

NLWJC - Kagan

DPC - Box 041 - Folder 004

Race-Race Initiative - General [2]

Race team leaders mtg 9/29

1. Health

CS: OK to keep to goals, if have action
(not just card/collaboration)

send memo to HHS - giving them our ideas of initiatives -
spending some \$.

memo in next 48 hrs to Gov.

(maybe try to up ante a bit on some of those?)

talk around to see if will get validation.

Use Sabher as ultimate validator.

2. Welfare/Family -

Waters - grandmother idea

old directive on fathers - anything done?

work w/ sports leagues??

plg w/ ^{other} groups doing this? YES.

Talk to Ed Dept. (T. Peterson)

Chiles - doing this in FL

Promisheepers on Saturday

3. Education -

Urban initiative - mtg this week.

go our way? or go way of Black/Hispanic caucus?

2 DyEd - about 80% there

He is closely to ^{sch. reform} policy.

\$3207 ea

↓
10-40 cities

Title V - already announced.

Mentoring - Gene memo - talk to Bar.

NEC working on Hisp dropout initiative

lots of small things.

(conference?)

School construction issue.

Looking at K-12 E.O. on Indian schools -

not sure it looks very promising

Evaluation / data collection /
etc. (cross-cutting)

[gaps] - empirical

need to show practicalities

maybe can make more substantive - try to figure something out.
Racial isolation - among + within schools -
looking into. (grants??)

What about DQEd consortium/network

Irish / Hisp / HCBUS - invited Pres in December

doing things w/ univs to ↑ admissions to grad schools

enough experimentation - now we ask what works -
tie to mentoring initiative.

4. Civil Rights - & in reports

Focus on 2 or 3 agencies

especially EEOC

Start down w/ each - look to ↑ perf goals/
returns

ed
history
later
203.

Hate crimes conf - Nov 10 -

more # on conf. - FBI /

USAtty as coord.

new state gathering

ed. coordinati. -

5. Urban -

2 > strategy on CRA principles

EZs - need locis w/ VP.

(try to pair w/ other \$s - e.g. on WP??)

(or give them preference in some future act.)

EBT - received pretty well.

6. Crime - do this week

Race this policy - general

Race Team Mtg

1. Crime

NB

a. COPS program - before end of calendar yr.
4 wks.

b. Community prosecutors - budget item

Talk to OMB. 25m. Program essentially OK.

c. Indicators - rec coming in Oct 31 - budgetary

NB

d. At risk youth - 75m - still waiting
right out of blocks - 2 wks. (Patton)

e. Police brutality report w/in next mo or two?

2. Urban policy

NB

a. Emp Zone - mtg next wk w/ Cuomo

Met w/ OMB ~~was~~ ~~used~~ to talk abt \$ for next week.

Announce applicatic?? (prob w/in 2 mos)

Decisions must be made by June.

b. Housing -

Also - tax side - L1 Housing Tax Credit

Memo from BR + GS - time to put muscle behind vouchers

Pres has to make this a fight - to get \$
(large ↑ in pool of vouchers)

This is biggest piece of the HM policy talked about

?

c. Lending - HUD asked for 20m for FL + FH enforcement

NB

d. New contract - final rep is in March.

30 yr anniversary

e. Two CDFI rounds next yr - announcement
of grants -

FLHA act in 1948

3. Health - mtg this afternoon.

Substance / timeliness.

→ need to look to services.

2000/2010 goals - OK

Hundreds of millions - med.

Nov - Amer Health Nat Conf - annual.

Great focus

4. Service

a. Tom Hall - early Dec - service as topic?

CNS - service learning.

Americorps

service programs.

Hamis - how in.

5. Educatic

THE WHITE HOUSE

WASHINGTON

October 18, 1997

MR. PRESIDENT:

Please note that many of these proposals are still in the formative stage.

Phil Caplan

THE PRESIDENT HAS SEEN
10-21-97

Copied
Reed
Kagan
COS

Blue

I like them very much and would like to meet w/ you + Clinton + others etc. would be then soon to discuss them + a couple of specific dialogues w/ each for school/workplace

Alicia
Maria

DPC Race Initiative Policy Proposals

Education

✓ Teaching Initiative -- Previously announced proposal to prepare and recruit teachers for high-poverty urban and rural communities.

✓
|| Urban Education Initiative -- Select 15-20 urban school districts as Education Opportunity Zones, which would receive additional monies for implementing a program of standards-based school reform, including measures to promote public school choice, end social promotions, remove bad teachers, and reconstitute failing schools. The Department of Education has requested \$320 million for FY 99 for this program.

✓ School Construction Proposal -- Support our own proposal from last year; the Daschle-Gephardt bill; or an alternative approach.

Teaching Initiative

College/School Partnerships -- Propose a grant program to promote strong partnerships between colleges and high-poverty middle and high schools. Through these partnerships, colleges would encourage students to take demanding courses, while providing academic enrichment and intensive mentoring, tutoring, and other support services. The Department of Education has requested \$200 million for FY 99 for this initiative.

✓ Communications Strategy for Maintaining Diversity in Higher Education -- Issue departmental report and give speech or town hall on the value of diversity in higher education; identify and highlight effective outreach and recruitment efforts in report and/or speech; invite educational leaders to White House to discuss the importance of the issue. Do not become Admissions Dean-in-Chief (i.e., do not recommend or endorse particular admissions criteria or strategies).

Attacking Racial Separation Within Schools -- Department of Education report on best practices for helping students reach across racial barriers; grants to support model projects.

College/School Partnerships
Teaching Initiative
Work through Congress

Economic Empowerment

✓
|| Empowerment Zones, Round 2 -- Announce the Second Round Empowerment Zones designees. (There is some interagency dispute about the timing of this proposal, given our inability to come up with grant money to complement the tax incentives.)

✓
Y Housing Portability -- Announce package of proposals including expanding the home ownership voucher program, encouraging the use of exception rents to open suburban housing markets, eliminating obstacles to portability of Section 8 vouchers, and reducing mortgage denial rates for minorities by working with mortgage and real estate industry.

• Fair Lending Initiative -- Announce initiative that might include an examination of

✓ certain lending practices on minorities' access to capital, measures to improve the collection and analysis of data on loan denials, and increased resources for testing and enforcement (see below).

✓ Transportation Infrastructure Development -- Propose tax reforms to stimulate spinoff development from transit projects and aid development of urban intercity bus facilities.

✓ Assisting the Unbanked -- Announce the electronic funds transfer regulation, which may bring up to 10 million individuals into the banking system.

Health

✓ Initiative to Reduce Health Disparities -- Adopt multi-faceted program, largely focused on education and outreach, to reduce racial disparities in heart disease and stroke; breast, cervical, and other cancer; diabetes; infant mortality; AIDS; and immunizations. HHS, OMB, and Chris Jennings are in the midst of developing cost estimates for this initiative.

Crime

✓ Community Policing Initiative -- Target funds from the COPS program to hire new police officers and support community organizations in underprotected high-crime, largely minority neighborhoods (e.g., public housing communities); also use COPS money to promote diversity training for police and establish citizen academies to help community residents understand police procedures; promote minority recruitment in law enforcement through existing grant program.

✓ Community Prosecuting Initiative -- Develop an initiative to give communities an incentive to experiment with community prosecution, which applies the principles of community policing -- neighborhood involvement and a focus on problem solving and prevention -- to this aspect of the criminal justice system.

✓ At-Risk Youth Prevention Efforts -- Devote \$75 million currently in CJS appropriations bill, which we proposed as part of the President's juvenile crime strategy, to targeted programs for at-risk and minority youth (convince DOJ to drop plans for distributing funds by formula); launch a new fight to get crime bill prevention programs funded in next year's budget process.

✓ Indian Country Law Enforcement Initiative -- In line with recommendations of Departments of Justice and Interior (due on October 31), transfer law enforcement authority from BIA to Justice and seek increased law enforcement resources specifically designated for Indian Country.

Civil Rights Enforcement

✓ Enhanced Enforcement Initiative -- Request additional funds for civil rights enforcement,

Handwritten notes on the left margin: "Yes!", "Muh...?", "J-advancing", "Minority", "POB in '92".

THE PRESIDENT HAS SEEN

10-21-97

↙
tied to programmatic changes to improve coordination among federal government's civil rights offices, speed resolution of claims, and reduce backlog of cases. This initiative probably will focus on the EEOC. DPC, OMB, and other offices are currently working on cost estimates.

Hate Crimes Initiative -- Announce a package of proposals at the November 10 hate crimes conference, including measures to enhance enforcement of hate crimes laws, improve collection of statistics, initiate educational activities, and amend the current federal hate crimes statute.

Race initiative - general

THE WHITE HOUSE
WASHINGTON

Ek -
Sidney asked
I give this to
you. *pm*

October 8, 1997

MEMORANDUM FOR ERSKINE BOWLES
SYLVIA MATHEWS
PAUL BEGALA
RAHM EMANUEL
MICHAEL WALDMAN

FROM: SIDNEY BLUMENTHAL *SB*
SUBJECT: THE RACE INITIATIVE

No President in recent times has displayed a more instinctive and surer grasp of the race issue, and the public grants the President a special standing on it. If the Race Initiative founders (as the headline in the Washington Post of October 5 put it), the President will receive an additional portion of blame, precisely because of his presumed skill in navigating the complexities of the issue. After the President has done so much to settle race as a wedge issue exploited by the Republicans, it would be tragic to have it revived by a Race Initiative that was created to achieve positive results.

The Race Initiative is more than well-intentioned and worthy of the hard work of its participants. It has already reinvigorated many within the federal agencies and departments, inspiring them with new energy and giving them a focus for programs that were previously languishing in obscurity. If it does nothing else, awakening a sense of vitality within the government (particularly among its many minority members) and projecting the effectiveness of government itself through discussing "promising practices" (reinvention, indeed!) would be admirable achievements. But the internal benefits wrought by the initiative may fade if its public role is not more sharply defined and directed.

The initiative's problems, present and potential, cannot be resolved by redoubled efforts at managerial organization, the proliferation of committees or more draft outlines; nor can the initiative resolve its predicament through collegial team spirit, however essential that is to any effort, or the rededication of inter-agency cooperation.

The Race Initiative, as constituted, is both too broad and too narrow. According to the

Draft Work Plan of first quarter activities, the mission is as follows: "To build one American community which celebrates our differences yet is united by our shared values." This states the mission as all-inclusive and all-encompassing. Yet the activities of the initiative so far are to commission certain social science studies, plan for town halls and sketch an outline for a report whose content remains to be filled. The initiative asserts the need for overarching concepts, but without declaring them; it claims it will be the fount of legislation for the next decade, but without an agenda. Between the vast generalities and the verbal service to undesignated specifics lies a vacuum into which the initiative can easily drift. If it is sucked in, the initiative will likely discover that it has been transformed into a shock-troop defensive unit on affirmative action, though it is poorly fit to serve as that sort of political operation. When this inadvertent function becomes apparent the initiative can be stigmatized as about nothing but affirmative action. Whatever its subsequent contributions, they may be overshadowed.

Does it??

The initiative's point must be clear, easily grasped and capable of accomplishment. The purpose of the initiative should be to gain support for a national consensus around the President's goals. The President's program should be organized around the following areas, all of which were articulated but not fleshed out in the Little Rock speech:

Enforcement issues

1. Acting swiftly and effectively on issues of discrimination, issues that can be addressed through the legal process, such as employment and housing. (The President's announcement at the last meeting of the Race Commission of \$15 million more in funding to act on housing discrimination is an example.)

2. Acting on a short, medium and long-term basis on the separation, exclusion and isolation of, first and foremost, the underclass from the middle class; blacks from whites; and the mutual isolation of racial and ethnic groups from each other. These problems require a multi-issue approach, principally focused on education and economics, but also including transportation, crime and the enforcement of paternal responsibility, as well as suasion to reduce inter-group suspicion. These steps involve concrete policies and positive action on all sides to bring every citizen into a common American life. The chief values to be emphasized here are equality of opportunity and shared responsibility--the responsibility of each individual citizen and the nation as a whole.

