2:20 pm Arrive MidWest City
3:00 pm- **EVENTS TBD**
4:15 pm *MidWest City*
4:20 pm- **OTR TIME**
5:20 pm
6:05 pm CT Depart en route Ellsworth AFB, SD
6:50 pm MT Arrive Ellsworth AFB, SD

EVENING OFF

RON SOUTH DAKOTA

WEDNESDAY, JULY 7th

8:15 am **EVENTS TBD**
9:45 am *Pine Ridge Indian Reservation*
10:00 am- **OTR TIME**
11:00 am
12:35 pm MT Depart en route Phoenix, AZ
[flight time: 2 hours, 10 minutes]
[time change: -1 hour]
1:35 pm PT Arrive Phoenix, AZ
2:15 pm- **EVENTS TBD**
3:30 pm *Phoenix, AZ*
3:45 pm- **OTR TIME**
5:15 pm
6:00 pm Depart en route Los Angeles, CA
[flight time: 1 hour, 10 minutes]
7:10 pm Arrive Los Angeles, CA

EVENING OFF

RON LOS ANGELES, CA

as of June 17, 1999 (11:49AM)

*Early
Planning*

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as of June 17, 1999 (11:49AM)

May 1999						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

June 1999						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

July 1999						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

14 Monday

11:30 AM Andrea Kane on W-T-W in 212 L

15 Tuesday

9:20 AM Staff Meeting

1:00 PM roosevelt rm

2:30 PM New Markets Data Group Mtg. rm 474

7:00 PM FHLBA Dinner

16 Wednesday

9:30 AM Site Calls Meeting to Regroup

10:00 AM New Markets Meeting - Maria in Roosevelt Room

11:00 AM Guy Land - ARC

3:30 PM Rapoza - Industry Coalition

8:00 PM Dinner w/Levelyn at DC Coast

early
Planny

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. calendar	June 17-20 1999; RE: personal info [partial] (1 page)	06/16/1999	P6/b(6)

COLLECTION:

Clinton Presidential Records
Policy Development
Lisa Green
OA/Box Number: 20588

FOLDER TITLE:

Planning [1]

2012-0043-S

ms257

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]

May 1999						
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June 1999						
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July 1999						
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[001]

17 Thursday**10:00 AM New Markets Meeting**

P6(b)(6)

18 Friday**9:20 AM Staff Meeting****1:00 PM AEZ Policy Workshop Capitol Hill Holiday Inn****19 Saturday****20 Sunday**

U.S. Department of Housing and Urban Development
Washington, DC 20410-800

Office of Intergovernmental Relations

Tel: (202) 708-0030

Fax: (202) 708-3707

FACSIMILE TRANSMITTAL

DATE: 6/16

TO: Lisa Green

ORGANIZATION: _____

FAX: 456-2223 **TELEPHONE:** _____

FROM: Scott Sherman



MESSAGE: _____

NUMBER OF PAGES (including this page): 4

If problems occur during transmission of fax, please call (202) 708-0030.

 Early
 Planning

MEMORANDUM

TO: Jacquie Lawing
Scott Sherman

FROM: Alexander Cochran
Ken Johnson

DATE: June 4, 1999

RE: **Potential Sites for President Clinton's New Markets Initiative Tour;
GARY, INDIANA**

Below is a quick overview of Gary, Indiana and a possible half-day schedule of events that the President and Secretary could host there:

OVERVIEW OF GARY

Background/Highlights

- Gary qualifies as "double burdened" in HUD's Now is the Time: Places Left Behind in the New Economy, meaning that it faces continued high unemployment relative to the Nation as a whole, plus either significant long-run population loss, or persistently high poverty rates, or both.
- Approximately \$287 million was spent in Gary in 1992, versus an available purchasing power of \$522 million. In other words, \$243 million left the inner-city for the suburbs or other retail markets, resulting in a huge untapped market.
- Gary has an unemployment rate of 7.1%, vs. 2.8% for Indiana as a whole.
- Gary is a vastly neglected market, with great potential. It has no national retailers, no supermarket, and no movie theater.

Government Investments

- A \$88,000 CDBG project that rebuilt sidewalks and parking created a retail space that ACE Hardware moved into. ACE met outstanding success in Gary's underserved market, and the owner was quoted in the media as saying that the inner-city location outperformed his suburban store.
- Gary won an Empowerment Zone designation in the last funding round. The Gary, Indiana Empowerment Zone will mean \$100 million in federal funding over ten years. The EZ has leveraged \$200 million in additional public sector commitments.
- 202 and other HUD housing support the business in the Empowerment Zone.

Private Sector Investments

- ACE Hardware, as described above.

- US Steel has committed to drag the Calumet river, a \$30 million investment, in addition to \$22 million in waste-water improvements. They has also pledged to put \$120 million into plant improvements in 1999.
- The EZ has helped Gary leverage \$500 million in private sector commitments, from more than 20 businesses.
- Ten banks have made a combined commitment of \$50 million to private sector businesses in the Empowerment Zone.

Possible Announcements/Events

- Based on the success of the local franchise, ACE Hardware could be approached to commit to new franchises to other new markets.
- The city is putting the final touches on an application for a \$3.3 million Section 108 loan that would enable development of a planned \$30 million shopping center on 25th Street, at the heart of Gary's historically black neighborhood. The shopping center would include a movie theater, grocery store, and a car dealer.
- **CONFIDENTIAL:** The City of Gary has several confidential projects nearing completion that could be ready for announcement by the end of June.

Other Comments:

- The cities involved in this Empowerment Zone, Gary, East Chicago, and Hammond, are working to develop a comprehensive transportation HUB that would alleviate overcrowding at O'Hare Airport and its adjacent services. This HUB would include a deep sea port, a multi-modal freight railyard, and Gary Airport, which would be a freight airport. These facilities would be within minutes of major interstates, and they would relieve freight overcrowding at O'Hare, allowing that airport to focus on consumer flights.
- Gary's proximity to successful cities like Chicago further make the case for it as an untapped market.
- The prevalence of casino activity, mostly led by Donald Trump, needs to be considered in planning this visit.

HALF-DAY SCHEDULE OF PROPOSED EVENTS

1:00-2:00 PM. Downtown walk to Ace Hardware:

- ◊ *POTUS and Secretary walk down a decaying and distressed block of downtown Gary. The block is filled with boarded up buildings and local business establishments. The cameras will show that there are no national retailers and most of the other establishments are check cashing liquor stores or horrible looking "5 and dime stores."*
- ◊ *The POTUS and the Secretary would end their walk at the Ace hardware store. Ace is the only hardware store in the downtown area, and was kept open with the help of HUD CDBG dollars. This store employs 13 Gary residents, and is now out-performing their suburban store. The owner will*

greet them at the door and give them a tour. This store is within eyesight of more than 4 HUD-owned properties.

