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New Letters of Support or Endorsements

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MEMORANDUM TO RICK ALLEN AND SARAH WHITMAN

FROM: NANCY RUBIN

DATE: JULY 29, 1993

I. Before we can embark on public/private sector outreach, I believe it would be most advantageous for you who will have "the overview" to prepare:

- 1) A draft of annual report
- 2) "Boiler Plate" proposal to private sector

II. Doing this will reveal all the "holes" and lead to clear definition of program outcome and to resolution of questions that should be answered internally before we "go public". Needless to say, program and marketing strategies are inherently integrated and must be processed together.

* The issues that follow I forward to you as in need of resolution:

1. RELATED PARTY OR CONFIDENTIAL GUIDELINES
2. RECEIPT OF MONEY
 - Do we need to create a 501C.3 ?
 - Checks made out to whom
 - National
 - Local Organizations
 - Local 501C.3 that serves all organizations
 - Bequests
 - Stock
 - Receipt of other assets
3. MONEY MANAGEMENT
 - Criteria and access to funds raised nationally
 - Investment Issues
 - Endowment Issues
 - Capital Venture Issues
 - Money pledged for more than one year
4. MARKETING GUIDELINES
 - Olympics
 - Catalogs
 - Percentage of Sales
 - TV-QVC

5. WHITE HOUSE/PRESIDENTIAL INVOLVEMENT

- How can "Presidency" be involved?
- In what way can his name/office be involved in soliciting funds?

DRAFT - OUTLINE OF PRIVATE SECTOR PLAN

The National and Community Service Trust Act of 1993 (the "Act") requires that certain elements of the federal funding support for national service programs be matched by funds from other sources. The Act also specifically empowers the new Corporation for National Service (the "Corporation") to accept private funds, which will be treated as tax-free donations. Various other provisions of the Act encourage private sector involvement in national service, consistent with reinventing government themes of pooled public/private resources to leverage tax-payer dollars.

The Corporation will have a Private Sector Director (and staff), to inspire and coordinate private sector involvement. This document outlines that involvement.

I. Business Involvement

A. **How can businesses assist the national service initiative?**

At the local level, businesses can:

1. fund local programs that have been approved for national service participants ("Local Programs");
[This could include contributing toward the Act's 15% stipend match requirement; and/or funding stipends and/or awards for more participants than are approved for federal funding by the Corporation]
2. encourage, allow release time for, or allow leave with pay for company employees to provide management, training and/or other assistance to Local Programs;
[For example, many non-profits need accounting assistance to keep their books and file their tax returns.]
3. provide in-kind donations of products needed by Local Programs;
[E.g., work-shirts, computers and food]
4. offer employment opportunities for "graduates" of Local Programs.
[E.g., Timberland's hiring of City Year graduates]

At the national level, businesses can:

1. fund programs in a given subject area;
[Eg., Quaker Foods may choose to fund environmental service programs across the country]

2. contribute to a venture capital fund which would provide seed-capital to start-up innovative national service model programs;
3. contribute money into the National Service Trust, for additional stipends/post-service awards and program support above Congressional appropriations;
4. provide in-kind gifts that are useful anywhere
[eg., airplane tickets, vans, etc.]
5. undertake "issues" advertising and/or promotion about national service programs
[such as Timberland's promotion of City Year]

B. How can businesses give money to support National Service?

By direct donations, "challenge" grants, earmarked percentages of sales of specific items, donation of corporate stock and other liquid assets, and other avenues.

C. How will prospective donations be reviewed?

Donations to Local Programs are subject to applicable laws and will be reviewed by the Local Program.

Donations to the Corporation must be approved by the Corporation's President before acceptance, and are subject to all applicable laws, including ordinary federal prohibitions against conflicts of interest.

[?? Do we want Board approval over a certain amount??]

[?? Rahm and Holladay suggest that vetting/reporting should be analogous to ordinary non-profits, not to political campaigns. That is, since the amounts to be raised will rapidly become so enormous, setting unrealistic ethical hurdles will kill the program. ??]

[In any event, general counsel's office should do a Lexis/Nexus search to highlight major litigation/problems for the Corporation's President, prior to acceptance of donation.]

D. What will businesses get in return?

Donors to the Corporation will be able to incorporate the tag line "supporter of national

service" and the Corporation's logo in advertising, subject to prior copy review.

