

• All Category # II

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CATEGORY # II

5-9-97

Bdd Stern

Alexis Herman Confirmation

-Hearing Prep, Working Groups,
Lunches, Labor Policy Background

Box 7 of 7

ENCLOSURES FILED OVERSIZE ATTACHMENTS **9315**

NARA 6837

Lee
Holly
1413

THE WHITE HOUSE
WASHINGTON

January 3, 1995

MEMORANDUM FOR ALEXIS HERMAN
DOUG SOSNIK
KAREN HANCOX

FROM: Harold Ickes 
SUBJECT: Constituency groups

Attached is a draft of an outline regarding constituency groups.

IAN - 4 1996

Elements for plans for constituency groups

12/30/95

- For each constituency group need to develop a "national" plan, and a "state" plan for each targeted state in which the constituency can affect the outcome of the 1996 general election for that state. For example, targeted states for Hispanics would include:

California
New Mexico
Colorado
Nevada (?)
Illinois
Florida
New Jersey
New York
Connecticut
Texas (defensive)

I. National plan: The "national plan" should include:

1) Working group -

- a) chair(s)
- b) members
- c) key "staff"

- should be limited in size to ensure it is functional.
- should meet at least bi-weekly.
- membership may well include members of the Administration who may participate on non government time.
- Primary functions include:

-to develop national plan for mobilizing the constituency, especially the leadership;

-to develop a state specific plan for each targeted state in which the constituency can affect the outcome of the 1996 general election;

-to develop a national media/ communications plan;

-to develop state specific media/ communications plans;

- to develop schedules of "must do" and "important" events/ appearances, meetings, phone calls for the President, Vice President, HRC, Mrs. Gore and key surrogates;
- to develop a national steering committee, where useful;
- to develop a surrogate speakers operation;
- to develop suggestions for informational literature for leadership groups;
- to advise C/G '96 Re-elect on implementation of the various elements of the national and state plans;
- to monitor the implementation of the national and state plans;
- to act as the main contact between the constituency and the C/G '96 Reelect

2. National steering committee

- Where useful, the working group should develop a national steering committee.
- The primary purpose of the national steering committee is to increase inclusion of leadership people; to increase visibility; and to increase participation of the constituency in the C/G re-election effort.

3. Communications/ media plan

- The working group should develop, or over-see the development of, a national communications/ media plan, where useful. In some cases, the national plan may consist primarily of state specific communications/ media plans. Each plan should include recommendations for a reasonable paid media (electronic and print) effort as well as a "free" media plan.

The free media plan should include key media outlets and publications in each key media market/ state for the particular constituency as well as the names of key editors, editorial boards, reporters, columnists, and talk show hosts.

4. Scheduling

- Develop a month by month schedule of "must do"
 - a) recommended groups to meet with the President, Vice President, HRC or others at the White House;

b) recommended individuals that "must" meet with the President, Vice President, HRC or others in a non group setting, either at the White House or "on location;"

c) recommended phone calls to individuals by the President, Vice President, HRC, Mrs. Gore or others;

NOTE: For each person recommended (for either group or individual meetings or phone calls) there should be a one or 2 sentence bio and phone numbers.

- Develop a month by month schedule of other important (but less than "must do") events/ appearances, meetings, phone calls for the President, Vice President, HRC, Mrs. Gore and, especially for key surrogates.

5. Issues

- Develop short list of critical issues that must be addressed with respect to the constituency. (Note: The Administration may well have dealt with most or all of such issues, but a discrete list of such critical issues should be developed.)
- For those critical issues for which the President/ Administration have not yet developed a position, the working group should make recommendations for positions to be taken by the President/ Administration.

II. State specific plans

- The working group should develop, or oversee the development of, a plan for each targeted state. For example, at a minimum the Hispanic working group should develop a separate plan for that constituency for each of the following targeted states:

California
New Mexico
Colorado
Nevada (?)
Illinois
Florida
New Jersey
New York
Connecticut
Texas (defensive)

- Each state plan will contain the same elements as suggested for the national plan including;

- a) State working group;
- b) State steering committee;
- c) List of key leadership people (with phone numbers and one or 2 sentence bio for each);
- d) List of key issues; and recommendations concerning open issues;
- e) Free media plan, which will include key electronic/ print outlets, editorial boards, editors, columnists, reporters, talk show hosts;
- f) Reasonable proposed paid media (electronic and print) plan;
- g) List of "must do" events/ appearances, phone calls on a month by month basis, for the President, Vice President, HRC, Mrs. Gore and key surrogates;
- h) List of important (but less than "must do") events/ appearances, phone calls on a month by month basis primarily for surrogates;
- i) Description of how best to involve the key leadership in the C/G '96 Re-elect effort, and who, on the national working group, is responsible as the primary contact with each leadership person; and
- j) Specific recommendations for voter registration, GOTV and absentee ballot programs.