2:15-3:00 PM. Industrial Park Groundbreaking:

- ◇ *POTUS and Secretary would participate with the Mayor and developers at a groundbreaking of a 1-2 million square foot industrial park. This park would be a major employer in an area that could be classified as a brownfield. This announcement is the posterchild for APIC. It a massive industrial job and capital creating engine within a city of high unemployment and high poverty. When this deal is done it will be a huge victory of this Administration's economic policies. These are major signs that "America's worst place to live" (CNN story last year) with chronic economic problems is now coming back after 6 years of Clinton-Gore policies and economic growth.*

3:30-5:00 PM. Community Roundtable:

- ◇ *POTUS and Secretary would host a Roundtable at a Community Center or plant floor. Topics would include the major goals of the tri-state Empowerment Zone: job creation, workforce development, self-sufficiency, restoration of neighborhoods, and ensuring a quality living environment. The Mayors of Gary, Hammond, and East Chicago, and other community leaders would participate.*

May 17, 1999

MEMO TO THE NEW MARKETS TEAM

FROM: Maria Echaveste

As we've all discussed, this New Markets trip will be complicated to design and to implement. Therefore, it is critical that all offices participate in the planning stages. Gene and I have agreed that NEC will take the lead in identifying the substantive reasons for going to particular places. Gene/NEC will be holding meetings to which OPL, IGA, Legislative Affairs, One America Office, Scheduling and Advance should attend so everyone will be in the loop. (That means NEC needs to let those offices know when those meetings take place.) I will call meetings, less frequently than Gene, for the express purpose of ensuring that we are moving on a timely basis and that we are coordinated. To that end, below is a timetable based on discussions with Scheduling and NEC.

New Markets Timeline

Before May 21

Lynn Cutler will convene the Outreach offices so that IGA, Political Affairs, Empowerment Zone, Legislative Affairs and other offices will provide input on preferred locations and are prepared to submit cities to the team before May 21

May 21

Preliminary list of sites from NEC and Outreach offices will be provided to me.

May 24

I will call a meeting to review preliminary list and identify issues to be vetted.

June 2

List of proposed vetted final sites is due; this list must have been vetted for substance, political and other issues.

June 4

I will call a meeting to review proposed final sites for preparation of memo to the President for his sign off

June 9

Decision on sites

June 11- 12
Pre-advance team out

June 25
Advance team out



Lisa Green
05/12/99 07:24:22 PM

Record Type: Record

To: Jonathan A. Kaplan/OPD/EOP@EOP, Jonathan A. Kaplan/OPD/EOP@EOP

cc: Sarah Rosen Wartell/OPD/EOP@EOP

Subject:

Jon, per our earlier discussions here are my thoughts on the July trip in no particular order.

- **Process for Meetings** - Who calls meetings? Maria has already called a meeting for this Friday on New Markets. Who should be invited? What types of subgroups should be identified. How often will we meet. My thought would be at least every other day and then once a day beginning June 5, even if it's just for 15 minutes. We should probably create a standing time for regular meetings.
- **Cabinet Participation** - How will the Cabinet be involved? Will they travel to certain cities to make announcements related to the President's visit for particular days. We could even have themes for each day. For example a day could be CDFI day and Summers/Rubin could visit a separate site from the President to highlight more than one example of a CDFI success.
- **First Lady's Participation** -- Ruby Shamir from DPC is working on a memo to the First Lady about the New Markets Initiative. Can she/should she have a distinct role in the July trip. Maybe a focus on microlending which has been one of her areas of interest.
- **V.P.'s Role** - Will he travel with the President? Will he go to separate sites, i.e. the suggestion about Cabinet Secretaries? Maybe he goes to EZs/ECs to highlight the theme for the day?
- **Non-Profit Participation** -- What role will large nonprofits play. For example Enterprise (based on a conversation today with their policy person) has been working with The Wall Street Project. They are also planning a 100,000th home event which they are trying to get the VP to attend --- maybe we could be incorporate this event into the July stuff. LISC should also have a role somehow. I am meeting with Stephanie next week and would like to discuss their potential involvement with her.
- **Corporation involved in yesterday's event** - What type of followup do we need to do. We should have a specific strategy. For example sending out followup letters, thanking them and proposing specific tasks or ideas which can be a part of the July event. Also it would probably be nice to send them clippings or something as part of our followup/thank you. Maybe a tape of the CNN spot and local coverage?
- **Creating Better, More User Friendly Paper** -- We need to make our message more clear, based on comments from yesterday's meeting and comments we have been getting in general. SBA is already working on creating a brochure on the NMVC piece. This should probably be a priority.
- **Web Site and Using Technology** - We should figure out a way to get the trip on the Web. Also maybe there's a tie in to use satellite broadcasts on the trip somehow. Then there is also the entire aspect of technology businesses and investment in technology businesses in these areas. There's a theme here that could work with the trip, I'm just not sure how to exploit or develop it.

- **Data/Research Efforts** - I think there should be a separate subgroup just working on this issue. We need to figure out what reports could be issued in conjunction with the trip, i.e. the HUD report they wanted to release yesterday as well as their State of the Cities report which is due out soon. Are there any other reports --- by trade groups, or within the government that can be released as part of the trip? I think Carl Haacke would be very interested in working on this. One of the things we should be doing is putting a spotlight on the need for data around the issue of untapped potential in these markets.
- **Youth Opportunities** - Since we weren't able to include anything in the speech, we really need to figure out a way to highlight this DOL initiative. It also seems to fit in with the CEOs comments about workforce and training which Herman picked up on, as communicated in Seth's e-mail today.
- **Process** - What will be our process for narrowing down sites. We need to come up with specific criteria for the actual cities/towns that will be chosen as well as the type of sites we will visit while we are there. It is clear from previous discussions that we need to go to at least one of each of the following: Appalachia, Urban, Rural, Indian Reservation. We also need to make sure we get geographic diversification.
- **Diversity** --- What are our criteria for diversity at events in each site and for the overall trip program.
- **Catchy Name** - We've got to call this something better than the July Trip on New Markets. Maybe something like the Tapping America's Potential Tour, which seems too long. But you know what I mean.
- **Information We've Already Collected** -- At some point we need to go through all of the suggestions that were made by the interagency working group for the trip when you all thought the bigger trip would be in May. However, before we (I) do this, we (I) should have a good sense of priorities and criteria for selection.
- **Interagency Working Group** -- We need to figure out how best to use this group. We've got a lot on our plate just working on the legislation, but this group will be able to help with ideas and implementation.
- **Possibility for a Consultant** -- Any possibility we can have a consultant for three months to help on this. As you saw from yesterday's event, this is a job for more than just one or two people. July will involve at least 5 times as much work as yesterday's event, and we only have three months. If I understand correctly the work on yesterday's event started even before I got here which would have been a month's work of focus.
- **Process for Vetting Sites and Participants in Events** - This is going to be a major undertaking and should not be done at the last meeting. How do we coordinate better to get this done as early as possible as we pin down cities, sites, and people.