The Corporation will establish a program for Presidential recognition of national donors.

Studies indicate that affiliation with broadly-supported community activities enhances a business' public image and increases customer loyalty.

Similarly, employee loyalty and job satisfaction is increased when employees join in common activities outside of the work-place, such as volunteering in community service programs. When groups of employees aid a Local Program, they build team-work, increase motivation and enhance leadership skills.

[[? Is more needed? Should we do a menu of benefits, as campaign finance councils do? ?]]

E. What will the Corporation do to assist Local Programs with their fundraising?

The Corporation's Office of Private Sector Liaison will:

1. organize regional training sessions on fundraising for Local Programs and other interested parties;
2. provide a data base and other resources to Local Programs to identify funding opportunities;
3. provide marketing materials (including a video and an annual report in standard business format) about the Corporation and national service, and relating local efforts to the national initiative to local efforts;
4. organize periodic seminars and briefings by Corporation senior executives for business community leaders (regionally and in major metropolitan areas) to encourage their support of local service programs;
5. provide technical fundraising assistance to Local Programs having difficulty meeting their matching requirements;

[?? Do we want to start consortia of business leaders in the major cities as a general fundraising base for all local programs? ??]

6. create a National Private Sector Council, involving major leaders with national prominence, to give direction, national panache and assistance to local business support efforts.
7. (in conjunction with the Corporation's Office of Communications), undertake a national promotional effort to increase understanding of the community-changing results of national service; inspire individual involvement; and spotlight business participation at the national and local levels. Promotional activities will include:
 - national PSAs and similar pieces placed through the Ad Council;
 - press conferences and other informational events spot-lighting relevant aspects of the activities of the Corporation and the Local Programs (to the extent possible, these activities will be coordinated with existing business associations);
 - special events, including those involving business leaders and celebrities from various fields;
 - active outreach with the business and general press to enhance coverage of relevant aspects of the activities of the Corporation and the Local Programs; and
 - informational mailers to and through existing business associations.

II. Foundation Involvement

A. How can foundations support national service?

1. National foundations can make challenge grants, committing to fund Local Programs to the extent that community foundations do so.
2. Foundations can underwrite and supervise basic research needed by the Corporation, including evaluating programs and various methods of training, etc.

III. Individual Involvement

A. How can individuals support national service?

1. volunteer with Local Programs;
2. donate (including in-kind donations) to Local Programs;
3. donate to the Corporation (in-kind to the Corporation, cash to the Trust);
4. purchase licensed products where sales proceeds go to the Corporation;
[Potential items include school notebooks, backpacks and other materials which tie to the theme of educational opportunity; t-shirts and other visible logo products; work gloves and other items directly used in service; books, calendars and other printed material about or for the benefit of service; etc.]
[Channels of distribution include catalogues, QVC and similar shopping shows; etc.]
5. purchase other specialized items, such as a "national service heroes stamp" with a cost one cent above normal amounts and featuring historic and contemporary service leaders (including ordinary citizens with records of extraordinary service accomplishments).

July 11, 1993

Tasks + Logical Time Frame

Have fundraising consultants put together ideas on fundraising training sessions and materials we can deliver to the programs to assist them in their efforts.	SW, RA, NR, JK	8/15/93
• Make a list of all the private sector people who, to date, have agreed to help us and make sure that we are responding to their suggestions and getting their advice.	JK, SW	7/30/93
Have a fundraising consultant make a list that identifies which foundations and corporations give heavily in the four subject areas.	JK	8/16/93
Make a list of all of the large business orgs. and trade associations with whom we will want to be affiliated and whose meetings we will want to attend and address. (Find out if there are any business groups that are holding meetings this summer.)	JK	7/29/93
• Decide the make-up of the National Private Sector Council, (size, demographics, industry representation) and their duties. * Select members of the NPSC	NR, SW, RA, ES, CS	8/16/93
Set up meetings with corporate communication professionals (who are trusted friends) to ask them: How to structure the pitch to corporations? What ideas for promotional tie-ins? How to format marketing materials?	RA, SW, DA, EZ, JK	August
Create overall communications strategy to reach private sector. Message Events Media (create Media list and ideas for pitches) Marketing materials (video, annual report, brochure) Develop such marketing/fundraising materials.	DA, EZ	September
Determine ethical guidelines for corporate giving.	RA, SW, NR	8/16/93
Determine how we can request contributions outside ordinary corporation/ foundation formal grant request procedures, which often require individual proposals on non-standard forms, with long lead-times.	JK	8/9/93

- history to private sector outreach
- Chronology of outreach

Association S

- what do we know
what don't we know

check to make Outline
mechanics in for going credit

Private Sector Working Group

Principal Goal

Establish a strategy and structure to attract private sector support (including financial support) at the local and national level.