February 12, 1997

Preparation of Asian Pacific American Lists found in DNC files

- The Office of Public Liaison list: APA Opinion Leaders was generated over time in the Office of Public Liaison, beginning sometime in the summer of 1995. The list was used to communicate with APA leaders about issues of importance to the Asian Pacific American community. It was used for official purposes.
- The list was distributed to working group members to start them thinking about people who could serve as State Chairs for the working group plan. The list was not incorporated into the plan. Rather, members of the working group came up with their own suggested names. A new list was then prepared as part of the plan.
- The "At the Table" list reflects the participants in an event organized by an Administration appointee in Seattle, Washington, as part of the Women's Office outreach effort known as "At the Table." These meetings were official events.

February 8, 1996

MEMORANDUM TO THE WORKING GROUP

FROM: DORIS MATSUI

RE: LEADERSHIP DEVELOPMENT

As we discussed at our last meeting, the national plan is coming along very well. I had an excellent meeting with the coordinating council of appointees on Wednesday and it is clear that all the pieces are coming together. Per our last discussion, the last component of this first phase that we, as the working group, need to focus on is the list development of state leadership and opinion leaders.

I felt that instead of walking through lists at a meeting this evening, that we would be better served to be able to look over the lists on our own and reconvene to discuss on Tuesday. This will give each of you ample time to focus on the areas where you are most familiar--making any suggestions, personal references, changes or additions.

The next working group meeting is scheduled for:

Tuesday, February 27, 1996

The Ward Room (White House Staff Mess, West Wing)

3:30 PM

Attached are lists of opinion leaders that the appointees have identified in their state committee groups. Please look these list over, in addition to the list distributed at the last meeting, in preparation to discuss suggestions for the state leadership committees. Please keep in mind that these lists are works in progress and we will be getting more lists as we move ahead.

Please also remember that these lists are confidential.

Thank you.

DETERMINED TO BE AN ADMINISTRATIVE

MARKING INITIALS: MM DATE: 2/2/97

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OFFICE OF PUBLIC LIAISON; APA OPINION LEADERS
 LOS ANGELES

FIRST NAME	LAST NAME	COMPANY	REFERENCE	ETHNICITY
Dee Ann	Kayashi	Santa Monica City Attorney's Office	D. TSENG	JAPANESE
Irene	Kirama	Japanese American National Museum	F. CHATA	JAPANESE
Ernest	Hiroshige	Music Center, Asian Pacific Support Group	F. CHATA	
J. D.	Hokoyama	LEAP	F. CHATA	
David	Huniston	Hastings School of Law Alumni Association	F. CHATA	
Susan	Irwin	Asian Pacific American Labor Alliance, Orange County Chapter	F. CHATA	
Michael	Ishikawa	Little Tokyo Leasing and Sales	F. CHATA	JAPANESE
Bruce	Ishimatsu	Bryan Cave	D. TSENG	JAPANESE
Lance	Ito		F. CHATA	
Bruce	Iwasaki	O'Melveny and Myers	D. TSENG	
Miya	Iwataki	Asian Pacific FIRE: Immigration and Welfare Rights	F. CHATA	
Gene	Jin	Korean Grocers Association	F. CHATA	KOREAN
Curtis	Jung	Jung and Yuen	F. CHATA, D. TSENG	CHINESE
Anil	Kashyap		R. ANAND	INDIAN
Gyan	Khare		R. ANAND	INDIAN
Bong Hyan	Kim	Korean Youth and Community Center	F. CHATA	KOREAN
George	Kiriyama	Los Angeles Board of Education	F. CHATA	
George	Kodama	Japanese American Citizen's League	F. CHATA	JAPANESE
Saspat	Kohli		R. ANAND	INDIAN
Eileen	Kurahashi	Gunn, Cohen, Kurahashi, Ksieh, and Scholts	F. CHATA, D. TSENG	JAPANESE
Stewart	Kuch	Asian Pacific American Legal Center of Southern California	F. CHATA, D. TSENG	CHINESE
Collin	Lai	California Democratic Party	R. LONG	