Okay that's all I have for now. Let's talk when you get a chance.

Richard Hayes @ SBA
205-6459

Monica

Hanson Bus Line

205-6706

6680

e-mail, when find
let post up on the wall

Lisa Green
05/19/99 03:42:36 PM

Record Type: Record

To: Jonathan A. Kaplan/OPD/EOP@EOP
cc: Melissa G. Green/OPD/EOP@EOP
Subject: Re: Follow up - New Markets, July Trip [1]

Okay --- here's the schedule for followup discussions. Everyone wanted to do the afternoon, because they didn't feel they'd have anything to report before noon tomorrow. I've also set it up so we are doing calls with everyone --- there are too many groups and too little time for us to have face to face meetings. I thought we should call from your office (and invite Susie to sit in with us).

Thursday Afternoon - 5/20

12:30 Michael Barr and Company (I will see Michael this afternoon and plan on talking with him in detail to make sure he has all three areas covered - CDFI, BusinessLINC, and Microenterprise)

MICHAEL 602-6016

MAURICE 602-8662

JONATHAN 69034

2:00 Seth Harris - He has a team of 7 working on this at Labor, also I asked Linda Lawson at DOT to connect with Seth, because their recommendations are probably going to related to workforce possibilities

Ruby in Room
and Kelly

2:30 Millicent Hodge/Saunders Miller - They are focussing their efforts right now on Kentucky Highlands and the Delta; I've only traded messages with Millicent, so I'll try to reach her this evening to make sure they are on point

401-1353

Linda Lawson
366-4835

4:00 Jackie Lawing and Company (Jackie is making sure that CEB folks are involved; they have a completely new list from yesterday, but she will be ready for Friday, they are also pulling in USDA folks -- although they may be working on suggestions separately as well)

is seeing

I think that's it. Let me know if I've forgotten anybody.

BART CHILTON

700-7231

JACKIE LAWING

708-0270

x4348

1-364000

Al Einschlag

366-4450

~~CSA~~

- Kentucky Highlands - USDA grant, detailed in SD
- * • Arizona Multibank - CDFI
- North Carolina - SBIC

multibank, multi-use
100% loan, 100% PM
100% of 100%

Board of Directors / President / Vice

- Delaware
- white space

~~WD~~

- * Pine Ridge - HUD at Treasury Program / Housing Development Conference / mortgage bank conversion today / Community Paper / to be a connection in the future
- NYC

Gay, Indiana - Community Development Agency

East St. Louis

Photo
 Gilman

for Michael
for Proj B

Subteams for Policy Deliverables on July New Markets Trip

CDFI - Michael Barr 5/19 at 12:30 PM
Helen Syblza?

BusinessLINC - Michael Barr
Jonathan Weiss
Jonathan Orszag
SBA Person

Microenterprise - Michael Barr
SBA Person
Ruby Shamir, Kate Ritten

SBICs/NMVC - Saunders Miller
Millicent Hodge

HUD, EZ/ECs - Susan Wachter
Julien Potter
Bart Shelton

Workforce - Seth Harris

NonProfits - ????

Transportation - Linda Lawson
Ray Weil

CEOs - Cheri and Jay

*2³⁰ (tentative) - will call her
Kathryn/Hyatt
more for Debra*

5/19 4:00

5/19 2:00 or possibly 4:00

366 4835

- job occurs pages

for 304-965-0872

*- Steve Cohen
- Cyrena Wise*

*Martin Grass - Ritten
West Legon*

Congressman Thompson

missing data

Letter in Isberg's office - DOT Linda Lawson
Set: 366-7127 443-2005

4835

Delwables

List of possible literature
in order of priority

DFI - literature on

Training - ^{only} - Business Side - can last
suggests for side work

Reviews

Business Side will get list & pattern

Redy - New Edgemo Information - 1971

Kelly - Agricultural sites ?? - Also Foundation Redy will provide list to
Arch's winners

upfront that investment has been made
new contract - in line with

Peter A. Weissman

05/17/99 03:19:03 PM

Record Type: Record

To: Jonathan A. Kaplan/OPD/EOP, Lisa Green/OPD/EOP@EOP

cc:

Subject: FCC

Jon- do you want me to reply w/ your line,
reply to all (Maria too)?
do you want to reply to Lynn and Maria?

----- Forwarded by Peter A. Weissman/OPD/EOP on 05/17/99 03:18 PM -----

Lynn G. Cutler
05/17/99 03:10:32 PM

Record Type: Record

To: Gene B. Sperling/OPD/EOP@EOP, Maria Echaveste/WHO/EOP@EOP

cc: Peter A. Weissman/OPD/EOP@EOP

Subject: FCC

I've been talking to Chairman Bill Kennard about the lack of phone and other telecommunication capabilities in Indian country. He has been involved in the issue for awhile, holding hearings and visiting reservations. He has some ideas for us to help make the deliverables to Indian and rural areas that are very exciting. He has someone assigned to this initiative, and I'd like to suggest we include them in our meetings with agency people.

Also, there is a study coming out of Commerce in mid-June, which the President ordered done at the Economic Development in Indian Country conference last August. It will likely show that less than 50% of Indian people on reservations have phone service, and only 2% have access to the Internet. Of course, there can be no economic growth without communication capability. I am hoping that we can do a big rollout of the study in June with VP and Daley and Kennard, with Kennard making some announcements about changes in FCC practises, or that he holds those, reacts to study, and then announces stuff in connection with the tour.



Lisa Green
05/17/99 04:05:00 PM

Record Type: Record

To: Jonathan A. Kaplan/OPD/EOP@EOP

cc:

Subject: Re: Talking with team leaders 

I've spoken with or left messages with everyone. I have yet to reach Michael Barr -- his voice mail is full, but I did leave a message with his assistant. Also I haven't spoken directly with anyone from HUD yet --- Jackie and I traded messages, and Susan and Xav have not returned my calls. I will try all three of them again before COB today if I don't hear back.

Here are the reports so far from people I've spoken with:

Labor/Seth Harris -- He has a team working on ideas. They will be prepared to report on 4-7 ideas tomorrow.

SBA/Millicent Hodge - Most of her team (including Millicent) is in Dallas doing a New Markets Initiative SBA workshop today. However, she has already had people pull together some ideas, and her team is meeting at 9:00 AM tomorrow to finalize recommendations for the 1:00 meeting.

DOT/BA Rudolph - She will attend tomorrow. They will be interested in pushing something with the Delta Commission. BA is still getting up to speed on the initiative (I faxed her information this afternoon) but will try to have some thoughts for tomorrow's meeting. It is unlikely she will have much new in addition to the information they have already sent to us on the Delta Commission.

FLOTUS/Ruby Shamir -- I mentioned their potential involvement in the Microenterprise team --- she is excited about it and will check in with Nicole. When I speak with Michael I'll make sure they include her and/or Nicole on the Microenterprise team.