Tasks to be completed

People assigned to task

Time Frame

- 1 Create first draft of private sector strategy
- Determine role of Corporation's Director of Private Sector Liaison
 - Determine balance and interaction between national & local fundraising
 - Determine what ways the private sector can specifically help non-profits in terms of management support (structure of board, finances/accounting, legal counsel etc.)
 - Finalize Private Sector Strategy

RA, SW, NR

Completed

Determine what our relationship is going to be with POLF and communicate our ideas to them.

ES, RA, SW, NR

Completed

Get an written update from Nancy, Chuck and Jim of all the corporate interaction they have had to date (meetings, letters sent out, research done, SOS contacts).

JK, CS, NR

8/1/93

- 2 Set up meetings with selected corporate leaders ask advice on our strategy:
(Doug Holladay is setting up 1-2 days of meetings for July 27- 28 in New York)

RA, NR, SW, ES,CS

~~8/1-8/30~~

Sept.-Oct.

Determine on a site-by-site basis whether SOS programs offer good service demonstrations. If so, organize half day servathons with lunch, at which Eli or others will present overview of the corporation and describe private sector role.

CS, PC

8/1/93

Get some venture capital/finance people to counsel us on how to set up a fund to provide seed capital for service start-ups.

RA, SW, NR

8/15/93

create packet + outline

mechanics of Cap. Venture - outreach strategy
- who to meet with

July 26, 1993

To: Nancy Rubin
From: Pat Bland
Re: Legislation requests

Nancy, attached please find the list of people who have called us with follow-up questions and concerns about the legislation. Some were writing up memos of recommendation for their CEOs; others had specific questions.

To my knowledge, none of these people have actually said that their company is committed to supporting the legislation yet -- they are trying to decide if they will.

Hope this helps.

List of People with concerns re: legislation

Ms. Becky Davis
Assistant VP Community Relations
Union Planters National Bank
Memphis
Fax: 901-383-6409

Ms. Kerry Yeager
Second Vice President, Philanthropy
Chase Manhattan Bank
New York
Fax: 212-552-7467

Ms. Carole Smith
Manager, Community Relations
Fannie Mae
Washington
Fax: 202-752-6190

Ms. Jenny Welch
Administrative and Volunteer Services Director
Helene Curtis, Inc.
Chicago
Fax: 312-836-0125

Ms. Pam Cox
Community Relations Specialist
Motorola GEG
Scottsdale, AZ
Fax: 602-441-2806

Ms. Valarie Vetere
Associate Manager
Pfizer, Inc.
New York
Fax: 212-573-2883

Ms. Eileen Leahey
Community Affairs Coordinator
Public Service Electric & Gas Company
Newark, NJ
Fax: 201-643-2367

Mr. Dave Jackson
Program Manager
IBM
Washington
Fax: 202-515-5088

POL
contacted - leg
Jude

Ms. Shirlene Anderson
Manager Community Affairs
BellSouth
Fax: 404-249-5696

Mr. Bill Todd
Administrave Officer
Tennessee Valley Authority
Memphis
Fax: 901-577-2620

Mr. Robert Reid
Manager, Community Affairs
Ford Motor Company, World HQs
Fax: 313-390-6965

Ms. Joanie Johnson
Employee Volunteer Administrator
Aid Association for Lutherans
Appleton, WI
Fax: 414-730-3757

Ms. Susan Enright
Manager External Affairs
The Pillsbury Company/Grand Met
Minneapolis
Fax: 612-330-8564

Ms. Sue Ruby
Employee Vol. Program Administrator
Hallmark Cards, Inc.
Kansas City
Fax: 816-274-8547

Ms. Joyce Winn
Manager Human Resources
Del Webb's Sun City Las Vegas
Las Vegas
Fax: 702-256-5507

Ms. Laurel Feeling
Honeywell
Minneapolis
612-951-3233

Mr. Alan Benedeck
Corporate Relations Director
Allstate
F: 708-402-5142

Mini Bathel
Southern California Gas Company
213-244-2523

4 Receipt of \$

- Do we need to create a 501 c.3
- Checks made out to whom
 - National
 - local orgs
 - Local 501 c.3 that serves all orgs?
- ~~*~~ see Reverse

5 Money Management

- ^{system for} Access to Funds raised
 - Nationally
 - Investment issues
 - Endowment issues
 - Capital venture issues
 - Money pledged for more than 1 yr?