Policy re exclusion or separation

3. Framing the American identity so that its multicultural sources are understood as intrinsic to, not separate from, or outweighing, the whole. It must be stressed that the identity of the American nation at the beginning of the 21st century is neither the nativist old-stock model nor the disintegrative identity politics model. Crystallizing the 21st century American identity will provide the President the solid ground for a new patriotism.

American identity

Notes on American Identity: The idea of what it means to be an American can't be adduced from finding mere common denominators, sharing feelings or conference room psychodrama. There is a history that has placed us at this particular juncture. At the turn of the 20th century, the old-stock American identity was projected by denying the influence on our

culture of immigrants from eastern and central Europe. All true Americans, it was assumed, were to assimilate to an ideal of Americanism that was homogeneous and therefore pure. "Hyphenated Americans" were not considered real Americans. Needless to say, this version ran contrary to the early 19th century vision of the ideal American as described by Crèvecoeur as a combination of all stocks and, as a result, a more universal and freer type, unknown in previous history. In the early 20th century Randolph Bourne described his hope for a "transnational America" that included the immigrants, and Horace Kallen (a disciple of John Dewey) coined the term "cultural pluralism." Only with suburbanization, the advent of the baby boom generation in which a youth culture superseded ethnic differences among whites and the rise of the civil rights movement was it possible to pose the contemporary version of the question of American identity. Before then, whites outside the South simply didn't think of being "white" as much of a meaningful category. The shattering of the civil rights movement on the reefs of separation and exclusion (but not legal segregation) in the Northern cities, led not only to a fragmented Black Power movement but to that movement's visceral castigation of a honky white monolith. The idea of whites as "hyphenated Americans" disappeared almost completely. In its place came a parody, not of "cultural pluralism," or a beatific vision of "transnational America," but of hyphenation, elevated into identity politics.

Culturally, the two political parties could not be further apart than ever. The Republicans are fundamentally rooted in an old-stock model of American identity, which appears today not so much as a claim to the natural order as a form of identity politics itself. (The battle over Bill Weld's nomination should be understood in part as the implosion of the former Republican identity. The authority of the Yankee patrician was defeated by the populist/planter manue in a realignment of cultural archetypes. It will be increasingly difficult for moderate Republicans who adhere to a New England model of society and social status to maintain their support if their party rejects their sense of being and place. Unsurprisingly, for the first time, the congressional delegation from Massachusetts is all Democratic. This is an augury of what may yet sweep through Greater New England, that is, the entire Northern tier of states.) For their part, the Democrats, at worst, descend into a fragmentation of identity politics accelerated by interest-group narrowness, which allows the Republicans to portray them as out of the mainstream. (Remember which mainstream.) The Democrats, at best, represent a common American identity into which multicultural currents flow as tributaries.

The overwhelming majority of blacks still maintain the ideal of integration, but without losing the element of black pride. The reality we must acknowledge is not that blacks are the Other, or a detached minority that must be brought to adjust to the ways of the majority, like a benighted colonial enclave. Blacks, as the astute black writer Albert Murray, described them, are "omni-Americans." As James Baldwin wrote in his famous essay, his travels abroad and then returns home disabused him of any self-imposed illusion that he was anything but American to his marrow. By the same measure, there can be no such thing as a "white" American in the sense that there is a "white" European, because to be an American means to possess a culturally mingled and fused background.

The real problem of blacks in the new American nation is that the black-white template is becoming a subset of the multicultural template. Hispanics will surpass blacks in number; Asians are vaulting upward in social mobility. And identity politics itself is crumbling, for now at an intellectual level, but soon to filter through the society. David Hollinger, a historian at Berkeley, in his 1995 book, *Postethnic America*, locates this shift: "Ethno-racial distinctions remain involuntary as they serve to identify people who need protection from discrimination.... A truly postethnic America would be one in which the ethno-racial component in identity would loom less large than it now does in politics as well as culture, and in which affiliation by shared descent would be more voluntary than prescribed in every context." Nathan Glazer, the former neoconservative sociologist at Harvard, in his new book, *We Are All Multiculturalists Now*, endorses Hollinger's "postethnic" ideal, while acknowledging its difficulty for blacks. Still, he writes: "Let us have respect for identity in the context of a common culture, but let us avoid the fixing of lines of division on ethnic and racial bases. Let us accept the reality of exit from an ethnic-racial-religious group, as well as the right of differential attachment, as a common American way, and let us agree that ethnic and racial affiliation should be as voluntary as religious affiliation, and of as little concern to the state and public authority. Let us understand that more and more Americans want to be Americans simply, and nothing more, and let us celebrate that choice, and agree it would be better for America if more of us accepted that identity as our central one, as against ethnic and racial identities."

Two questions that have gained the most publicity in connection with the initiative should be quickly settled. The initiative should be freed from the politically immediate and pointlessly symbolic in order to focus on the important. The issues that should be cut off from the initiative are:

1. **Affirmative action.** The initiative is an awkwardly constructed vehicle to manage an urgent political issue, particularly affirmative action. As a political matter, affirmative action cannot be reasonably defended solely on racial grounds, but must include a strong representation of women's interest. Over the next 13 months, until the election of 1998, the Republican right will be trying to find ways to use affirmative action as its cutting-edge racial issue. What is demanded is a strong political and media operation. The matter should immediately be ceded to the Domestic Policy Council and to the political shop to begin to organize.

2. **Apology for slavery and reparations.** The danger to the initiative can be seen in the unproductive and negative response to the notion of an apology and reparations. Even after the last meeting of the commission, much of the reportage was directed at this question. If, in regards to the initiative, the affirmative action issue is a problem of appropriate political technology, this one is concerned completely with symbolism. Yet the demands for an apology and for reparations are misguided and, whatever the good intentions behind them, can only damage efforts at reconciliation and reconstruction. The apology would strike a false note, not least because it is a redundancy and an anachronism. Rather than serving as a demonstration of caring and understanding, it would act as a divisive flash point, especially for Northern Catholics, who feel no historical burden, and would provide an incentive for the therapeutic politics of victimization.

There is no historical justification for President Clinton to offer an apology for slavery in 1997 when President Lincoln made a statement of contrition to the Lord Almighty in 1865. Those words, in his Second Inaugural, are engraved in the marble of the Lincoln Memorial. In brief, the apology, far more eloquent than any starkly forced "apology," was delivered at the time. The reparation question is a primitive reiteration and distortion of the policy of the first Reconstruction--forty acres and a mule. If offered today, it would be a risible substitute for a complex policy approach needed to deal with the contemporary problem of separation. The way for the President to put this entire question to rest is to put it into perspective. If the President ever did decide to deliver such a statement, perhaps to the next commission meeting, it would, in fact, be useful in establishing the tasks and boundaries of the initiative. During the Civil War, he might say, Lincoln addressed the issue of national guilt and culpability. Quote the Second Inaugural. Afterwards, during the first Reconstruction, reparations in the form offered by the Freedmen's Bureau was truncated by the reaction. In the wake of its failure, the Jim Crow system of segregation was regularized. Breaking its bonds required a second Reconstruction, spearheaded by the civil rights movement. Standards of legal equality replaced segregation. But segregation has been replaced by economic and social separation. Those are the new bonds that must be broken. Hence, the initiative has been created to summon a consensus for modern solutions.

Finally, the commission should file its report in December 1998 and go out of existence. It should leave no lasting bureaucratic entity or else it will risk becoming a de facto mini-Department of Race. If it has done its work, a new momentum will have been established within the Administration, in all the departments and agencies, to advance the President's objectives. The initiative will then be acclaimed as one of the great successes of the Clinton era.

Working Groups for the President's Initiative on Race

A. Goal-related

1. Policy/Enforcement: Elena Kagan, Lin Liu, Gene Sperling

Group members: Jose Cerda, Michele Cavataio, Dawn Chirwa, Chris Edley, Thomas Freedman, Kordeman, Emil Parker, and Peter Rundlet

2. Recruiting Leaders/Outreach: Maria Echaveste, Mickey Ibarra, Michael Wenger

Group members: Ben Johnson, Lynn Cutler, Andrew Mayock, Janet Murguia, and Tracey Thornton

3. Promising Practices: Susan Liss, Lin Liu

Group members: David Campt, Michele Cavataio, Counsel intern, Lynn Cutler, Tom Janenda, Kevin Moran, Peter Rundlet, Michael Sorrell, and Ann Walker

4. Hard Questions: Chris Edley, Judith Winston

Group members: Paul Begala, Sidney Blumenthal, Terry Edmonds, Elena Kagan, Ann Lewis, Sylvia Mathews, Peter Rundlet, and Michael Waldman

5. Dialogue in Communities: Ann Lewis, Michael Wenger

Group members: Beverly Barnes, Paul Begala, Sidney Blumenthal, Jacinta Ma, and Nelson Reyneri

6. Living Report: Chris Edley, Judith Winston

Group members: Paul Begala, Sidney Blumenthal, Elena Kagan, Lin Liu, Sylvia Mathews, Peter Rundlet, and Michael Waldman

7. Youth: Minyon Moore, Michael Sorrell

Group members: Elizabeth Harrington, Jon Jennings, Chris Lavery, Andrew Mayock, Alison McLaurin, Kevin Moran, Rob Nelson, Mona Pasquil, Angelique Pirozzi, Chandler Spaulding, Ilia Velez, Ann Walker, and Cecily Williams

B. Process-oriented

8. Advisory Board: Minyon Moore, Judith Winston

Group members: Maria Echaveste, Chris Edley, Claire Gonzales, and Michael Wenger

9. Cabinet Affairs: Goody Marshall, Goody Marshall

Group members: David Beaubaire, Bibb Hubbard, Jon Jennings, and Andrew Mayock

10. Communications/Press: Ann Lewis, Claire Gonzales

Group members: Beverly Barnes, David Beaubaire, Ben Johnson, Estella Mendoza, and Nelson Reyneri

**President's Initiative on Race
Working Group Memos
October 10, 1997**

- 1. Policy - Kagan / Liu / Sperling**
Group members - Cerda, Chirwa, Edley, Freedman, Kordeman, Parker, Rundlet, Cavataio
- 2. Recruiting Leaders / Outreach - Echaveste / Ibarra / Wenger**
Group members - Johnson, Cutler, Mayock, Murguia, Thornton
- 3. Promising Practices - Liss / Liu**
Group members - Cavataio, Counsel intern, Cutler, Janenda, Moran, Rundlet, Sorrel, Walker
- 4. Dialogue in Communities - Gonzales / Lewis**
Group members - Barnes, Begala, Blumenthal, Hubbard, Ma, Reyneri, Wenger
- 5. Youth - Moore / Sorrel**
Group members - Jennings, Lewis, Moran, Mayock, Walker, Velez
- 6. Tough Messages / Living Report - Edley / Winston (memo in progress)**
Group members - Begala, Blumenthal, Edley, Edmonds, Kagan, Mathews, Rundlet, Waldman, Liu

Process Working Groups

- 7. Cabinet Affairs - Cavataio / Marshall**
Group members - Beaubaire, Jennings, Hubbard, Mayock

Interagency Working Group - Marshall / Winston
- 8. Communications / Press - Gonzales / Lewis**
Group members - Barnes, Beaubaire, Johnson, Mendoza, Reyneri
- 9. Advisory Board - Moore / Winston**
Group members - Echaveste, Edley, Gonzales, Wenger

Policy

Goals:

- Develop and announce concrete policies and actions related to the race initiative, focusing on education and economic opportunity, but also including crime, health care, and civil rights enforcement.

Process:

- Hold regular meetings in areas of education, economic opportunity, health, crime, and civil rights enforcement to continue developing policy proposals, and integrate Race Initiative staff into these meetings.
- Ensure that cabinet agencies participate in these meetings as appropriate and that the agencies inform DPC, NEC, and Race Initiative staff of new ideas or announcements relating to the race initiative.
- Identify opportunities to announce policies relating to the race initiative.
- Develop a mechanism for communicating with the members of the Advisory Board to inform them of our policy proposals and work to gain their support.

Products

- See attached document for policy proposals currently under development.