USDA/Patrick Steel - Patrick gave me the name of Bart Shelton who is now the Deputy Chief of Staff. Patrick agrees it makes sense for them to be included in this process. I left a message for Bart, but there is a strong chance they won't have something for tomorrow, since we are getting to them late in the day. I will try him again, if I don't hear back by COB.

CEA/ Audrey Choi - I left a message for Audrey, but since Research is not a major priority I am not going to worry about FU today, if she doesn't call back. We spoke after the meeting on Friday, and I think she understands what we are looking for.

JONATHAN A. KAPLAN

05/17/99 03:50:51 PM

Record Type: Record

To: Lisa Green/OPD/EOP@EOP

cc:

Subject: FCC

Great minds think alike

----- Forwarded by Jonathan A. Kaplan/OPD/EOP on 05/17/99 03:50 PM -----

JONATHAN A. KAPLAN

05/17/99 03:36:05 PM

Record Type: Record

To: Lynn G. Cutler/WHO/EOP@EOP

cc: Gene B. Sperling/OPD/EOP@EOP

Subject: FCC

Lynn:

I like the ideas you raised in your email.

I think we should not invite FCC to the meetings for the time being, given their independent status and all, but still pursue hard the issues that you raise to make sure that we can have some sort of deliverable from them for the trip. Since you are the key on the Native American communities piece, please include the FCC ideas and initiatives in the mix for what we might consider announcing when the President visits the reservations or communities.

Also, can Commerce hold that study for the trip? It might be worth releasing then and highlighting efforts we, the FCC, and others (AT&T??) are undertaking to address the problems cited.

What do you think?

Kaplan



Lisa Green
06/21/99 11:40:23 AM

Record Type: Record

To: See the distribution list at the bottom of this message
cc: See the distribution list at the bottom of this message
Subject: Interagency Working Group for the President's New Markets Tour

Thank you for agreeing to help coordinate local efforts and activities for each of the stops that the President will be making on the New Markets Tour, the week of July 5th. The purpose of this message is to outline some of the tasks that each interagency sub group you should be completing this week.

Also please note that the dates for travel to each city released this weekend to the Press were not entirely accurate. As you speak with individuals on the ground, please do not indicate what city will be visited on any specific dates other than the week of July 5th. We will send you a confirmed itinerary later today.

Per our discussion at last week's meeting, I have included in this e-mail a list of phone numbers for key contacts at each agency.

The following is a list of each site, the agencies that should be involved in planning for each site and the key coordinator for each stop. You will get a separate e-mail later today with information on a meeting with the full interagency group tentatively scheduled for tomorrow afternoon.

<u>Site</u>	<u>Agencies Involved/Subgroup</u>	<u>Key Coordinator</u>
Pine Ridge, SD	HUD/Commerce/ Treasury-CDFI	Jacquie Lawing
Phoenix, AZ	SBA/Treasury-CDFI/HUD	Millicent Hodge/ Kris Swedin
Clarksdale, MS	Treasury/USDA/SBA/ Transportation/HUD	Michael Barr
Los Angeles	Labor/Transportation/HUD	Steve Heyman
Anaheim	Commerce/Labor	Jon Orszag
East St. Louis	HUD	Jacquie Lawing
Kentucky Highlands, KY	Treasury-CDFI/HUD/SBA Transportation/USDA/Labor	Michael Barr

Tasks that each subgroup should be working on for now include:

- Creating a **written** "Tick-Tock" schedule for the full afternoon or morning's activities (including specifics on address/location, key people for advance to contact once they are on ground, outline of type of activity - speech versus roundtable versus plant tour as examples, name and involvement of

other participants in the activity planned, etc.). Draft to be completed by tomorrow and faxed to NEC.

- Coordinating conference calls or meetings as appropriate with all of the agencies involved to get input and ideas for the "Tick-Tock" schedule.
- Assigning a single key contact from the team for communication with businesses and non-profit organization that we may work with on the ground.
- Identifying agency staff who will work White House advance on the ground.
- Coordinating any corporate involvement at specific sites with Jay Dunn in OPL.

We will talk more about the coordination of agency plans for the tour on today's cabinet affairs call scheduled for 4:00.

I will be in touch with all of the key coordinators today if you have any questions about this e-mail or the Tour in general. Thank you for all of your assistance and look forward to seeing everyone tomorrow.

<u>Agency</u>	<u>Name</u>	<u>Number</u>	<u>Fax</u>
SBA	Kris Swedin	205-6605	
	Michele Kreiss	888-7947x445	205-6802
	Millicent Hodge	401-1353	
Treasury	Michael Barr	622-0016	622-5672
CDFI	Maurice Jones	622-8444	
HUD	Jacquie Lawing	708-0270	708-40987
USDA	Clyde Williams	720-3631	720-5437
	Justin Paschal		
Labor	Steve Heyman	693-4628	693-4642
Commerce	Jon Orszag	492-3520	482-4636
Transportation	Al Eisenberg	366-4871	366-7127
	Marriann Smith	366-0523	
White House- NEC	Lisa Green	456-2803	456-2223
	Jon Kaplan		
White House- OPL	Jay Dunn	456-7702	
White House- Cabinet Affairs	Ann McGuire	456-2572	

Message Sent To: _____



Lisa Green
06/17/99 10:01:45 PM

Record Type: Record

To: Jonathan A. Kaplan/OPD/EOP

cc:

Subject: Contacts at Agencies

I'm going to try to reach people from the road. Thanks for being so flexible about my taking tomorrow off. I know it will be crunch time in a real way starting on Monday and I'm here for the duration. I have no allusions that there will be time in my life to do much of anything but work on New Markets starting Monday.

You'll hear from me first thing tomorrow morning. Talk with you then. Also I'm going to try to reach some of these folks directly after I confirm with you that Cabinet Affairs has called their people.