3 Related Party or Conflict guidelines

6 Marketing Guidelines

inherently (Olympics)
Catalogues
% of sales
TV - QVC

Radio - Shows
Direct Mail

⑦ White House / President
Involvement

How Can "Presidency"
be involved ^{in office}

is: Can what was

used in # solicitations

goes under receipt of #

Requests

Stock

receipt of other assets

- 1) Draft Annual Report
- 2) Draft Proposal

①

Memo To: Ruth Allen Sarah Whitman
From: NR

Before we can embark on
the public private sector
outreach, I believe
it would be most advantageous
for you who will have "the
overview" to prepare

- 1) Draft Annual Report
- 2) "Boilerplate" Proposal To private
Sector

2

Doing this will reveal
all the "holes" + lead to
resolution of questions
that should be answered
internally before we
go "public".

Need to see program + marketing
strategies are inherently integrated, + all must
be resolved. Issues that follow
I forward to you as
in need of resolution

~~Our marketing strategy
must be well
developed to meet
all target groups
+ this too should
be developed in an
integrated fashion.~~

Endorsements for National and Community Service Trust Act, 1993

July 28, 1993

Fox #

CORPORATIONS

American Society of Association Executives
Robert Boege
V.P. - Gov't Affairs
1575 Eye St. N.W.
Washington, D.C. 20005
(202) 626-2703

Apple Computer, Inc.
John Scully
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20525 Mariani Ave.
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TLX 171-576

Archer Daniels Midland
Dwayne Andreas
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PO Box 1470
Decatur, IL 62525
(217) 424-5515

Arco
Kenneth Dickerson
Senior V.P.
515 South Flower St.
Los Angeles, Ca. 90071
(213) 486-1500

Bank of Boston
Ira Jackson
Senior V.P.
100 Federal St.
Boston, Ma. 02110
(617) 434-5470

ENDORSEMENTS CONT.

Ben & Jerry's Homemade
Ben Cohen
Chairman & CEO
Route 100, Box 240
Waterbury, Vt. 05676
(802) 244-6957

Beneficial Management Corporation
Valerie Morse
V.P. Gv'tl relations
453 New Jersey Ave. S.E.
Washington, D.C. 20003
(202) 646-1260

Black Enterprises Magazine
Earl Graves
Editor and Publisher
130 5th Ave.
New York, NY 10011-4399
(212) 886-9560

The Body Shop
Robert Trifus
V.P. Communications
135 5th Ave. 3rd floor
New York, NY 10010
(212) 420-8959

Cabot Corp.
Dorothy Forbes
77 State St.
Boston, Ma. 02109-1806
(617) 342-6004

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Cellular Telecommunications Industry Assoc.
Thomas Wheeler
1133 21st St. N.W. 3rd floor
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C&P Telephone
Delano Lewis
CEO
1710 H St. N.W.
Washington, D.C. 20006
(202) 392-3700
Fax:202-887-9195

Children's Television Workshop
Gary Knell
V.P. Corp. Affairs
One Lincoln Plaza
New York, NY 10023
(212) 595-3456

Coca Cola Bottling-Philadelphia
Bruce Llewellyn
Chairman
30 Rockefeller Plaza, 29th Floor
New York, NY. 10112
(212) 698-7867

ENDORSEMENTS CONT.

Comcast
Brian Roberts
President
1234 Market St. 16th Floor
Philadelphia, Pa. 19107
(215) 981-7501

Commonwealth Edison
Edward Peterson
P.O. Box 767 Corp. Affairs
(312) 394-3060
Dialogos International, Inc.
Carey Stacy
5104 Oak Park Rd.
Raleigh, N.C. 27612
(919) 782-2630

Dow Chemical Company
Frank Popoff
CEO
2030 Dow Center
Midland, MI. 48674-2030
(517) 636-0816
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Dresser
P.M. Bryant
V.P. Human Resources
1600 Pacific
P.O.Box 718
Dallas, TX. 75221
(214) 740-6190

ENDORSEMENTS CONT.