Resources

- Budget commitments as noted on attached document

Education

- Teaching Initiative -- Previously announced proposal to prepare and recruit teachers for high-poverty urban and rural communities.
- Urban Education Initiative -- Select 15-20 urban school districts as Education Opportunity Zones, which would receive additional monies for implementing a program of standards-based school reform, including measures to promote public school choice, end social promotions, remove bad teachers, and reconstitute failing schools. The Department of Education has requested \$320 million for FY 99 for this program.
- School Construction Proposal -- Support our own proposal from last year; the Daschle-Gephardt bill; or an alternative approach.
- College/School Partnerships -- Propose a grant program to promote strong partnerships between colleges and high-poverty middle and high schools. Through these partnerships, colleges would encourage students to take demanding courses, while providing academic enrichment and intensive mentoring, tutoring, and other support services. The Department of Education has requested \$200 million for FY 99 for this initiative.
- Communications Strategy for Maintaining Diversity in Higher Education -- Issue departmental report and give speech or town hall on the value of diversity in higher education; identify and highlight effective outreach and recruitment efforts in report and/or speech; invite educational leaders to White House to discuss the importance of the issue. Do not become Admissions Dean-in-Chief (i.e., do not recommend or endorse particular admissions criteria or strategies).
- Attacking Racial Separation Within Schools -- Department of Education report on best practices for helping students reach across racial barriers; grants to support model projects.

Economic Empowerment

- Empowerment Zones, Round 2 -- Announce the Second Round Empowerment Zones designees. (There is some interagency dispute about the timing of this proposal, given our inability to come up with grant money to complement the tax incentives.)
- Housing Portability -- Announce package of proposals including expanding the number of Regional Opportunity Counseling sites and Homeownership Zones, encouraging the use of exception rents to open suburban housing markets, eliminating obstacles to portability of Section 8 vouchers, and reducing mortgage denial rates for minorities by working with mortgage and real estate industry.
- Fair Lending Initiative -- Announce initiative that might include an examination of certain lending practices on minorities' access to capital, measures to improve the

collection and analysis of data on loan denials, and increased resources for testing and enforcement (see below).

- **Transportation Infrastructure Development** -- Propose tax reforms to stimulate spinoff development from transit projects and aid development of urban intercity bus facilities.
- **Assisting the Unbanked** -- Announce the electronic funds transfer regulation, which may bring up to 10 million individuals into the banking system.

Health

- **Initiative to Reduce Health Disparities** -- Adopt multi-faceted program, largely focused on education and outreach, to reduce racial disparities in heart disease and stroke; breast, cervical, and other cancer; diabetes; infant mortality; AIDS; and immunizations. HHS, OMB, and Chris Jennings are in the midst of developing cost estimates for this initiative.

Crime

- **Community Policing Initiative** -- Target funds from the COPS program to hire new police officers and support community organizations in underprotected high-crime, largely minority neighborhoods (e.g., public housing communities); also use COPS money to promote diversity training for police and establish citizen academies to help community residents understand police procedures; promote minority recruitment in law enforcement through existing grant program.
- **Community Prosecuting Initiative** -- Develop an initiative to give communities an incentive to experiment with community prosecution, which applies the principles of community policing -- neighborhood involvement and a focus on problem solving and prevention -- to this aspect of the criminal justice system.
- **At-Risk Youth Prevention Efforts** -- Devote \$75 million currently in CJS appropriations bill, which we proposed as part of the President's juvenile crime strategy, to targeted programs for at-risk and minority youth (convince DOJ to drop plans for distributing funds by formula); launch a new fight to get crime bill prevention programs funded in next year's budget process.
- **Indian Country Law Enforcement Initiative** -- In line with recommendations of Departments of Justice and Interior (due on October 31), transfer law enforcement authority from BIA to Justice and seek increased law enforcement resources specifically designated for Indian Country.

Civil Rights Enforcement

- **Enhanced Enforcement Initiative** -- Request additional funds for civil rights enforcement, tied to programmatic changes to improve coordination among federal government's civil

rights offices, speed resolution of claims, and reduce backlog of cases. This initiative probably will focus on the EEOC. DPC, OMB, and other offices are currently working on cost estimates.

- **Hate Crimes Initiative -- Announce a package of proposals at the November 10 hate crimes conference, including measures to enhance enforcement of hate crimes laws, improve collection of statistics, initiate educational activities, and amend the current federal hate crimes statute.**

RECRUITING LEADERS/OUTREACH

Current Members: Maria Echaveste, Mickey Ibarra, Mike Wenger, Lynn Cutler, Ben Johnson, Andrew Mayock, Janet Murguia, Tracey Thornton

Goal: To recruit and nurture leaders who reflect racial, ethnic, gender, geographic, socio-economic and political diversity and will sustain and expand the process of racial reconciliation begun by the President's Initiative on Race.

Work Plan:

A. Beginning in November and beginning with members of the "choir" and branching out from there, recruit 50 people per month to become leaders in our efforts to achieve racial reconciliation. By the end of October the following tasks will be accomplished:

1. Establish a set of criteria for the designation of leaders.
For example:
 - a. Prior Activities
 - b. Organizational Affiliation/Leadership
 - c. Pledge to Engage in On-going Racial Reconciliation Activities
 - d. Geographic/Racial/Ethnic/Gender/Political Diversity
 - e. Personal Commitment to the Principles of "One America" (to be developed)
 - f. Willingness to Be Visible in Support of the Principles of "One America"

2. Strategically determine communities to target with the goal of building a critical mass of leaders in the targeted communities. The communities targeted should reflect varying characteristics, such as:
 - a. Geographic and demographic diversity
 - b. Differences in the levels of existing activities
 - c. Varieties in the existing leadership structures
 - d. Presence of organizations willing to participate
 - e. Varying sizes (urban, suburban, smaller towns, rural)

3. Determine sectors from which potential leaders will be drawn in each community, while recognizing that the criteria for leadership will be different for each sector..
 - a. Education Community
 - b. Corporate Community
 - c. Labor Community
 - d. Small Business Community
 - e. Elected Officials (Governors, Mayors, County Officials, Congress, Tribal/Alaska Native Village Elected Officials)
 - f. Appointed Public Officials (e.g., Human Relations Commissioners)
 - g. Professional Organizations
 - h. Faith Community
 - i. Civic Groups/Community Leaders

- j. Advocacy/Non-Profit Sectors
- k. Entertainment Community
- l. American Indian/Alaska Native communities
- m. Farm Community
- n. Youth (there is a working group on youth)

4. Determine sources for identifying potential leaders.
 - a. Contacts with People/Organizations We Know
 - b. "Promising Practices"
 - c. Contests (ex-school essay contests)
 - d. Board member visits to locations.
 - e. Volunteers
 - f. Conferences and other events
 - g. Members of Congress, Senators, State and Local Elected Officials

5. Establish a process for vetting potential leaders (involve White House Offices of Public Liaison, Inter-Governmental Affairs, and Legislative Affairs).

6. Establish a process for training and providing technical assistance to leaders, and develop materials to support their efforts.

B. Obtain commitment from leaders to participate in or conduct at least one activity per month to increase understanding and respect for differences among people from different racial/ethnic backgrounds. By November 17 the following tasks will be accomplished:

1. Develop a list of activities in which they are encouraged to engage and guidance for helping them to undertake such activities. Examples of activities are:
 - a. Arranging organizational or community dialogues.
 - b. Planning and implementing joint community activities which provide opportunities for inter-racial interaction/communication.
 - c. Being a catalyst for exchanges among churches with congregations from different racial/ethnic backgrounds and among other local institutions with members from different racial/ethnic backgrounds.
 - c. Promoting improved media attention to important racial issues.
 - d. Engaging in "promising practices."
 - e. Identifying other individuals in the community to participate in "One America" activities.

2. Establish a process for assessment and substantive feedback by leaders to their local communities and to the PIR.

C. Provide at least one nurturing activity per month to keep the leaders engaged and inspired.

1. Publish a regular newsletter on our web site featuring examples of "promising practices" and people to contact for more information (if budget permits, we will attempt to publish this on

paper).

2. Engage in occasional conference calls with groups of leaders.
3. Develop a list of ways in which leaders can be recognized for their activities.
4. Initiate a process for responding promptly to needs of leaders.
5. Promote local media coverage of activities.

Products:

A. Identified cadre of leaders in various sectors who will sustain activities of the Initiative over the long-term, advise the President on racial matters, and improve race relations in a wide range of communities throughout the country.

B. Increased racial sensitivity and heightened awareness among organizations in every sector.

C. Feedback to inform President's Report.

Resources:

A. White House (OPL, IGA, Cong. Affairs, etc.) lists.

B. Lists from Cabinet officials.

C. Interested organizations.

D. Advisory Board members.

E. State and local officials.

Promising Practices

Goals:

- To identify and highlight "Promising Practices" of racial dialogue and reconciliation currently used in communities around the country, and disseminate as many "promising" practices as possible through various channels to begin dialogue and action.
- To identify and highlight Promising Practices that have been initiated or reinvigorated because of the President's Initiative on Race through a variety of mediums.
- To publish a compendium or list of promising practices, and thereby promote the use of these practices in various parts of our nation as part of the ongoing dialogue of the President's Initiative on Race.

Process:

- Initially define promising practices: efforts and initiatives in families, communities, businesses, government agencies and other parts of society that encourage the positive participation of people of diverse backgrounds and promote inclusion and reconciliation.
- Organize activities around several broad aspects of society, including the business, government agencies, educational institutions, non-profit associations, the religious community, and the media.
- Immediately, identify promising efforts that the Initiative has received and disseminate them.
- Immediately, obtain the assistance/co-sponsorship of important organizations and leaders in the national search for promising practices.
- President announces the cooperation of important organizations in all of the sectors in his effort to compile a compendium of promising practices. He invites people to use the Internet and other mediums to submit candidates for dissemination on the Web and inclusion in his final report.

Products:

•Short term

1. Within two weeks, we will compile a list of several Promising Practices in each identified area. Additional examples will be added each week. These examples will be provided to the Advisory Board members for public discussion at the next meeting. The board members will also discuss their plans for engaging leaders in their area of professional affiliation about Promising Practices. The board will visit the site of a Promising Practice.
2. Secure the cooperation of several Promising Practices to provide a display of their efforts in a place adjoining the December 2nd meeting. The public will be invited to review these displays before and after the meeting.
3. Before the December 2nd town meeting, augment the Website to allow the public to submit Promising Practices and to review Promising Practices submitted by others.

•Long Term

1. The final report will include 1-2 page descriptions of several promising practices per sector as well as cross-sector examples.
2. By the final report, the President will have gained commitments from at leader in each of the sectors to devote significant additional resources to these activities.

Resources

This effort will include participation from diverse aspects of society, including:

business	government agencies	educational	non-profit associations	religious	media
small	local/regional	pre-school and K-12	unions	denominational	news
corporate	state, tribal, and federal	2-4 year colleges and universities	voluntary, advocacy and civic	ecumenical	arts and entertainment
associations (e.g. Chamber of Commerce)	associations of elected and appointed officials (e.g. Conference of Mayors)	associations that include many institutions (e.g. Association of American Colleges and Universities)	professional associations (e.g. National Association of Black Journalists)	associations (e.g. The National Conference)	sports

DIALOGUE IN COMMUNITIES

Current Members: Ann Lewis, Mike Wenger, Claire Gonzales, Beverly Barnes, Sidney Blumenthal, Paul Begala, Jacinta Ma, Nelson Reyneri

Goal: To meet the goals of the President's Initiative on Race, especially:

1. articulating the President's vision of a just, unified America;
 2. helping to educate all Americans about the facts of race in this country; and
 3. promoting a constructive dialogue in which we confront the difficult issues of race;
- through encouraging dialogue at every level from communities to the national level among people of different racial and ethnic backgrounds.

Work Plan:

The White House

A. Hold 3 or 4 Presidential Town Meetings from 10/97 thru 6/98, each focused on a specific theme or topic, in different regions of the country, being sure to be inclusive of the Hispanic, American Indian, Asian American, African-American, and white ethnic communities.

B. Hold at least five other Presidential Events from 10/97 thru 6/98 designed to demonstrate the President's commitment to the Initiative and to promote interaction and communication among people of different racial and ethnic backgrounds.

C. Hold 1 or 2 town hall meetings featuring the Vice President and the First Lady in different regions of the country, being sure to be inclusive of the Hispanic, American Indian, Asian American, African-American and white ethnic communities.