Commerce	Jon Orszag	482-3520 ✓
Transportation	Mariann Smith	366-0523 ✓
USDA	Clyde Williams	720-3631 ✓
HUD	Jacque Lawing	708-0270 x4348 ✓
Treasury	Michael Barr	622-0016 ✓
CDFI	Maurice Jones	622-8444 ✓
SBA	Millicent Hodge	401-1353 ✓
Labor	Steve Heyman	693-4628 ✓

- Pine Ridge
- LA / Arkansas
- Phoenix
- Colorado
- Kentucky / Ky
- East St. Louis

11th conference call

in today's
@ 4:02 - submit plans

Printer of the
sites

First Lady's
office

Agenda

- Close to final decision by President on sites
- Release of cities tomorrow, definitely by Saturday -- you all will be first to know
- Discussion of teams for each possible site
- Request for a Tick Tock of each day
- Individual Plans from each cabinet member
- ~~Press~~ Information -- Introduce Patrick
- Who they plan to be Key Contacts from Agencies - do separately - w/CO5
- Begin thinking about who they want coordinating on the ground - next week well regroup
- Have Jacquie talk about Atlanta

Appalachia:

~~Kentucky Highlands~~

HUD/Treasury-CDFI/SBA
Transportation/USDA/Labor

KHIC (Mid-South)

~~Athens Ohio~~

HUD/SBA/Treasury-CDFI
Transportation/USDA

ACE-Net/EDC

The Delta:

~~Greenwood or Clarksdale~~

USDA/Transportation/HUD/
Treasury-CDFI/SBA

ECD

Midwest:

~~Chicago~~

HUD/Treasury-CDFI

IFF

~~East St. Louis~~

HUD

Pine Ridge:

HUD/Commerce/maybe Interior/CAI
trav. workshop - Access to Capital

~~Los Angeles:~~

Labor/HUD/Commerce - Anaheim

Phoenix:

SBA/Treasury-CDFI/HUD

Commerce

Jon Orszag

Anaheim and Pine Ridge

Transportation

Mariann Smith

Delta and Appalachia and Los Angeles

USDA

Clyde Williams

Delta and Appalachia

HUD

Jacquie Lawing
Xav Briggs

All

Treasury

Michael Barr
Maurice Jones

Appalachia, Delta, Chicago, Phoenix

SBA

Millicent Hodge

Phoenix, Chicago, Appalachia, Delta

Labor

Steve Heyman

Los Angeles, Kentucky Highlands

**TRIP OF THE PRESIDENT TO
AMERICA'S NEW MARKETS**
July 5-8, 1999

Note: Per your request, we have included OTR Time in each city which will give you the opportunity to meet with the local residents.

MONDAY, JULY 5th

MORNING OFF

11:30 am Depart AAFB en route Kentucky
[flight time: 1 hour, 15 minutes]
12:45 pm Arrive Kentucky
2:00 pm- **EVENTS TBD**
3:15 pm *Kentucky City TBD*
3:30 pm- **OTR TIME**
4:30 pm
4:40 pm- **POSSIBLE INTERVIEWS**
5:40 pm
6:50 pm ET Depart en route Memphis, TN
7:10 pm CT Arrive Memphis, TN

EVENING OFF

RON MEMPHIS, TN

THURSDAY, JULY 8th

9:00 am- **EVENTS TBD**
10:30am *Watts, CA*
10:45 am- **OTR TIME**
11:30 am
12:00 pm Depart en route Anaheim, CA
12:15 pm Arrive Anaheim, CA
12:45 pm- **REMARKS TO CEO**
1:45 pm **CONFERENCE**
Anaheim, CA
3:00 pm PT Depart en route The White House
10:50 pm ET Arrive The White House
RON THE WHITE HOUSE

TUESDAY, JULY 6th

8:15 am Depart Memphis via Marine One en
route Clarksdale, MS
9:15 am- **EVENTS TBD**
10:45 am *Clarksdale, MS*
11:00 am- **OTR TIME**
12:00 pm
1:05 pm Depart en route MidWest City
2:20 pm Arrive MidWest City
3:00 pm- **EVENTS TBD**
4:15 pm *MidWest City*
4:20 pm- **OTR TIME**
5:20 pm
6:05 pm CT Depart en route Ellsworth AFB, SD
6:50 pm MT Arrive Ellsworth AFB, SD

EVENING OFF

RON SOUTH DAKOTA

WEDNESDAY, JULY 7th

8:15 am- **EVENTS TBD**
9:45 am *Pine Ridge Indian Reservation*
10:00 am- **OTR TIME**
11:00 am
12:35 pm MT Depart en route Phoenix, AZ
[flight time: 2 hours, 10 minutes]
[time change: -1 hour]
1:35 pm PT Arrive Phoenix, AZ
2:15 pm- **EVENTS TBD**
3:30 pm *Phoenix, AZ*
3:45 pm- **OTR TIME**
5:15 pm
6:00 pm Depart en route Los Angeles, CA
[flight time: 1 hour, 10 minutes]
7:10 pm Arrive Los Angeles, CA

EVENING OFF

RON LOS ANGELES, CA

as of June 17, 1999 (11:49AM)



Lisa Green
06/21/99 02:35:14 PM

Record Type: Record

To: See the distribution list at the bottom of this message
cc: Jonathan A. Kaplan/OPD/EOP@EOP, Laura A. Graham/WHO/EOP@EOP, Melissa G. Green/OPD/EOP@EOP
Subject: New Markets Trip Itinerary and Meeting Rescheduled

Please note, you will receive a notice shortly indicating that tomorrow's larger interagency working group meeting is being **rescheduled from 4:30 tomorrow afternoon to tomorrow morning at 10:00 AM**. **Sorry for the short notice and the change in the schedule.** It may not be necessary for all of your staff to attend. If you prefer it would be fine to send just one representative from your agency that can report on the items outlined in my earlier e-mail this morning.

As promised in my earlier e-mail, here is the exact schedule for the trip.

July 5 Kentucky Highlands

July 6 Clarksdale, MS
and
East St. Louis

July 7 Pine Ridge, SD
and
Phoenix, AZ

July 8 Los Angeles and Anaheim, CA

See you tomorrow and again sorry for the last minute change in the meeting time.

Message Sent To:

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DRAFT

June 9, 1999

DRAFT

MEMORANDUM TO MARIA ECHAVESTE AND STEPHANIE STREETT

FROM: GENE SPERLING
JONATHAN KAPLAN
LISA GREEN

SUBJECT: NEW MARKETS JULY TRIP – PROPOSED SITES

I. NEXT STEPS FOR SITE SELECTION

June 11, 1999

- Gene, Maria and Stephanie to meet to discuss proposed sites
- Larger White House meeting to finalize site recommendations
- Memo to President summarizing strongest options and alternative options

II. STRONGEST OPTIONS THUS FAR

Native American
Pine Ridge, SD

West Coast
Los Angeles, CA

Mississippi Delta
Jackson, MS

Southwest
Phoenix, AZ

III. OTHER OPTIONS

Northeast Urban
New York, NY
Hartford, CT
New Haven/New London, CT

Appalachia
Kentucky Highlands, KY
Athens, OH

Midwest
St. Louis/East St. Louis, MO
Detroit, MI
Akron, OH
Chicago, IL

IV. DETAILS ON POTENTIAL SITES

1. LOS ANGELES/ANAHEIM, CA: Private Sector Workforce Investments in Disadvantaged Youth

Potential Announcements and Site Visits

- The DOL's Kulick grant program has created 700 new jobs, employing 1700 youth. Several corporations have made pledges to the Kulick program. Additional pledges could be sought to expand the program through collaboration being formed by Labor with the National Alliance of Business, Los Angeles Chamber of Commerce, Mayor's Business Leaders Alliance and several foundations. Potential site visits where the program is currently operating include the Shell Oil Small Business Academy.
- Other potential sites related to the DOL program include the Youth Opportunities Unlimited Alternative High School where the President could tour a center where former gang members, single parents and other out-of-school youth are learning basic computing skills to help prepare to be productive in the workforce.
- To amplify our focus on disadvantaged youth, we could work with Sandy Weil at Citigroup who plans to hold the National Academy Foundation's 15th Annual Institute for Staff Development the week of July 5th. The meeting will involve public schools and 200+ business partners. NAF focuses on intern sponsorships and youth focused efforts. They have a formal partnership with the Department of the Treasury.