Educational Services of the Edison Electric Institute
Thomas R. Kuhn
President
701 Pennsylvania Ave. N.W.
Washington, D.C. 20004-2696
(202) 508-5555

The Ford Motor Company
Renee S. Lerche
World Headquarters, Room 306
The American Road
Dearborn, MI. 48121
(313) 323-9455

The Gap, Inc.
Don Fisher
CEO
One Harrison St.
San Francisco, CA. 94105
(415) 291-2757
Fax: (415) 495-2922

Greater Texas Finishing Corp.
Erica Rothfeld
1430 Vanderbilt
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(915) 593-8820 or (212) 869-4300

Grumman Corporation
Dr. Renso Caporall
Chairman, CEO
1111 Stewart Ave.
Bathpage, New York
(516) 575-3696
Fax: (516) 575-0853

ENDORSEMENTS CONT.

Gulf Atlantic Life Insurance Company
Frank Cruz
1150 S. Olive St. Suite 1429
Los Angeles, Ca. 90015
(213) 749-4888
Fax: (213) 749-4890

Hard Rock America
Peter Morton
510 N. Robertson Blvd.
Los Angeles, CA. 90048
(310) 854-3366

Hasbro, Inc.
Alan C. Hassenfeld
Chairman/CEO
1027 Newport Ave.
Pawtucket, R.I.
(401) 727-5102
Fax: 202 456-6420

Hechinger Company
John Hechinger
Chairman
3500 Pennsy Dr.
Landover, MD. 20785
(301) 341-0410

Home Box Office
Richard Plepler
Senior V.P. Corp. Communications
1100 Ave of the Americas
New York, NY 10036
(212) 512-1960

ENDORSEMENTS CONT.

HR Enterprise, Inc.
Nancye M. Combs
President
1069 Starks Buildg.
Louisville, KY 40202
(502) 589-1879

John Hancock Mutual Life Insurance Co.
John Kilcommons
PO Box 111
Boston, MA. 02117
(617) 572-6466

Josten's
Jack Jones
5501 Norman Center Dr.
Minneapolis, MN. 55437
(612) 830-3218

The Kamber Group
Victor Kamber
1920 L St. N.W.
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Fax:(202) 659-5559

The Longfellow Clubs
Laury Hammel
President/General Mngr.
524 Boston Post Rd.
Wayland, MA 01778
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ENDORSEMENTS CONT.

The Louisiana Land and Exploration Company
Robert Armstrong
PO Box 60350
New Orleans, LA. 70160
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Mattel Toys
Jill Barad
President/CEO
333 Continental Blvd.
El Segundo, CA 90245
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Mead
Steve Mason or Thomas Palmer
Courthouse Plaza Northeast
Dayton, OH. 45463
(513) 495-6323

Metrosound USA, Inc.
Mike Goins
Product Mngr.
14496 S. Garfield Ave.
Paramount, CA. 90723
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Michigan Bell
Steve Economy
Exec. Asst. to the President
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Madison Murphy
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El Dorado, AK 71730
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Nations Bank
Hugh Mc Coll
Chairman & CEO
NationsBank Corp Cntr.
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Fax:704-386-4578

New England Telephone
Paul O'Brien
President and CEO
125 High St.
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Nucor Corp.
John Correnti
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Charlotte, NC. 28211
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Patricaf & Co. Ventures Inc.
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Polaroid Corp.
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President & CEO
549 Technolgy Square
Cambridge, MA. 02139
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Potomac Electric Power Co.
Edward Mitchell
Chairman/CEO
1900 Pennsylvania Ave. N.W.
(202)872-2000

Quad Graphics
Harry Quadraqcci
President
W 224 N3322 De Plainville Rd.
Pewaukee, WI. 53072
(414) 246-2200
Fax: 414-246-5167

Reebok
Paul Fireman
Chairman/CEO
100 Technology Cntr. Dr.
Stoughton, MA. 02072
Reebok Cont.
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Renee Lundy
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Jane Brophy
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Southwest Airlines Co.
Herb Kelleher
Love Feild
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Dallas, TX. 75235-1611
(204) 902-4110
Fax:214-904-4011

Sony Pictures
Susan Jameson
Senior VP Corp. Affairs
10202 W. Washington Blvd.
Culver City CA. 90232-3105
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Sony Pictures Cont.
Fax:(310) 280-1883

ENDORSEMENTS CONT.