The Advisory Board

D. Partnering with interested and diverse organizations (ex-the National Voices Coalition, the Association of American Colleges & Universities, the Inter-Ethnic Affairs Institute of the National Italian-American Foundation) and taking into account the President's schedule where feasible, hold at least four Advisory Board town hall meetings from 10/97 thru 6/98 in communities around the country not covered by Presidential town meetings or Advisory Board meetings, each featuring at least one Advisory Board member as co-moderator with a more experienced moderator.

E. Develop a strategy for recognizing existing and on-going dialogue efforts, including recognizing and highlighting the most "promising practices"; holding a town hall meeting at one of the sites where dialogue is underway; encouraging display booths at town hall meetings or Advisory Board meetings; profiling "promising practices" on our web site; and sanctioning events in which the Advisory Board and PIR staff do not participate, receiving feedback from these events, and providing recognition to these events.

F. Develop a strategy for encouraging the development of new dialogues, including preparation of materials and "how to" kits based on successful efforts already underway.

Cabinet Departments

G. Work with Cabinet Affairs to engage Cabinet Secretaries in at least one activity per month and for receiving feedback from that activity and from other activities in which the Secretaries may engage during the month.

H. Work with Cabinet Affairs to develop a set of strategies (ex-"At the Table") for sub-Cabinet personnel, during their normal travels, to engage local community leaders in "conversations" about racial reconciliation, and prepare briefing materials and guidance for those who volunteer to participate.

Service

I. Develop a plan for service-related activities (from alliance mini-summits to community projects) which offer opportunities for both shared experiences and dialogues among people from different racial and ethnic backgrounds.

J. Establish a plan for 1) sanctioning and recognizing "One America" cities (like "All-American" cities) which are engaged in effective and on-going dialogues on race and 2) encouraging "One America" cities to share their successes with other cities (this activity will overlap with Recruiting Leadership/Outreach and with Promising Practices).

K. Explore the feasibility of partnering with an interested national organization(s) to create a National Day of Dialogue.

Products:

A. Specific feedback to inform President's Report.

B. Specific number of events and dialogues as outlined in work plan.

1. 8-10 Town Hall meetings (President=3-4, Vice President/First Lady=1-2, Advisory Board=4).

2. Five other Presidential events.

3. Recognize 25 on-going dialogues.

4. Sanction 25 new events/dialogues.

C. Materials/How to kits to facilitate new and on-going dialogues.

D. Participation by Cabinet Secretaries in 50 events.

E. Participation by sub-Cabinet personnel in 50 events.

F. Development of 10 service-related activities.

G. Development of criteria for "One America" cities and plan for recognizing them.

H. Development of calendar of events/activities (e.g., 3-month calendar of events for Advisory Board, President, Vice President/First Lady, Cabinet and PIR Staff)

I. Development of means of tracking dialogues

Resources:

A. Advisory Board members and their constituencies.

B. PIR staff.

- C. White House staff.
- D. White House volunteers in various locations.
- E. Leaders, organizations and individuals anxious to participate in Initiative.

MEMORANDUM FOR ERSKINE BOWLES

JUDITH WINSTON
SYLVIA MATHEWS

FR: MINYON MOORE
MICHAEL SORRELL
Working Group Members

RE: ONE AMERICA - YOUTH STRATEGY

THEME: ONE AMERICA: KEEPIN' IT REAL

GOAL: TALK.....about issues that Young America face in their
real worlds;

- DIALOGUE

LISTEN.....to young America about how they
propose we *face the realities* of we what will
look like, but more importantly, be like in the
21st Century in relation to racial diversity;

- STUDY

and
TEACH.....Americans of all ages about the *efforts of*
young America to really respect, appreciate,
celebrate diversity;

- ACTION

And

DO.....challenge Americans to build upon the existing
efforts of young America that are *taking real*
action in moving toward the goal of
One America. -

- ACTION

PRIMARY MARKET: 13-25 years of age

SECONDARY MARKET: young professionals & young parents

ACTION POINTS:

- A:** Develop an internal federal agency youth taskforce, one young person per agency, that will work with their designated PIR liaison, and the White House youth working group. These youth agency liaisons will meet with the WH working group once a month. Their primary responsibilities will be to ensure youth involvement in the race initiative within their agencies.

Lead: Jon Jennings, Chandler Spaulding
Target date: First meeting/Oct. 22, 1997

- B:** We have developed a **FOUR** part strategy for the following action items:

(1) We recommend a letter to be sent out under the signature of the President and Dr. John Hope Franklin to *call to action* young Americans across the country to engage them in the dialogue of race within their communities. Attached to this letter will be a "how to" action sheet. The letter will be targeted to community leaders, high school and college leaders and youth organizations;

Lead: Minyon Moore & Kevin Moran
Work with WH Correspondence to draft letter for review by Oct. 17, 1997

List building team: Chris Lavery, Alison McLaurin, Elizabeth Harrington, Iliia V. Velez, Cecily Williams

Target Mail Date: Nov. 1 - 15

(2) We would like to conduct a White House briefing for members of the media who target young people through their magazines, radio stations and or newspapers. (i.e. Rolling Stone Magazine, Latina Essence, Ebony, VIBE, MTV, VHI, Univision, BET Teen Summit...)

Lead: Rob Nelson, Chris Lavery, Cecily Williams, Alison McLaurin, Iliia Velez, Ann Walker, PIR/WH Communications Committee

Target Date: Week of November 3rd

Briefers: To be determined

(3) The week that the letter hits we would like to recommend that the President dedicate his radio address to his *call to action* to youth. We will use extra measures to ensure that college, hip-hop, and specialty radio stations are targeted for this address;

Lead: Ann Walker, PIR/WH Communications Committee

Target Date: One week from the day the letter is mailed

(4) We would like to recommend that the Vice-President host an on-line Q&A.

Lead: Kevin Moran & Elizabeth Harrington

Target Date: Two weeks after the POTUS radio address

C: We would like to recommend that out of the four town hall meetings the President is conducting for PIR that **one town hall meeting be dedicated to youth**. In addition, we will spearhead regional town hall meetings to be attended by Cabinet and Advisory Board members as a follow-up to the Presidents town hall meetings.

Lead: Michael Sorrell, Angelique Pirozzi, Mona Pasquil Minyon Moore, Ilia Velez, Andrew Mayock, Cecily Williams, PIR/WH Dialogue & Youth Committee

Target Date: To be determined

D: We will develop a sub-link to the PIR/WH web-site that will be devoted to young Americans titled: **One America: KEEPIN' IT REAL**

Lead: Kevin Moran, Andrew Mayock, PIR/WH Communications Committee

Target Date: As soon as possible

E: Ensure that the "How to" Kits being developed by the PIR staff has a special focus for youth.

Lead: Michael Sorrell, Chandler Spaulding

LONG TERM GOALS

1. Seek endorsements and partnerships from Corporate America to help elevate and raise the awareness of this initiative;

Lead: Jon Jennings, Minyon Moore, Michael Sorrell

2. Work with the entertainment and sports industry to engage celebrities in the race initiative; and

Lead: Minyon Moore, Rob Nelson, Ilia Velez, Chandler Spaulding, Michael Sorrell

3. To host a Youth Leadership Summit on Race as one of our culminating events.

Lead: One America: KEEPIN' IT REAL WORKING GROUP MEMBERS

ONE AMERICA: KEEPIN' IT REAL WORKING GROUP MEMBERS

Michael Sorrell

Minyon Moore

Ilia V. Velez

Chris Lavery

Cecily Williams

Kevin Moran

Jon Jennings

Mona Pasquil

Elizabeth Harrington

Andrew Mayock

Angelique Pirozzi

Ann Walker

Alison McLaurin

Rob Nelson

Chandler Spaulding

Cabinet Affairs/Federal Agency Working Group

Goals

- Coordinate with the Federal agencies in five areas: outreach, policy, data collection, promising practices, and management practices.
- Encourage and track each agency's efforts on this topic.
- Identify strategic opportunities for the Cabinet and Sub-Cabinet to amplify the key messages of the Initiative.

Process

- Conduct regular meetings and conference calls with the agency liaisons.
- Work with the Communications team to provide talking points, updates on the initiative, amplification opportunities, and coordination of policy announcements.
- Facilitate communications between the policy team and the Federal agencies in the development of race-related policies.

Products/Activities

Outreach

- Provide a weekly summary of race-related activities from all Cabinet departments and agencies.
- Integrate Race Initiative material into agency daily speeches and events.
- Receive from the agencies a memo on potential events and announcements between now and December 31.
- Work with Cabinet to pro-actively schedule events that highlight the Race Initiative and its progress i.e., host dinners, regional town halls, roundtable discussions, etc.
- Coordinate press outreach by the Cabinet and Sub-Cabinet i.e., press roundtables, editorial board meetings, etc.

Policy and Management Practices

- Identify potential policy announcements from the agencies similar to the HUD announcement increasing enforcement of the Fair Housing Act.
- Work with the PMC and NPR to identify a few key management strategies to pursue.
- Work with agencies to support data collection and dissemination of the "facts on race".

Promising Practices

- Identify and highlight local and regional promising practices.

Resources

- Staff members of PIR and Cabinet Affairs
- Cabinet Affairs systems (daily call for agencies chief of staff, weekly amplification call, bi-weekly agency chief of staff breakfast)
- President's Cabinet and Sub-Cabinet

*White House Working Group on
Communications and Media/Press
Work Plan Proposal*

The following plan includes a communications element for each of the distinct activity areas. The function of communications will be to ensure our success by providing the coordination of all areas of activity. We will be monitoring and enforcing consistency of message and accuracy of information. Communications products will be developed directly from information generated by the various activity areas for content.

GOALS

- To convey the President's message to the American Public on the progress of the President's Initiative on Race.
- To provide information that encourages a national dialogue on race by implementing creative communication activities that attract the national media and use various press tactics to reach members of the public who might otherwise not be interested.

PROCESS

1. Coordinate efforts with the Initiative's primary working groups throughout the Administration to enable effective delivery of our message to the public and media. We will work to provide important and helpful information on action, policy, and progress at various stages of activity.
2. Develop and implement a proactive communications strategy, which will reach and engage the general public via the media (print, TV, radio and the new media) and will focus on specific target audiences and regional and local markets.
 - Communicate with Surrogates by providing them with model speeches, regular press releases, weekly updates from our office, and President's speeches on race relations.
 - Communications Plan for Local Leaders which would include sample letters to the editor, talking points, background information and fact sheets.
 - Create Speakers Bureau to provide partnering organizations with speakers (surrogates and local leaders) for key events.

3. **Regular Communication Products and Events:**
 - Columnists Roundtable -(once every two months) to provide opportunity for pundits to interact with Advisory Board, Executive Director, and other key Initiative members.
 - Radio Press Conference calls including specialty radio (monthly)
 - Mailings
 - Weekly Update -blast fax "progress report"
 - Monthly Press briefings by Advisory Board, White House Staff, Cabinet Secretaries, and other Administration officials.

4. **Distributing Communications product ideas.**

The above mentioned Communication products should be directed to the specialty media/publications that regularly cover the following communities:

African American
Asian American/Pacific Islander
Latino
Native American
White Ethnic
College and Youth Press
Gay and Lesbian Publications that cover Race Issues

Additionally, products will be distributed to mainstream reporters who cover Race Issues.

5. **Resources:**
 - A. Advisory Board members and their constituencies.
 - B. PIR staff.
 - C. White House Staff.
 - D. Cabinet Affairs.
 - D. White House volunteers in various locations.
 - E. Leaders, organizations and individuals anxious to participate in Initiative.

6. **Communications products ideas attached.**

DRAFT

10/6/97

PROPOSED COMMUNICATIONS PRODUCT IDEAS

SHORT TERM PRODUCTS: 2-4 weeks

Message Piece - 1 page core message of the President's Initiative on Race
Produce as soon as possible. Target date for distribution of final: Friday, October 17.

General Information -Brochure (3 fold with perforated response card attached)
Will include general information about the Initiative and "How to get involved."

Weekly Update -Begin blast fax "progress report" last week of October.

Speaker's kit -

- set of documents for Surrogates which would include a model speech, regular press releases, weekly update, and President's speeches on race relations.
- set of documents for Local Leaders which would include sample letters to the editor, talking points, background information and fact sheets.