Disadvantages

- The Watts EZ has received negative publicity. There is also a local community development bank funded by HUD, the LA Community Development Bank that has received a great deal of negative publicity, including a relatively recent editorial.

2. PINE RIDGE, SD: Private Sector Investment in Native American Communities

Potential Announcements and Site Visits

- This community is the first EZ on a reservation. Fannie Mae is working on a significant commitment that Sen. Daschle would participate in. The Fannie Mae investment plan will involve a \$400 million statewide commitment as well as the opening of a new Partnership Office in Sioux Falls. The plan currently involves housing mortgage efforts only but could potentially include equity investments.
- The Federal Housing Finance Board and the Mortgage Bankers Association of America have committed to bring lenders interested in mortgages (including commercial mortgages) and economic development loans to reservations.
- IBM and American Online have spoken with HUD about developing an e-commerce system that could be used to market products produced on reservations. In Pine Ridge E-commerce would be applicable to distribution arts and crafts products. An infrastructure investment announcement could be coordinated with the release of the Commerce report about the dearth of telecommunications access on reservations.
- A HUD conference on economic development will draw 500 tribal leaders from across the U.S. The President could address the conference as tribal consultation. The President could also announce the establishment of the Board of Directors for the first-ever Empowerment Zone on an Indian Reservation. According to HUD, no sitting President, since Taft, has ever visited a reservation.

3. **PHOENIX, AZ: Providing Access to Capital in Hispanic Communities**

Potential Announcements and Site Visits

- Arizona Multibank Community Development Corporation has provided \$12.5 million to 200 projects throughout Arizona, including a home-based day care business and a local magazine dedicated to the arts and lifeways of Native Peoples. It is capitalized with over \$10 million from several banks including Norwest/Wells Fargo Bank, Bank of America, Bank One Arizona. MultiBank is currently trying to raise \$5 million from major banks for its new LMI SBIC. We could announce the first LMI SBIC and these new private investments.
- We could also visit a business financed by MultiBank. For example, Corella Electric, which was the SBA1986 Minority Small Business of the Year received working capital from MultiBank in its early years. This company now has contracts with AT&T and is so successful that they gave a supplemental payment to MultiBank to make microloans to aspiring small businesses in South Phoenix.
- MicroIndustry Credit Rural Organization (MICRO), based in Tucson, was a Presidential Award winner and has received funds from the CDFI Fund. MICRO is a non-profit loan fund and technical assistance provider that is one of the oldest Hispanic development organizations in the nation. We could potentially visit with one of MICRO's entrepreneurs. There are also several companies considering major investments (up to \$1million) in MICRO that could be announced.
- **Other Strong CDFI Options:** At the same time that these announcements were being made we could also have principals throughout the country making CDFI announcements in other locations. The following are also good CDFI options that the President could visit as an alternative to Multibank. Other potential sites include:
PHILADELPHIA, PA: Delaware Valley Community Reinvestment Fund
BOSTON, MA: Community Loan Fund
All of the above CDFIs have received past funding from the CDFI fund and they are all prepared to make substantial announcements and about new private investments.
- Another option is to bring representatives from these CDFIs to MultiBank and make a series of announcements about new investments. In total there are more than \$100 million in new CDFI announcements that could potentially be announced as part of the trip. As an example, Fannie Mae has indicated that they may be in a position to announce new CDFI investments, building upon their existing investments with several CDFIs throughout the country.

4. **MISSISSIPPI DELTA: Investment in SBICs and Rural New Markets**

Potential Announcements and Site Visits

- Enterprise Corporation of the Delta (Enterprise) is a CDFI, a SBIC, and soon to be SBA 7(a) Lender. Enterprise has received past funding from the CDFI Fund. Enterprise is located in Jackson, Mississippi and makes investments in businesses throughout the Delta (including Louisiana, Arkansas and Mississippi). Enterprise will become a SBA lender in June and is raising new investments from several corporations including Blue Cross/Blue Shield and Skytel. We could possibly hold a roundtable here with corporate leaders and beneficiaries of Enterprise financing from throughout the Delta including Louisiana, Arkansas and Mississippi.
- The Mississippi Delta is a rural EZ and Jackson, Mississippi was designated as a Strategic Planning Community in the second EZ/EC round. The Mid-Delta Empowerment Zone covers six counties in the northwest area of Mississippi. There are several companies that have benefited from the Zone that could be good sites, including the Viking Range Corporation in Greenwood that is the manufacturer of Viking ranges, the premiere brand for commercial grade ranges.
- Potential site visits could include several companies that have received financing from Enterprise including a manufacturer of construction products that is Native American owned and serves construction projects in Tennessee. There is also Marianna Apparel, a 30 year old minority manufacturer located in a Mariana Arkansas, a poor Delta community, that manufactures uniforms for large companies, including McDonalds.
- SBA is also exploring the possibility of a BusinessLINC roundtable in the Delta, which would include companies such as Federal Express, Bank One, Wal-Mart and America online.

Disadvantages

- Jackson, MS is technically located in the Delta, but is not considered so by some residents. We would need to be careful to identify a business for the actual site visit that was within the Delta.

5. **KENTUCKY HIGHLANDS, KY: Investment in Appalachia and Rural New Markets**

Potential Announcements and Site Visits

- Kentucky Highlands Investment Corporation (KHIC) is the lead entity for the EZ and is a certified CDFI, SBIC, SBA Micro-lender, and USDA Guaranty Lender. KHIC has invested \$50 million in over 140 enterprises that employ 1,285 employees. We could potentially visit several businesses financed by KHIC including Mid-South Electric, Inc., a small company funded by KHIC, which has grown to 800 employees and is now completing a \$5 million expansion that will add 100-150 employees.
- Labor and SBA are working on a job training investment announcement that could be made in conjunction with an existing pilot Youth Opportunity program.
- It is possible there will also be new announcements to make about additional private sector investments in KHIC.
- The Appalachian Regional Commission has funded training for the Women's Initiative Networking Groups, Inc. and provided capital to create a Strategic Capital

Fund managed by a non-profit, Mountain Association for Community Economic Development (MACED). We could potentially visit a businesses helped by one of these organizations.

- Kentucky Highland Enterprise Zone Development Venture Fund has been very successful with over 500 jobs created through loans to small businesses in the EZ. We could potentially visit Specialty Plastic Products of Kentucky, which plans to start construction on a second plant in early July.