Steelcase, Inc.
Roger Martin
901 44th St. S.E.
Grand Rapids, MI. 49508
(616) 247-2230

Sun Apparel, Inc.
Eric Rothfeld
11201 Armour Dr.
El Paso TX.
(915) 599-1388 or (212) 869-4300

Tabu
Clarence Avant
President
9229 Sunset Blvd. Suite 8
Los Angeles, CA. 90038
(310) 276-0523
Fax:310-274-1649

TCB Mgmt. Corp-McDonald's
Lee Dunham
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River Edge, N.J. 07661
(201) 489-7272

Timberland
Jeffrey Swartz
CEO
11 Merrill Industrial Dr.
P.O. Box 5050
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Fax: 603-926-9239

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Gerald Levin
Chairman/President/CEO
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Time Life Bldg.
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Time Warner Cont.
(212) 484-8001
Fax:212-956-2847

The Upjohn Company
Mark Novitch
Vice Chairman of the Board
7000 Portage Rd.
Kalamazoo, MI. 49001-0199
(616) 323-4195
Fax:616-323-6780

Victory Van Lines, Inc.
James Simpson
357 Targee St.
Staten Island, NY 10304
1-800-544-3410

Westinghouse Electric Co.
Nina Lynch
11 Stanwix St.
Pittsburgh. PA. 15222-1384
(412) 642-3627

ENDORSEMENTS CONT.

Xerox

Paul Allaire

Chairman & CEO

800 Long Ridge Rd.

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Stamford, CT.

(203) 968-4515

Zenith

Jerry Pearlman

Chairman & President

1000 Milwaukee Ave.

Glenview, IL. 60025-2493

(708) 391-7000

ORGANIZATIONS WANTING MORE INFORMATION

Amtrak
Graham Clayton Jr.
60 Mass. Ave. N.E.
Washington, D.C. 20002
(202) 906-3000

Burger King
Sharon B. Tuel
Dir. Gvt. Relations
17777 old Cutler Rd.
Miami, FL. 33157
(305) 378-7125
Fax: 305-378-7714

Dupont
Stacey Mobley
Senior V.P. External Affairs
1007 Market St.
Wilmington, DE. 19898
(302) 774-1000

Entergy
Jerry Maulden
Group President
425 W. Capital Ave.
P.O. Box 8082
Little Rock, AR. 72203
(501) 377-3515

Grand Metropolitan
Raymond Krause
Senior V.P. Gvt. & Communications
712 5th Ave. Suite 4600
New York, NY. 10019
(212) 554-9200
Fax: 212-554-9246

MORE INFO. CONT.

Macandrens and Forbes
35 East 62nd St.
New York, NY 10021
(212) 572-8550

Phillip Morris Co.
Hartina Flournoy
120 Park Ave.
New York N.Y. 10017
(212) 878-2444

Peat Marwick
John Webster
Govt Affairs
2001 M St. N.W.
Washington D.C. 20036
(202) 467-3800

Royal Insurance
Victor Daley
9300 Arrowpoint Blvd.
Charlotte, N.C. 28201-1000
(704) 522-2000

Safeway
Steven Burd
President/CEO
4th and Jackson St.
Oakland, Ca. 94660
(510) 891-3000

Scott Paper Co.
Patricia Mooney
Social Investment Coordinator
Scott Plaza
Philadelphia, PA. 19113
(215) 522-5000

US Air

Zemphria Raymond Baskin

Dir. Public Affairs

2345 Crystal Dr. 22227

(703) 418-5114

MORE INFO. CONT.

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New York, NY 10021
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Phillip Morris Co.
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Peat Marwick
John Webster
Govt Affairs
2001 M St. N.W.
Washington D.C. 20036
(202) 467-3800

Royal Insurance
Victor Daley
9300 Arrowpoint Blvd.
Charlotte, N.C. 28201-1000
(704) 522-2000

Safeway
Steven Burd
President/CEO
4th and Jackson St.
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