MID-TERM PRODUCTS: 4-8 weeks

COMPENDIUM of "Promising Practices"

Quick list of a few promising practices in various sectors. The list could be used by the President, the Advisory Board members, and the Initiative staff as concrete examples while the larger list is being developed. It could be updated periodically with fresh examples. Also could create a video with promising practices being practiced across the nation. [Content to come from Policy/Promising Practices Group]

WEBSITE -Daily/Weekly Facts on Race

Short summaries of interesting data on particular areas related to race which can be accessed by Website, list serve, and fax. This information can be assembled later as part of fact book. (SEE ATTACHMENT)

How-to-kits

How to start a conversation about race in your community. Provide interested members of communities with a variety of options, ideas, and helpful tools for ways in which they can lead a constructive dialogue locally. [Content to come from Outreach/Dialogue with Communities and Recruiting Leaders Groups]

PROPOSED LONG TERM -SPECIALIZED COMMUNICATIONS PRODUCTS

These products to be developed in cooperation with the appropriate Initiative Working Groups (e.g., Youth) and Federal Agencies.

EDUCATION/YOUTH FOCUS:

Educational Products “Creating Dialogue in the Classroom” (K-8)

Video for Teachers/Educators to use in the classroom as a starting point for discussion.

Dialogue guide which provides the educator with guidelines and possible questions to stimulate dialogue.

High School Debate Topic

High school debaters have a topic that they work on for one year. Work to make race relations this or next year’s topic.

Essay Contest

President issues a challenge to grade schoolers to write the best essay on what it means to be an American in a diverse society. Top three essays get on WH Website. Winner gets to come to WH event? Time Magazine has said they would help sponsor this activity.

Higher Education Products:

Video for Professors/Educators to use in the classroom as a starting point for discussion.

Dialogue guide which provides the educator with guidelines and possible questions to stimulate dialogue.

WORKPLACE FOCUS:

“Creating Dialogue in the Workplace”

Much like the educational products for the classroom.

DRAFT
October 6, 1997

MEMORANDUM FOR ANN LEWIS, JUDY WINSTON, AND CLAIRE GONZALES

**FROM: KEVIN MORAN
PIR COMMUNICATIONS STAFF
(DAVID CHAI, ALLISON KING, TAMARA MONOSOFF,
MARIA SOTO)**

SUBJECT: ONE AMERICA WEB SITE DEVELOPMENT OPTIONS

In an effort to enhance the One America home page --especially in ways that actively engage the public and make the site more interactive and dynamic --the Communications team has put together the attached list of proposed website development ideas that can be implemented in the short term. If we do even a portion of what is suggested, we will be well on our way to making a great site --one that will add significant value to PIR and one that will do quite a bit to foster real on-line dialogue.

Wherever possible, we developed ideas that involve a moderate amount of start up work and little effort to maintain. We also worked to develop ideas that provide real opportunities for a wide range of people to participate, but in ways that allow us to moderate the participation to ensure that the involvement stays within reasonable bounds. Please review the list and let us know which options you would like us to pursue and in what order. We are ready to start as soon as we get your sign-off.

(Also, just so you know, we are already working on some general site modifications, including: adding a visitor counter, redoing the top page to make What's New material more prominent, adding more photos, building an Advisory Board meeting site, etc...)

ONE AMERICA WEB SITE DEVELOPMENT OPTIONS

Talk of the Nation: Share the public's best thoughts and ideas on race by posting two or three e-mail messages every day. To help drive conversation, the Talk of the Nation section could pose specific questions each week. If these questions were coordinated with agenda items for upcoming meetings, this section could produce excellent fodder for Advisory Board members before Town Hall and Advisory Board meetings. (Indeed, when we announce our meetings, we could advertise the web site address in the Federal Register and in our press releases. We should take every opportunity to encourage people to visit the site and share their ideas to help engage more people in the process.)

Advisory Board Column: Help people get to know the Advisory Board members and better understand the work they are doing. Post a weekly letter from one of the Advisory Board members. The letter should be short (five to six paragraphs) and should focus on an issue or experience the member has dealt with while working with the Initiative. If they wanted we could offer people the opportunity to respond to these letters and could post and forward the feedback to the Board Members.

The Face of America: Create an educational element that provides demographic information about the racial and ethnic make up of the United States. (We talk much about using this Initiative to teach the facts of race...this would be a good concrete step toward doing so.) Much of this material is already available through the Census and organizations. We could use the Department of Education to format the material for schools and also to promote the element.

Profiles of Success: Highlight outstanding success stories in schools, businesses, government institutions, families, and other areas of our national community, where people are taking action to create "One America." (This could be PIR's equivalent of "Faces of Hope.") In the element we could ask the public to "nominate" stories for our consideration. This would also be a way for us to forward best practices...but in a less structured format.

PIR Staff Column: Help people get to know the staff of the President's Initiative on Race. Post a weekly column that highlights a different office or person in PIR. The column should give the public a personal feeling for the people who are driving the Initiative and should help the public understand how the Initiative is set up and what it is doing day to day. (If desired, the White House Photo Office could take digital photos of the PIR staff that could be posted with the columns.) The column idea dovetails with our original concept of a regular letter from the Director, but spreads the amount of work through the entire office.

Reflections: Create a series of week long exhibits that explore and reflect America's diversity through the arts. Invite well known poets, writers, painters, photographers, song writers, etc... to share pieces of work that highlight America's unity and

diversity. If done well these materials could be compiled at the end of the year as a book.

Reading List: Post a list of books on the subject of Race and reconciliation suggested by the Advisory Board members.

ADVISORY BOARD ACTIVITIES

Goal: To engage the Advisory Board in the active pursuit of the five goals of the President's Initiative on Race and in providing feedback to inform the President's Report.

Work Plan:

A. Hold at least nine formal Advisory Board meetings from 10/97 thru 6/98 in nine different venues around the country, chosen for their geographic, racial/ethnic, and age diversity, and insure that each meeting highlights a hard question as well as "promising practices."

B. Have each Advisory Board member make at least one visit per month to a different venue (cities, suburbs, rural areas, college campuses), preferably in the region in which they live, and engage in activities in those venues designed to initiate and build support for on-going dialogues in those venues.

C. Develop a specific outreach plan to each sector represented by an Advisory Board member designed to engage that sector in on-going activities to achieve racial reconciliation.

D. Develop a system for regularly collecting information from Advisory Board members on their individual activities as Advisory Board members.

E. Develop a plan for Advisory Board members to engage America's youth on a regular basis (the youth group is working on this, as well).

F. Have each Advisory Board member participate in at least one chat room activity.

G. Have individual members of the Advisory Board participate in editorial board discussions regarding the progress of the Initiative (the Sperling Group breakfast in Washington, D.C. would be an appropriate venue for an immediate one).

H. Have the Advisory Board conduct a follow-up meeting with the outreach group which met with the President in the Yellow Oval Room to discuss the Initiative.

Products:

1. Conduct of public Advisory Board activities in at least 50 venues around the country.

2. Participation in the Initiative in yet to be determined ways by the sectors represented by the Advisory Board members (labor, corporate, religious, academic, elected officials, professionals).

3. Documentary evidence of the enormous number activities in which Advisory Board members are engaged.
4. Feedback for the President's Report.
5. More direct relationship between Advisory Board members and the national media.
6. Specific involvement of people (and their ownership of some Board activities) who helped inform the President's decision to create this Initiative.

OUTREACH PLAN

OBJECTIVE:

Obtain input from and communicate with a broad range of individuals and organizations regarding the President's Initiative on Race, with respect to specific issues as developed by the working groups as well as the progress of the Initiative.

WORK PLAN:

A. Engage Corporate America in the Initiative

1. With Bob Thomas as the lead, utilize those who have volunteered such as Weldon Latham, Bob Johnson, Robert Haas, Sam Fried and others to recruit other business leaders.
2. Identify appropriate activities or meetings for these corporate leaders that would result in corporate CEO's taking a leadership role on the issue of diversity and race.
3. Encourage CEO's to help articulate rationale for value of diversity in economy and workplace.
4. Identify and promote promising corporate practices that foster diversity,

B. Obtain Broad Input Necessary for Policy Development of Appropriate Presidential Response to Hopwood and Prop. 209

1. Obtain input from those members of the Administration with higher education management experience regarding affirmative action in higher education.
2. Identify a group of individuals within the higher education community who would provide a broad range of views regarding importance of diversity and how to achieve it in higher education.
3. Identify individuals within traditional civil rights organizations who would provide thoughtful views regarding diversity and higher education.
4. Arrange series of meetings with above individuals over next two months to obtain input and views.

C. Engage Conservatives/Republicans in President's Initiative

1. Identify Conservatives/Republicans with history of commitment to diversity and inclusion.
2. Utilize Gov. Keane, other Republicans friendly to Administration and members of Administration to make calls and convene meetings for discussion.
3. Identify venues and opportunities to highlight participation of conservatives/Republicans in Initiative.

D. Communicate Regularly with Key Validators

1. Identify key organizations that media routinely turn to for reaction to Initiative and make regular calls/schedule occasional meetings to get input and feedback.
2. Provide talking points on progress of Initiative to key validators.

E. Support Effort to Recruit Leadership

1. Identify key organizations in each sector listed in the Recruiting Leadership work plan

for continued input and communication purposes.

2. Coordinate travel of Advisory Board members so as to broaden and expand the scope of our public outreach.

3. Suggest opportunities for Cabinet members and other Senior Administration personnel to expand scope of public outreach and communicating message of Initiative.

DRAFT WORK PLAN
PRESIDENT'S INITIATIVE ON RACE
September 4, 1997

Race Initiative - general

The purpose of this draft work plan is to begin to lay the foundation for the work of the Race Initiative over the coming year. The plan identifies three key goals which essentially are a shorthand version of the President's five goals. We recognize that the elements of this plan will need to be constantly refined as we gather information. We hope that this draft work plan will give you a sense of the task before us.

Mission:

- To change the climate in our nation regarding race relations
- To build one American community which celebrates our differences yet is united by our shared values

Goals:

1. Public Outreach and Communication
2. Engage Leadership and Sustain Change
3. Identify Policy Recommendations, Disseminate Promising Practices, and Develop On-going Action Agenda

Bruda - FYI.
~~ET~~

GOAL 1: Public Outreach and Communication

- To articulate the President's vision of a just, unified America
- To help educate all Americans about the facts of race in this country
- To promote a constructive dialogue in which we confront the difficult issues of race

The purpose of this goal is to identify key messages, target audiences and effective ways to communicate the President's vision of a just, unified America. A critical part of this goal is to share with the nation the real facts about race, especially the continued existence of racism, the disparities that exist among groups, and the positive hopes for change as we move into the 21st century. This goal encompasses the important task of creating a national conversation on race -- not a single conversation, but thousands of conversations around the nation at which Americans can talk honestly about the issues of race. We hope that these conversations, which include town meetings, will provide a forum for Americans to discover shared values and aspirations and increase tolerance and respect for differences.