6. ATHENS, OH: Investment in Appalachian and Rural New Markets

Potential Announcements and Site Visits

- Bank One will be closing a \$5 million investment in the DCC Growth Fund, a large national fund with a regional office in Akron, OH. The timing of the closing or an announcement of Bank One's investment could be made in Athens/Nelsonville.
- According to David Wilhelm LBJ visited Athens as part of his Great Society kickoff which could help to frame the trip.
- Enterprise Development Corporation (EDC) is a CDFI based in The Plains Ohio that was founded 19 years ago and covers a 30-county largely rural region of Appalachian Ohio. They have received grants from the CDFI Fund. Bank One has committed to making a loan to DC through the SBA microloan program. The closing event is scheduled to take place in Athens/Nelsonville, OH.
- An organization called ACE-Net (Appalachian Center for Economic Networks) is actively involved in providing support to small businesses. We could visit a minority woman owned business that manufacturers specialty foods and has been helped by venture capital financing that resulted from a prior roundtable organized by ACE-Net.
- Several groups including Kentucky Highlands Investment Corporation and ACE-Net are involved in the formation of a new fund to be known as the Appalachia Ohio Development Fund, which will provide technical assistance to small businesses in southern Ohio. Bank One is willing to make an announcement of its intent to become a leading investor with a specific financial commitment.

7. AKRON, OH: MicroEnterprise Development and Investment in Mid-Sized Cities

Potential Announcements and Site Visits:

- The Safe Harbor Minority Business Center assists the development and growth of minority-owned office and service firms through support services and technical assistance. The 7,000 square foot center currently houses nine businesses. The center also operates a micro-lending program in conjunction with Akron's EC Program.
- Enterprise Community Fund (ECF) is a non-profit business loan fund – and a recipient of a CDFI Fund award -- that makes working capital loans to small and micro-businesses in the distressed neighborhoods of the Akron Enterprise Community. ECF also provides businesses with much needed technical assistance.
- Akron Edison Industrial Incubator was created in 1983 and is a model small business incubator with a multi-tenant facility that provides entrepreneurs with space and a wide variety of administrative, management, technical and professional services.

8. **DETROIT, MI: Urban EZs or Microenterprise Development**

Potential Announcements and Site Visits:

- The Detroit Entrepreneurship Institute, Inc. provides a one-stop shop for aspiring micro-entrepreneurs. They have received CDFI funding in the past. DEI may be selected as an SBA's Women's Center, which could be announced as part of the trip.
- The Detroit Empowerment Zone Financial Institutions Consortium (EZFIC) was formed in support of the Empowerment Zone application which the City of Detroit submitted to the Federal government several years ago. Its members represent leading financial institutions in the area, including Comerica Bank, First Federal of Michigan, First Independence Bank, First of America, Greater Detroit Business and Industrial Development Corporation (BIDCO), Liberty BIDCO, Michigan National Bank, Bank One (formerly NBD), Standard Federal Bank, and Detroit Local Initiative Support Corporation.
- The Clark Street Technology Park: A former General Motors plant has been transformed into the 70-acre Clark Street Technology Park, the largest development within the Detroit EZ. Total employment is expected to reach 1,700 permanent jobs. New tenants that could be included on a visit to the park are as follows: (1) VITEC, a minority-owned manufacturer, spent \$20 million to construct a new multi-acre plant within the Technology Park. This new plant makes auto components and will create 350 new jobs, and train and hire local workers for the positions. (2) Piston Packaging, a minority-owned business started by former Detroit Pistons star Vinnie Johnson, manufactures products for General Motors. The venture created 50 jobs, and will soon expand to 100. (3) The Hispanic Manufacturing Center has added 200 jobs. The HMC has committed to hire Zone residents where ever possible. (4) Federal Express has decided to open a 77,000-square-foot sorting and distribution center there this summer. This facility is in construction. Mayor Archer was planning a June 30th press conference to announce that the EZ has achieved their ten year goals within the first four years of the Zone's establishment. This press conference has been postponed, so we could build this announcement into the President's event.
- John James is a local resident of Detroit who redeveloped a Brownfield site into an extremely successful business, that employs Zone residents and brings revenue into the Zone. OJ serves Ford Motor Company with comprehensive transport services. His expanding business could be explored for announcements – for example, he is about to export his first products to Australia.
- Shorebank was created in 1997 as a community development bank dedicated to revitalizing the Detroit EZ area. The new institution focuses its efforts in several areas: residential, commercial, and consumer loans; real estate development; and an enterprise development loan fund. Finally, Shorebank raised \$4.6 million from the Ford Foundation, Charles Stewart Mott Foundation, and other sources to lend to minority microenterprises.
- Investments by Chrysler in the Zone including major production facilities that could be toured total of \$2.4 billion dollars.
- Riverbend Plaza Phase II Project: This project involves the construction of a 23,000 square foot addition to the Riverbend Plaza Shopping Center. The expanded shopping center will provide retail services to a low to moderate income area on the

lower East side of Detroit. To date the project has generated 136 new jobs. The project is anchored by Rite Aid, a major supermarket (the first one in this underserved area). Additional businesses are slated to come into this project.

- Members of The Detroit Empowerment Zone Financial Institutions Consortium (EZFIC) include leading financial institutions in the area such as Comerica Bank, First Federal of Michigan, First Independence Bank, First of America, and Detroit Local Initiative Support Corporation. The EZ FIC committed \$1.1 billion in lending over a ten year period of time within the Detroit Empowerment Zone. To date, over \$956 million has been loaned, approximately 93 percent of the entire 10 year goal. Mid-size and small businesses, one of which could be visited by the President, were the primary beneficiaries.

Disadvantages

- The Detroit EZ has received public criticism for not spending their funds in a timely manner.
- The Detroit EZ has received significant attention already from the press with recent visits by the Vice President. The story of Detroit as an economically successful EZ could be overly saturated.

9. ST. LOUIS/EAST ST. LOUIS,MO: Urban EZs

Potential Announcements and Site Visits:

- The former Enterprise Community (which is part of the EZ) gave rise to the Jackee Joyner Kersee Community Center, which will provide educational and recreational programs for youth. The Jackee Joyner Kersee Community Center, which received HUD funding, could be the site of an event. A number of corporations have contributed to the Jackee Joyner Kersee center, including Enterprise Rent-A-Car, May Dept. Stores, and NationsBank. 20 jobs will be created.
- Within the EZ, Walgreens will locate an anchor store in the largest shopping center to be built in the area since 1950. The \$3 million store is part of a \$10 million shopping center. The developer, Koman Properties, Inc, said they also have letters of intent to lease the property from State Farm Insurance, Hollywood video, Save-A-Lot and others.
- Levy Sign company, D and H Auto service, and Nails, Etc. are small businesses that have been pre-approved for loans through the small business development center. These businesses will create 25 new jobs for EZ residents. Site visits could take place at the small business locations.
- The St. Louis 2004 Revitalize Neighborhoods Project features \$751 million in loans and investments by 18 local financial institutions and the creation of 200 jobs in East St. Louis and eight other targeted communities.
- YouthBuild East St. Louis (YBE) received a \$700,000 implementation grant in 1997. YBE has successfully completed two major projects, which included the demolition phase of St. Teresa Transitional housing project for the East St. Louis community using community development block grant (CDBG), and the renovation of a single family home for the East St. Louis Housing Authority. Please note that Mayor Powell has official express support for YBE.