STRATEGIES	SUB-STRATEGIES / TASKS	RESPONSIBLE STAFF/ TARGET DATE ¹	ACTUAL DATE
1. Assemble facts to inform the debate (e.g. data on education, economics, health, criminal justice, etc.)		Lin Liu	
	Federal Agencies provide data on demographics, trends, disparities, discrimination. Identify and assemble relevant race and issue data from non-federal sources. Analyze data to determine trends - progress, stagnation, regression - in areas the President has identified	1st Quarter	
	Develop, plan and communicate data relevant to race issues which illustrate key disparities/problems in American society. Plan would include dissemination -- libraries, internet, schools, television	Liu/Gonzales ongoing	
	Identify what we want America to know at the end of a year, for example: <ul style="list-style-type: none"> • Accurate perception of racial composition of America • Accurate understanding of the link between disparities and discrimination 	1st Quarter	

	Develop core message based on the facts for Advisory Board and others	Liu/Gonzales 1st Quarter	
2. Develop leadership outreach plan: national conversations, town meetings		Mike Wenger	
	<p>Develop guidance for conducting productive conversations</p> <ul style="list-style-type: none"> • Develop "how to" kit for folks who want to host their own town meetings • Develop speaker's kit • Provide technical assistance on convening and conducting conversations on race thru www support, kits, curriculum, etc 	<p>Wenger/Gonzales 1st Quarter</p> <p>1st Quarter ongoing</p>	
	<p>Plan town meetings</p> <ul style="list-style-type: none"> • Identify town meeting sites and dates • Identify groups who can host town mtgs • Identify appropriate facilitators • Determine format 	<p>1st Quarter 1st Quarter 1st Quarter 1st Quarter</p>	
	<p>Use Presidential bully pulpit</p> <ul style="list-style-type: none"> • Create 10 Presidential events with time line • Publicize and recognize acts of civic responsibility and courage in standing up to bigotry and intolerance • Encourage President to talk about race in every speech (continue to speak out against injustices and hate crimes, put to rest past injuries) 	<p>1st Quarter ongoing</p> <p>ongoing</p> <p>ongoing</p>	
	<p>Identify key speaking opportunities/conferences for Cabinet and sub-Cabinet and provide necessary information and material</p> <ul style="list-style-type: none"> • speeches, editorial boards • "At the Table" sessions • Cabinet-hosted dinners 	schedule during 1st Quarter	

	<p>Identify key speaking opportunities/conferences for Advisory Board and others and provide necessary information and material</p> <ul style="list-style-type: none"> • Activate peer networks • Host community forums 	ongoing	
	<p>Create a world class web site that is attractive, current, quickly updatable, linked, and easy to find and includes:</p> <ul style="list-style-type: none"> • information about the Advisory Board • schedules • interim documents • press releases • compiled web resource • online feedback or discussion • areas for interactive dialogue • promising practices 	Gonzales/Wenger 1st Quarter	
3. Identify and develop consensus on time line and methods for reaching specific sectors or communities	<p>Promote smaller scale conversations around the nation, for example:</p> <ul style="list-style-type: none"> • school-based activities • interfaith exchanges • dinners hosted by local political, business, community leaders 	Wenger 1st Quarter	
	Obtain commitment of foundations, civic organizations, universities, youth organizations and others to sponsor "conversations"	ongoing	
	<p>Identify and create a master list including every person or organization which has offered assistance and develop strategy for their involvement</p> <ul style="list-style-type: none"> • Congress, youth, business, non-profits, religious orgs 	ongoing	
	Identify strategy to reach disengaged people	1st and 2nd Quarter	
	Recruit community leaders to convene local, multi-racial dialogues in carefully structured and facilitated settings for the purpose of honest conversation and problem solving	ongoing	
4. Develop a communications / media plan		Gonzales	

	Identify target audiences & effective messages	1st Quarter and ongoing	
	Develop editorial board strategy	1st Quarter	
	Develop regional and specialty media strategy, including minority-owned media and minority reporters		
	Develop and identify sponsors for Public Service Campaigns, for example: <ul style="list-style-type: none"> • PSAs (radio, tv, print) • artistic exhibits • Campaign to stand up to bigotry 	1st and 2nd Quarter	
	Put special emphasis on media industry including, discussion of racial portrayals/stereotyping and minority participation within the industry.	1st and 2nd Quarter	
	Engage arts and entertainment industry, e.g. <ul style="list-style-type: none"> • unity concerts 	Gonzales/Wenger ongoing	
	Recognize and promote minority achievement in non-traditional areas (e.g. Supreme Court Justices, Astronauts, federal, city and state leaders, etc)	Gonzales/Wenger ongoing	

GOAL 2: Engage Leadership and Sustain Change

The purpose of this goal is to engage America’s leaders and citizens to participate in thoughtful dialogue and action concerning issues affected by race. Leaders can come from government, business, religious organizations, non-profits, student organizations and beyond. Leadership also includes the development of new leaders, especially reaching out to youth and to ordinary Americans who can play extraordinary roles. While government can and should play a role, much of the work must be done by the American people as citizen service. Leaders can encourage the exploration of race issues and the value of diversity by sponsoring events which serve as models of candid and constructive dialogue. They can also lead by example, incorporating the lessons learned by the dialogue and ensuring that race informs institutional decision making. An essential part of this goal is to ensure the sustainability of this initiative into the 21st century, recognizing that not every goal will be accomplished in one year.

STRATEGIES	SUB-STRATEGIES / TASKS	RESPONSIBLE STAFF/ TARGET DATE	ACTUAL DATE
Identify current and potential leaders to ensure the broadest participation possible	Identify “Ambassadors” in each sector (e.g. business, religious, political, youth) who can carry message to their peers	Wenger/Team 1st Quarter	
	Develop partnerships with national political and governmental organizations (e.g. US Conference of Mayors, NCSL, NGA, etc.) willing to put racial reconciliation at top of agenda	1st and 2nd Quarter	
	Engage Congressional caucuses and other elected officials • Identify opportunities for bipartisan participation • Encourage members to host town meetings	Gonzales/Wenger 1st Quarter	
	Meet with leadership of major religious organizations and plan strategy with them	1st and 2nd Quarter	

	<p>Establish linkages with national business organizations (Chamber, BRT) and business leaders from minority and majority businesses</p> <ul style="list-style-type: none"> • Share best practices and solicit new ideas in human resource management • Encourage candid conversations about the implications of race in their work • Examine public and private efforts to integrate minority business into America's economic mainstream (access to capital, bonding, participating in exporting/importing, receiving private and public sector contracts, etc). • Examine the effectiveness of our current laws, policies and practices with respect to eliminating the remaining vestiges of discrimination in the work place. Do we need new laws? Do we have sufficient resources? • Identify activities business leaders could do to promote diversity in the work place, eliminate discrimination, etc. Stimulate corporations on a volunteer basis to examine their own practices and make improvements. 	1st and 2nd Quarter	
	Meet with and identify leadership roles for non-profits, foundations, civic and advocacy organizations	1st and 2nd Quarter	
	<p>Reach out to Universities, national student organizations</p> <ul style="list-style-type: none"> • Establish President's Council of University and College presidents and student body presidents to develop racial reconciliation initiatives on their campuses. 	1st and 2nd Quarter	
	Stimulate local school partnerships to develop programs, clubs, and extracurricular activities for youth and families	1st and 2nd Quarter	
	<p>Inspire ordinary Americans to take a leadership role and identify concrete ways that they can be involved in the Initiative.</p> <ul style="list-style-type: none"> • Develop a kit to help ordinary citizens get involved 	1st and 2nd Quarter	
Lead by example: engage Federal sector to identify and implement and best practices		Liu 1st, 2nd, 3rd Quarter	

	<p>Share best practices and solicit new ideas in human resource management and agency outreach strategies</p> <ul style="list-style-type: none"> • Work with President's Management Council • Talk to Federal employee Unions 		
	Encourage candid conversations about the implications of race in their work		
	Develop "Principles of Inclusion" to guide human resource management and policy making		

GOAL 3: Identify Policy Recommendations, Disseminate Promising Practices, and Develop On-going Action Agenda

Much of the work of this goal will provide the foundation for the President's report to the American people. Its purpose is to find, develop and recommend concrete solutions to race problems in critical areas such as education, economic opportunity, housing, criminal justice and health care. Through research and data collection, we must identify where we have made progress and where we still have a long way to go. We must recognize places where government has the power to help and where we need the power of the American people to make change. Through discussion and broad input, we must propose solutions, and we must provide communities with the tools to bridge social divides. Finally, a critical part of this goal is to hear from people around the country about the positive activities that are already happening and share these promising practices with the rest of the nation.

STRATEGIES	SUB-STRATEGIES / TASKS	RESPONSIBLE STAFF/ TARGET DATE	ACTUAL DATE
Identify critical problems/areas of disparities based on data collection		Liu 1st Quarter	
Survey current status of Administration policies and activities addressing identified problems (OMB)			
Work with Domestic Policy Council and others to formulate short and long term policy options.	Develop partnerships with Cabinet Departments, agencies, interagency councils (e.g. PMC, Civil Right's Interagency Council) to develop new policy and programmatic approaches to critical problem areas	ongoing	
	Ensure sufficient resources to carry out civil rights enforcement	1st, 2nd, 3rd quarters	
	Develop plan and appropriate materials to announce policy		
Encourage foundations to fund activities and research in identified areas of need		ongoing	
Develop and publish a periodic national report card on race relations		4th Quarter	

Establish award/recognition programs at different levels of government and in different sectors		3rd, 4th Quarters	
Establish and maintain clearinghouse of promising practices		2nd Quarter	
	Develop collection plan	2nd Quarter	
	Develop marketing and dissemination plan	3rd Quarter	
	Provide technical assistance on handling racial and intergroup conflicts to public officials, community leaders, students, parents and others.	2nd Quarter and ongoing	

End Notes

1. 1st quarter= Sept, Oct, Nov;
2nd quarter= Dec, Jan, Feb;
3rd quarter= Mar, Apr, May;
4th quarter= June, July, Aug

Draft Framework for Performance Measures

Below is an initial framework for thinking about performance measures. We believe that the development of performance measures is an especially sensitive area and that it will be important to proceed carefully. Furthermore, until we have fully assembled baseline data, it is difficult to establish performance targets, especially in the policy areas. The information below is intended to provide a sense of the general direction in which we are moving. The measures we have included are illustrative of the type of measures we are considering. Some of the measures are more output oriented than performance oriented, but we believe that output measures will also be an important gauge of our success.

(1) Changing Attitudes

- accurate perception of racial composition of America
- accurate perception of situation of minorities in America (e.g. education, jobs, etc.)
- public understands that significant discrimination exists
 - e.g. 38% of whites believe that "racism is a big problem in our society"
 - 68% of blacks believe that "racism is a big problem in our society"
- increase in percentage of respondents who say that race relations between blacks and whites in this country have improved over the past year.
- decreased stereotyping in media
- pre- and post surveys of town meeting participants

- # town meetings / month
- # conversations / month
- # of hits on website

(2) Building Partnerships and Leadership Support

- bipartisan and grassroots participation
- extensiveness of participation by sector (i.e. number of businesses who have committed X, number of mayors who will do Y)
- number of events taking place around the country that are posted on line

(3) Developing Policy

- successful identification of public and private data sources to better inform policy decisions and allocation of resources
- establishment of clearinghouse of best practices
- degree to which best practices are adopted around the country

Need measures in each area:

Criminal Justice

Education

Economic Opportunity (including housing)

Health

THE WHITE HOUSE

WASHINGTON

October 2, 1997

MEMORANDUM FOR: ELENA KAGAN ✓
GENE SPERLING
JUDITH WINSTON

FROM: *km* ERSINE BOWLES AND SYLVIA MATTHEWS *mat*

SUBJECT: MEETING ON THE RACE INITIATIVE

We are calling a meeting on the Race Initiative for next Friday. The purpose of the meeting is twofold:

- (1) Articulate in concrete terms the goals the Race Initiative intends to accomplish by the end of the year-long effort. (The policy councils will present in the policy areas.)
- (2) Determine how our resources will be applied to achieve these concrete goals; establish a structure to strengthen the way in which PIR and White House staff work together.

The meeting will last about one hour and take place at 2:00 p.m. on Friday, October 10. Carole Parmelee will contact you about the location of the meeting.

Draft Agenda
Meeting with Federal Agency Liaisons to the President's Initiative on Race
October 7, 1997

- Welcome (Erskine / Silvia?)
- General Overview (Judy Winston)
 - Mission, goals, structure, accomplishments
 - 5 areas for support from federal agencies (outreach, policy, data collection, management practices, promising practices)
- Thanks for coming (Goody Marshall)
 1. Message/outreach (Claire Gonzales, Ann Lewis)
 - a. Provide materials (e.g. speaker's kit, Glickman memo)
 - b. Discuss involvement of Cabinet (e.g. host dinners, "at the tables")
 - c. Update on plans for town meetings
 2. Policy (Lin Liu, Elena Kagan)
 - a. DPC policy process / "we need your best ideas" (Elena)
 - b. Sharing race-related policy announcements (Lin)
 3. Data collection (Lin Liu)
 - a. Federal detailees
 - b. Going beyond government data
 4. Promising practices (Lin Liu)
 - a. Discussion of strategic plan
 5. Management practices / Getting Federal house in order (Judy)
 - a. Working with PMC and NPR
 - b. Weekly Cabinet report on Race Initiative activities / sharing race related announcements
 - c. Using memos as starting point/ moving from best to promising practices
 - i. Presentations by agencies that have begun activities (Treasury, HUD)
- Next steps for liaisons:
 - Give us your best ideas
 - Meetings with Judy Winston and Cabinet
 - Regular liaison meetings (at least monthly)
 - What else do you need from us



Andrew J. Mayock

10/03/97 12:54:57 PM



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: Race Initiative Development

Next Friday, October 10, a plan for the race initiative will be presented to Erskine Bowles. Yesterday, a planning meeting was held to prepare for the EBB meeting in which we began to identify specific goals and a process for achieving those goals.

At yesterday's meeting, we developed WH-PIR working groups to prepare for the EBB meeting and develop a process for achieving the race initiative goals (e.g., recruiting leaders) and conducting the necessary functions of the race initiative (e.g., communications). (See lists below.) These groups do not represent the definitive or complete working groups. They are a starting point for this process.

This Monday, we will hold a large-group meeting to discuss the development of the particular areas. After the Monday meeting, each of the groups will be expected to meet individually and flesh out their area. On Wednesday or Thursday, another large-group meeting will be held to review the working groups' plans and develop a more formal, overall presentation for the Friday EBB meeting.

If you have questions, give me a ring 6-7492.

Thanks.

Working Groups

1. Cabinet Affairs Working Group - Cavataio, Jennings, Hubbard, Marshall, Reyneri
2. Communications / Press - Barnes, Gonzales, Johnson, Lewis, Mendoza
3. Policy - Cerda, Kagan, Liu, CEA, Sperling
4. Enforcement - Chirwa, Kagan, Liu *Friedman*
5. Recruiting Leaders / Outreach - Echaveste, Johnson, Wenger
6. Promising Practices - Cavataio, Janenda, Liu, Ma, Moran, Walker, Reyneri, Counsel intern
7. Tough Messages - Blumenthal, Edley, Edmonds, Mathews, Waldman, Winston
8. Dialogue in Communities - Barnes, Blumenthal, Gonzales, Lewis, Wenger
9. Living Report - Edley, Kagan, Liu, Mathews, Mayock, Waldman, Winston
10. Youth - Lewis, Moore, Sorrel, Walker
11. Advisory Board - to be determined

Cerda

Kagan

Working Group Descriptions

1. Cabinet Affairs Working Group - This group will engage the Cabinet through the following activities a) encourage and track each agency's on-going approach; b) work with each agency and the Domestic Policy Council on achieving the race initiative goals, including promising practices; and c) help identify strategic opportunities for the Cabinet and Sub-Cabinet to amplify the key messages of the Initiative.

2. Communications / Press - This working group will design, implement and monitor a comprehensive communications plan.

3. Policy - This group is responsible for the broad policy process.

4. Enforcement - The enforcement working group will deal with enforcement policy in particular.

5. Recruiting Leaders / Outreach - The leadership/outreach group will work on building and implementing a plan on such issues as the number of leaders, targeted sectors, commitment, qualifications, structure and assessment of appropriate geographic/class. Also, this group will handle everyday outreach regarding the race initiative.

6. Promising Practices - The Promising Practices working group will focus on such issues as designating criteria and collection and distribution of the practices.

7. Tough Messages - This working group will focus on selecting a few tough issues that we recommend the President address over the next year.

8. Dialogue in Communities - This group will focus on such things as the President's town hall meetings, advisory board meetings, spreading the dialogue to many communities and the development of a coherent "national dialogue."

9. Report - This group will work on developing the President's report and how to make sure it is a living document.

10. Youth - This group will be in charge of comprehensively and relentlessly targeting that all-important sector of youth.

11. Advisory Board - This group focus on developing appropriate and significant roles and activities for the Advisory Board members, including the location, frequency and purpose of their regular meetings.

Message Sent To: _____

cc: Prue

Race Initiative - general

DRAFT-DRAFT-DRAFT

Goals Working Groups

1. **Policy - Kagan / Liu / Sperling**
Group members - Cerda, Chirwa, Edley, Freedman, Kordeman, Parker, Rundlet
2. **Recruiting Leaders / Outreach - Echaveste / Ibarra / Wenger**
Group members - Johnson, Cutler, Mayock, Murguia, Thornton
3. **Promising Practices - Liss / Liu**
Group members - Cavataio, Counsel intern, Cutler, Janenda, Moran, Rundlet, Sorrel, Walker
4. **Tough Messages - Edley / Winston**
Group members - Begala, Blumenthal, Edley, Edmonds, Kagan, Mathews, Rundlet, Waldman
5. **Dialogue in Communities - Gonzales / Lewis**
Group members - Barnes, Begala, Blumenthal, Hubbard, Ma, Reyneri, Wenger
6. **Living Report - Edley / Winston**
Group members - Begala, Blumenthal, Kagan, Liu, Mathews, Rundlet, Waldman
7. **Youth - Moore / Sorrel**
Group members - Jennings, Lewis, Moran, Mayock, Walker, Velez

Process Working Groups

1. **Advisory Board - Moore / Winston**
Group members - Echaveste, Edley, Gonzales, Wenger
2. **Cabinet Affairs - Cavataio / Marshall**
Group members - Beaubaire, Jennings, Hubbard, Mayock

Interagency Working Group - Marshall / Winston

3. Communications / Press - Gonzales / Lewis

Group members - Barnes, Beaubaire, Johnson, Mendoza, Reyneri

Show etc

Race Initiative Policy - general

Draft Work Plan

Policy

Goals:

- Identify and rollout concrete policy action items
- Coordinate Initiative, WH and Departmental policy deliberation and announcement processes
- Focus like a laser beam on education and economic opportunity as priority issues

Process:

- Immediately, convene DPC working groups in education and economic opportunity areas - take stock of existing achievements (talk about them often) and brainstorm new ideas. Also focus concurrently on health and administration of justice issues.
- Cabinet agencies to come up with list of policy proposals (updated monthly) for WH and PIR discussion and coordination - identify tough questions and re-examine existing issues or beef up enforcement of current law - goal is to identify three issues by end of this month for concrete next steps
- DPC and PIR to develop comprehensive list of policy options in education and economic opportunity areas
- Identify specific actions possible for each policy option:
 - administrative
 - legislative
 - Executive Order
 - regulatory
 - budget
 - enforcement
- Identify and coordinate opportunities for regular and targeted policy events - bi-weekly or monthly - develop policy message consistent with communications strategy
- Identify special problem areas in education and economic opportunities needing further analysis and study right away - announce research efforts for longer term issues

Products:

- Policy and budget announcements - list of three ideas for this month
- Legislative proposals
- New regulations
- Executive orders - i.e. draft E.O. creating Interagency Forum on Race Statistics and Indicators
- Statistics fact book - quick fact book and larger resource book from Interagency Forum
- Reports on problems or achievements

Resources:

- Agencies - Cabinet officials as surrogates
- Contract out special topics for expert analysis
- National Academy of Sciences, think tanks and outside groups
- FY99 budget process - expanding enforcement

LL (10/6/97)

Run to

Rob Wexler
Race Initiative Staff

FAX COVER SHEET

Rob -
Sylvia asked
me to get you
this.
Elena

From the Office of Jacquie M. Lawing
General Deputy Assistant Secretary
Office of Community Planning and Development
(o) 202 708-0270 (f) 202 708-3336

DATE 9-26-97

TO Elena Kegan

PHONE # 456-5584

FAX # 456-2878

COMMENTS: Confidential

NUMBER OF PAGES INCLUDING COVER SHEET { }

LOCATIONS OF FHIP GRANTS TO BE AWARDED

ALABAMA

Birmingham: 1
Montgomery: 1

ARKANSAS

Arkadelphia: 1
Little Rock: 1

ARIZONA

Tucson: 1

CALIFORNIA

Berkeley: 1
Fresno: 1
Ontario: 1

COLORADO

Denver: 2

CONNECTICUT

Hartford: 1

DELAWARE

Wilmington: 1

DISTRICT OF COLUMBIA

Washington: 2 (activities to be carried out in different locations)

FLORIDA

Cocoa: 1
Miami: 1

GEORGIA

Savannah: 1

IDAHO

Boise: 2 (2 different initiatives)

ILLINOIS

Chicago: 3 (all different initiatives/components)
Winnetka (Chicago suburb): 1

KENTUCKY

Louisville: 2 (different initiatives)

LOUISIANA

New Orleans: 1

MARYLAND

Baltimore: 1

Upper Marlboro (Washington, DC MSA): 1

MASSACHUSETTS

Amherst: 1

Holyoke: 1

MINNESOTA

Minneapolis: 2 (different initiatives)

MISSOURI

Kansas City: 2 (different initiatives)

St. Louis: 1

MONTANA

Missoula: 1

NEBRASKA

Omaha: 1

NEVADA

Carson City: 1

Reno: 1

NEW HAMPSHIRE

Manchester: 1

NEW MEXICO

Albuquerque: 1

NEW YORK

Buffalo: 1

Islandia: 1

Jamaica, Queens, NYC: 1

Rochester: 1

Syracuse: 1

NORTH CAROLINA

Elizabeth City: 1

Raleigh: 1

NORTH DAKOTA

Bismarck: 1

OHIO

Cincinnati: 1

Cleveland: 2 (different initiatives)

Parma (near Cleveland): 1

Toledo: 1

OREGON

Eugene: 1

Portland: 1

PENNSYLVANIA

Pittsburgh: 1

Swarthmore (outside Philadelphia): 1

TENNESSEE

Jackson: 1

Memphis: 1

Nashville: 1

UTAH

Salt Lake City: 1

VERMONT

Burlington: 1

WISCONSIN

Appleton (near Green Bay): 1

Milwaukee: 1

WASHINGTON

Lakewood (Tacoma MSA): 1

Seattle: 1

LOCATIONS OF HUD CASES TO BE ANNOUNCED

Caldwell, Idaho (near Boise)

Buffalo, New York

Little Rock, Arkansas

Worcester, Massachusetts

Brainstorming Meeting Notes: President's Race Initiative
August 9, 1997

Getting started

1. 5 goals:
 - a. Articulate the President's vision of a just, unified America
 - b. Educate all Americans about the facts of race
 - c. Promote a constructive dialogue
 - d. Encourage leadership
 - e. Identify and disseminate solutions
2. study-dialogue-action
3. Need a common language to build one America / can we agree on shared values?
 - a. common ground
 - b. opportunity
 - c. family
 - d. race has impeded building of one America

Measures of success

1. Nation is better educated
 - a. Number of blacks in the US is not 50 percent
 - b. Percentage of minorities in America is changing so that there will be no majority race in a few decades
 - c. Discrimination exists
2. Judicial system
 - a. Vigorously enforce civil rights' laws/ commit adequate resources
 - b. Tie federal funds to training] ??
3. Education system
 - a. Broad support for testing
 - b. What kind of public education system do we want? Consider resources, access.
 - c. Admission's criteria -- how to help schools measure all characteristics of a candidate and value diversity
 - d. Quality education at lower levels ensures qualified students in the pipeline

Dialogue

1. Don't let debate focus only on affirmative action
 - a. We need to treat the symptoms until we cure the disease, but we also need to focus on the disease.
2. Debate should move us to acknowledge racial tensions in our history
3. Debate should move from English only to English plus
4. Difference between prejudice which is a belief and racism which is acting on prejudice
5. America needs to agree on common values / aspirations

6. We need to educate Americans on the facts e.g. why are there haves and have nots? What are impediments to equal opportunity?
7. Recognize that not everyone will be starting in the same place
8. Should group membership include people from different races in proportion to population?
 - a. What adjustments do we need to bring about this result?
9. Helpful to understand what majority thinks.
 - a. Whites don't recognize their own privilege
 - b. Where do poor whites fit in the discussion?