10. CHICAGO, IL: Investing in CDFIs and Urban EZs

Potential Announcements and Site Visits:

- The Illinois Facilities Fund finances nonprofit facilities that support low income people in Chicago and elsewhere in the state of Illinois. The fund has previously received funding from the CDFI Fund. IFF focuses on financing day care centers, health care clinics, and other critical. We could potentially visit a daycare center facility. A major company is also prepared to announce a significant financial investment in IFF's childcare initiatives.
- **Other Strong CDFI Options:** At the same time that these announcements were being made we could also have principals throughout the country making CDFI announcements in other locations. The following are also good CDFI options that the President could visit as an alternative to MultiBank. Other potential sites include:
PHILADELPHIA, PA: Delaware Valley Community Reinvestment Fund
BOSTON, MA: Community Loan Fund
All of the above CDFIs have received past funding from the CDFI fund and they are all prepared to make substantial announcements and about new private investments.
- Another option is to bring representatives from these CDFIs to MultiBank and make a series of announcements about new investments. As an example, Fannie Mae has indicated that they may be in a position to announce new CDFI investments, building upon their existing investments with several CDFIs throughout the country. In total there are more than \$100 million in new CDFI announcements that could potentially be announced as part of the trip.
- There are several private companies interested in making announcements in Chicago. (1) SBC Communications is also involved in hiring programs for the Hispanic community. We might be able to coordinate an announcement around this workforce activity. (2) Ameritech is developing a partnership with Africa-American entrepreneurs selling cable door to door. (3) BankAmerica has identified Chicago as one of the sites where they would be willing to make a major national announcement related to New Markets.
- The BusinessRoundtable is prepared to an announcement about a BusinessLINC chapter here which could open simultaneously with chapters in New York and Dallas. There is a possibility of holding a roundtable on BusinessLINC in this location along with simultaneous roundtables in other locations.
- BankAmerica has identified Chicago as one of the sites where they would be willing to make a major national announcement related to New Markets.

Disadvantages

- Chicago may have issues related to the EZ that need to be vetted.

11. HARTFORD, CT: Private Sector Efforts to Attract Capital to Underserved Urban Areas

Potential Announcements and Site Visits:

- Aetna is currently involved in several major projects in the community including the MetroHartford Millennium Project, which is a comprehensive effort and collaboration to attract capital and development from outside Metro Hartford.
- The Metro Hartford Investment Fund is being developed and with Aetna's leadership expects to raise \$50 to \$100 million from Hartford based corporations. A major announcement of corporate commitments to the fund could be made as part of the tour.
- There is a small woman owned business called McHugh Publishing & Design located in West Hartford that has received SBA assistance through a mentoring program for Women.
- Fannie Mae has a new partnership with BankBoston in Hartford involving \$10 million for residential and commercial construction financing that was described in a recent article as a "collaborative effort between private and public investors that's designed to improve people's lives." Fannie Mae made an equity investment through its American Communities Fund group. Although the partnership has been announced it can be highlighted as a local example of New Markets equity investment.

12. NEW YORK CITY, NY: BusinessLINC and/or Urban EZS

Potential Announcements and Site Visits

- The Business Roundtable, including Chase Manhattan and McDonalds, will be prepared to make a major announcement that they will house the BusinessLINC coalition. Dana Mead, Chair of BRT, could also announce the appointment of the CEO who will run BusinessLINC.
- Chase Manhattan has a Business Center program that was recently expanded which illustrates the benefits of BusinessLINC. We could visit this site or visit the site of a business that was assisted by BusinessLINC, for example an African-American owned manufacturer of printer toner. Another BusinessLINC site visit could be the Metropolitan Teaching and Learning Company, which received a \$1 million investment from NYCIF (see below) and is mentored by Primedia, a large educational publisher. The site visit would be at a Brooklyn school that uses the curriculum published by Metropolitan. The school may have a summer program in session.
- At the same time this announcement is being made, we could also make an announcement about the other BRT BusinessLINC chapters in Dallas and Chicago, which would "open" simultaneously. There is also the possibility of simultaneously holding a roundtable on BusinessLINC in another location that would involve local businesses and cabinet members.
- The New York City Investment Fund, is a model of the type of community development venture funds that the New Markets Initiative would benefit. Investors in this fund include many of the major corporations in New York such as Chase and Fannie Mae. We could visit a company that has received financing from NYCIF,

such as Independent Carey System which is a home health care company located in the Bronx that will eventually employ up to 1,000 people. Based on conversations that HUD has had with specific companies there is a strong likelihood that Bill Harrison, new CEO of Chase and Henry Kravis, major venture capitalist and founder of NYCIF could attend event.

- There are also numerous retail initiatives in Harlem New York that could be announced including store and business openings such as Starbucks and Walt Disney.
- ACCION New York, Inc. is a recipient of CDFI funds and one of the largest microlending organizations in the United States, having made over 1,800 loans ranging from \$500 to \$25,000 to more than 900 clients. There is the possibility of making announcements related to the nationwide network that ACCION New York is a part of.

Disadvantages

- Recent negative publicity about the New York EZ.
- In fighting among local politicians and officials regarding the zone.
- Tensions between local retailers and large chains opening in Harlem.

13. NEW HAVEN and NEW LONDON, CT: Urban EZs and Investments around Technology

Potential Announcements and Site Visits

- A network of specialized quasi-public development corporations, created through collaborations with the private sector and local banks, will continue to offer a range of investment vehicles to meet the capital needs for business start-up and expansion. These corporations include the New Haven Community Investment Corporation, the Technology Investment Fund, the New Haven Enterprise Development Corporation and the Connecticut Economic Development Fund.
- The Omni Hospital Training collaborative has brought an additional 200+ jobs to the area with over 80 residents employed at New Haven's new Omni Hotel. We could potentially visit this site.
- Yale University has invested \$10,750,000 in various initiatives for the community ranging from homeownership programs to community service for students.
- The Regional Workforce Development Board's investment, through its employment training funds, of \$2,250,000 per year and commitment to anchoring the *Partnership for Jobs* program. *Partnership for Jobs* will use an employer-driven model to develop training programs that will connect neighborhood residents to specific employment opportunities in the neighborhoods and surrounding areas