Outcomes

1. Is the nation better educated about racism?
2. Do they care?
3. Are they willing to do something about it?

Strategies for realizing outcomes

1. Convince folks that diversity is important. Why?
 - a. Enlightened self interest, globalization of the economy
 - b. We don't have a person to waste
 - c. Reality: whites aren't majority in the future
 - d. Cost of discrimination (need to measure)
2. Use the bully pulpit (President, Cabinet)
3. Bring together CEOs from majority and minority communities
4. Get kids to talk to each other
5. Sponsor a Race for the Races - footrace before town meetings
6. Identify what works and share this information broadly
7. Involve public officials e.g. U.S. Conference of Mayors
8. Involve the media
 - a. Challenge networks to hold their own town meetings
 - b. Create PSAs/ Network sponsorship of primetime PSAs
 - c. Encourage commercials rather than lengthy specials
 - d. Need to educate media, too
9. Sponsor unity concerts

Audience

1. White soccer moms
2. Internet users
 - a. Email (85% has been very positive)
 - b. Capture best practices on website
 - c. Sponsor interactive dialogues
3. Folks who aren't invested
4. People who don't believe that racism exists
 - a. Mystery shopper testing is a good way to demonstrate existence of racism

5. Whites and other races - need to measure changes in attitudes
6. Policy makers
7. Corporate America -- believes in traditional meritocracy, need to broaden vision of what merit is
8. Federal Government must model behavior
 - a. E.g. military believes every person can achieve with adequate support/ training
 - b. How to respond to the culture of entitlement, especially for non-performers

Concluding remarks

1. Year long initiative needs to lay foundation for continued progress
2. Need to narrow focus of initiative to concrete goals

The President's Vision

The President has expressed his vision of race relations in a number of speeches over the past few months (UCSD, NAACP, NABJ, Urban League) and over the past few years (National Archives, Austin and Memphis speeches). A critical part of the race initiative is pulling this vision together in order to clearly and succinctly frame the initiative, the President's report and his activities on this issue during the rest of his term. Please review the excerpt below. With these themes in mind, consider which themes to highlight and how they fit together in constructing a vision.

The Coming America - Demographic Trends: We know what we will look like, but what will we be like? The state of Hawaii has no majority racial or ethnic group. It is a wonderful place of exuberance and friendship and patriotism. Within the next three years, here in California no single race or ethnic group will make up a majority of the state's population. Already, five of our largest school districts draw students from over 100 different racial and ethnic groups. A half-century from now, when your own grandchildren are in college, there will be no majority race in America. Can we be one America respecting, even celebrating, our differences, but embracing even more what we have in common? Can we define what it means to be an American, not just in terms of the hyphen showing our ethnic origins but in terms of our primary allegiance to the values America stands for and values we really live by. Our hearts long to answer yes, but our history reminds us that it will be hard. The ideals that bind us together are as old as our nation, but so are the forces that pull us apart. Our founders sought to form a more perfect union; the humility and hope of that phrase is the story of America and it is our mission today. (UCSD)

The Economic Asset of Diversity: "Now, in a global economy, in a global society where we're being closer together, it is a huge asset for us that we have people from everywhere else. We just announced an initiative on Africa, on promoting economic development in Africa...[S]everal African countries grew at seven percent or greater last year and are doing the same thing again this year. And more than half the countries on the continent are democracies. Now, we can all understand that. But why are we in a good position to do well there? Because of you [NAACP audience]. Because of you. Why are we in good position to unite all of Latin America with us in a common economic group early in the next century? Because of the Hispanic Americans, all the Latinos. Why are we in a good position to avoid having Asia become a separate economic block and a destabilizing force in the world? In no small measure because of all Asian Americans in this country. Why do we have some hope of being a major force for peace in the Middle East? Because of all the Jewish Americans here and the increasingly active and constructive Arab American community here. In other words, it's a good deal that there are so many of us who are so different from each other." (NAACP)

The United America Amid World Racial/Ethnic Strife: "You pick up the newspaper any given day and you find people killing each other halfway around the world because of their racial and ethnic and religious differences. The Hutus and Tutsis in Rwanda and Burundi. The Catholics and the Protestants in Ireland. My people still argue over what happened 600 years ago. The Muslims, the Croats, the Serbs in Bosnia. The Jews and the Arabs in the Middle East. And here we are with our long history of black-white issues rooted in slavery, with the

appropriation of a lot of Mexican Americans after the war with Mexico into our country, and then with wave upon wave, upon wave of immigrants.” (NAACP)

Build One America Based on Respect: “Our third imperative is perhaps the most difficult of all. We must build one American community based on respect for one another and our shared values. We must begin with a candid conversation on the state of race relations today and the implications of Americans of so many different races living and working together as we approach a new century. We must be honest with each other. We have talked at each other and about each other for a long time. It's high time we all began talking with each other. Over the coming year I want to lead the American people in a great and unprecedented conversation about race.” (UCSD)

Responsibility: “Beyond opportunity, we must demand responsibility from every American. Our strength as a society depends upon both -- upon people taking responsibility for themselves and their families, teaching their children good values, working hard and obeying the law, and giving back to those around us.” UCSD

Measures of Success

We need to develop measures of success for the year. We can do this by asking ourselves, 'At the end of the year, for the initiative to be a success, what have we accomplished?' Among other issues, consider our resources (and their limits), the timeframe (ten months), the President's vision and the comprehensiveness of this issue. In this context, we must decide what the major issues are and what our measures of success are and how we achieve them.

On which priorities should we focus? What are the measures of success within these areas? How do we achieve those measures of success?

Please consider the answers to these questions within the framework of the following areas:

1. Public education/communication about race;
2. National conversation and development of committed leadership;
3. Identification, development, and dissemination of solutions.

Advisory Board for the President's Initiative on Race

Post Office Box 27488
Washington, DC 20038-7488

July 7, 1997

Dear Mr. Speaker:

As part of "One America in the 21st Century: The President's Initiative on Race," President Clinton appointed Ms. Linda Chavez-Thompson, Rev. Suzan Johnson Cook, former Governor Thomas Kean, Ms. Angela Oh, Mr. Robert Thomas, former Governor William Winter and me to advise him throughout this critical mission.

We will assume three primary responsibilities. We will provide guidance on issues of race and reconciliation from our own extensive experience and from the resources at our disposal. We will solicit ideas for bridging racial divides and for addressing troubling issues such as education, economic opportunity, the administration of justice and health. We will extend the President's reach as he engages in a dialogue with the American people that is designed to change both the attitudes and policies that separate rather than unite us.

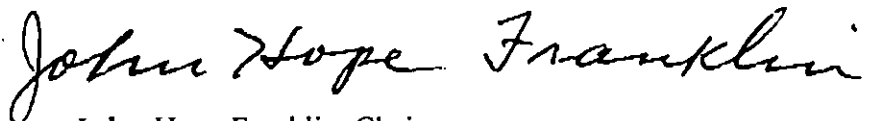
At the end of a year-long effort, our work will inform and shape a report on race by the President to the people of the United States.

Your willingness to support discussions of race that are open, constructive and non-judgmental can help all Americans understand both our cultural differences and our common values. We are interested in hearing about any activities or projects you undertake on topics related to race and reconciliation.

We are in the process of establishing an office under the auspices of the Justice Department. In the meantime, you and your staff can reach us through the Department of Justice, Civil Rights Division at 202/514-4224.

Over the next 12 months we will seek advice and suggestions from state and local elected officials, business representatives, religious leaders, educators and many, many others. We believe that the greater the number of people involved in this initiative, the greater the chances of truly creating one, peaceful, strong and prosperous America. On behalf of each advisory board member, I thank you in advance for your assistance.

Sincerely,



John Hope Franklin, Chairman

cc: Senator Trent Lott
Senator Thomas A. Daschle
Representative Richard A. Gephardt

Race Initiative

Bruce -
Latest agenda for
The Advisory Board
meeting. It's changed
a lot and I think
it's now fine.

ADVISORY BOARD TO THE PRESIDENT'S INITIATIVE ON RACE

July 14, 1997

Agenda

The White House Conference Center

Elena

9:30 AM	Swearing In	TBD
9:45 AM	Call to Order, Statement of Advisory Board Role and Overview of the Day	John Hope Franklin
10:00 AM	Opening Statements	Board Members
10:45 AM	Areas of the Advisory Board's Work	John Hope Franklin
12:45 PM	BREAK FOR LUNCH	
1:45 PM	Advisory Board Actions	John Hope Franklin
2:45 PM	Immediate Next Steps	John Hope Franklin
3:00 PM	Adjourn	John Hope Franklin

DRAFT--DRAFT--DRAFT

Talking Points Regarding Role of Advisory Board and Purpose of Meeting

Now that the President has begun a national examination of race and reconciliation, we face the task developing exactly *how* to develop this plan:

- How we help educate the nation about the facts surrounding the issue of race;
- How we promote a constructive dialogue, to confront and work through the difficult and controversial issues surrounding race;
- Who we recruit and how we encourage leadership at all levels to help bridge racial divides;
- How we find, develop and implement solutions in critical areas such as education, economic opportunity, housing, health care, crime and the administration of justice; and
- How we articulate the President's vision of racial reconciliation and a just, unified America;

As you know, unlike previous national efforts on race, this initiative will be led directly and personally by the President throughout the year. However, the Advisory Board's role, of course, is critical in making the initiative a success. As Advisory Board Members, they will serve in their advisory capacity in the initiative by assisting the President, the White House staff and the initiative staff in developing and implementing these goals.

This first meeting will be an organizational meeting in which the Members consider possibilities regarding the scope of their role and its actions to carry out its charge as an Advisory Board to the President. It is an opportunity for Members to discuss ideas for their work plan in preparation for the Advisory Board's meeting with the President the following month.

DRAFT-DRAFT-DRAFT

Talking Points for Areas of the Advisory Board's Work

State of Race Relations: The Advisory Board could initiate discussions and research into the current state of race relations in America. Under that heading, the Board could consider:

- A. Attitudes resulting from Americans of so many different races and ethnicities living and working together
- B. Facts surrounding the issues of race
 - 1. Demographics
 - 2. Disparities
 - 3. Opportunity costs of the lack of diversity
 - 4. Stereotypes versus reality

Tough Questions: There are a number of broad questions -- some controversial -- that the Board could lead the country in discussing. Here are some possibilities to consider and add to:

- A. How much prejudice and discrimination still exist?
- B. Why do people still harbor prejudices based on color and ethnicity?
- C. How significantly do prejudice and discrimination undermine equal opportunity?
- D. Does/can reverse discrimination exist?
- E. How do we make opportunity available to everyone without discriminating against anyone?
- F. How do we define racial and ethnic justice?
- G. What is racial reconciliation; what does it look like?

Leadership: The Board could make a positive contribution to the President's Initiative by identifying effective leadership in the area of race and reconciliation. The Board could help:

- A. Define and assess effective leadership
- B. Identify and disseminate examples
- C. Encourage others to become leaders

Solutions (Practices, Policies and Programs): The Board could seek to identify successful solutions -- practices, policies or programs -- to a number of vexing problems that involve race. The board would make recommendations on specifics for the President and the Initiative and White House staffs to consider. Among the issues to pursue solutions for are:

- A. Education
- B. Economic Opportunity
- C. Administration of Justice
- D. Health Care
- E. Housing

Talking Points Regarding Discussion of Advisory Board Actions

Outreach: In conjunction with the White House and Initiative Staffs' own outreach efforts, the Advisory Board will reach out to the following list of groups to explain why One America is so important to preparing for the 21st Century, assess the state of race relations, encourage others to discuss controversial and difficult questions and issues, enlist their leadership in this effort, and develop and implement solutions in critical areas. Among other groups which the Advisory Board may consider appropriate, they will consider the following types of individuals and organizations:

- Racial and ethnic groups
- Civil rights groups
- Religious groups
- Civic and community organizations
- Policy institutions
- Business and labor organizations
- Elected officials
- Religious community
- Neighborhoods, communities

In discussing these individuals and groups, the Advisory Board will also discuss *how* to reach out effectively to these people. In conjunction with the activities of the President and other Administration officials, the Advisory Board Members will actively engage the public through the following channels:

- Public hearings
- Speeches by board members
- Meetings with organizations
- Other public appearances
- Expert panel presentations to board members

Advisory Board Meetings: The Advisory Board will organize its own activities and priorities through the following fora:

- Full committee meetings
- Subcommittee meetings
- Meetings with the President
- Regular briefings for the Advisory Board Members by White House and Initiative Staffs

Input to the President's Report and Individual Work Assignments: Throughout all these meetings and activities, the board and individual members will be offering its advice and input to the White House staff and Initiative staff as they develops the President's Report to the American People. In conjunction with their plan as a board, the Members will also consider how they will act individually.