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CIVIL LISTING
CIVIL

OFFICE OF PUBLIC LIAISON: APA OPINION LEADERS
LOS ANGELES

FIRST NAME	LAST NAME	COMPANY	REFERENCE	ETHNICITY
		Veterans of Foreign Wars	F. CHATA	
		Asian American Artist Association	F. CHATA	
Rajen	Anand	Indo-American Political Association	R. ANAND	INDIAN
Angela	Anand	Asian Indian Women's Network	R. ANAND	INDIAN
Ajit	Arora		R. ANAND	INDIAN
Nancy	Au	Western Region Asian Pacific Agency	F. CHATA	
Steven	Awakuni	California Federal Bank	F. CHATA	
Emma	Bellateros	Philippine American Bar Association	F. CHATA	PHILIPINO
Sart	Chaula		R. ANAND	INDIAN
Pamela	Chin	ARCO	D. TSENG	CHINESE
Deborah	Ching	Chinatown Service Center	F. CHATA, D. TSENG	CHINESE
Anand	Chopra	Indo-American Political Association	R. ANAND	INDIAN
Donald	Chow	Professional Financial Advisors	F. CHATA	
Howeet	Chugh	Toaster Club	R. ANAND	INDIAN
Tammy	Chung	State Attorney General's Office	D. TSENG	KOREAN
Hai	Cong	Vietnamese Service Center	F. CHATA	VIETNAMESE
Kerry	Doi	Pacific Asian Consortium on Employment	F. CHATA	
Renato	Domingo		D. TSENG	PHILIPINO
Samuel	Fujii		F. CHATA	
Fred	Fujioke	Gomez, Fujioke, and Furukawa	F. CHATA, D. TSENG	JAPANESE
Mac	Fukui	Gardens City Council	F. CHATA	
Warren	Furukawa	Los Angeles Board of Education	F. CHATA	
Dolly	Gee	Schwartz, Steinsapir, Dohmann and Schmurs	F. CHATA, D. TSENG	CHINESE
Sam	Haru	Association of Asian Pacific American Artists	F. CHATA	
Frances	Hoshimoto	Little Tokyo Business Association	F. CHATA	JAPANESE

CIVIL LISTING
CITIESOFFICE OF PUBLIC LIAISON: APA OPINION LEADERS
LOS ANGELES

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Samuel	Fujii		F. OHATA	
Fred	Fujioka	Gomez, Fujioka, and Furukawa	F. OHATA, D. TSENG	JAPANESE
Mas	Fukui	Gardena City Council	F. OHATA	
Warren	Furutani	Los Angeles Board of Education	F. OHATA	
Dolly	Gee	Schwartz, Steinsapir, Dohrmann and Somers	F. OHATA, D. TSENG	CHINESE
Sumi	Haru	Association of Asian Pacific American Artists	F. OHATA	
Frances	Hashimoto	Little Tokyo Business Association	F. OHATA	JAPANESE

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**The White House Office for Women's Initiatives & Outreach
At the Table**

**Asian Pacific American Community Leaders
December 27, 1995 = Seattle, Washington**

In addition to their professional work, they are all longtime volunteers in the APA community and sit on CBO boards. Most are also longtime Democratic Party and campaign volunteers and donors.

Maria Batayola

Chairperson, Asian Pacific Women's Caucus (also actress, writer)

2011 S. Brandon

Seattle, WA. 98108

Teresita Batayola

(City of Seattle Water Dept. executive)

7534 - 14th N.E.

Seattle, WA. 98115

Emma Catague

(union organizer; works with low income elderly)

10457 - 65th S.

Seattle, WA. 98178

Maxine "Max" Chan

(International District/Chinatown liaison to Seattle Police Dept.)

1601 E. Columbia #303

Seattle, WA.

Judy Chen

(advocate for battered women and AIDS education; lesbian feminist activist)

4811 S. Orcas

Seattle, WA. 98118

Jackie Der

(senior State education administrator)

7582 - 45th SW

Seattle, WA.

Vera Ing
Ing & Associates, Architects
112 - 5th North
Seattle, WA.

Rev. Jean Kim
Church of the Mary Magdalene (full time ministry to homeless women)
17046 - 26th N.E.
Seattle, WA. 98155

***Jan Kumasaka**
(Senior City of Seattle staffer)
11214 - 56th South
Seattle, WA.

Patricia Lee
(attorney; civil rights activist)
4887 Columbia Drive S.
Seattle, WA. 98144

***Sharon Tomiko Santos**
(major gifts manager, Seattle International District/Chinatown PDA;
longtime international women's rights and peace activist; daughter of
United Methodist minister; helped organize grassroots group to Beijing
Conference)
9806 - 61st S.
Seattle, WA.

Joby Shimomura
(political campaign manager; all her candidates, initiatives have won)
P.O. Box 4083
Seattle, WA. 98104

Sue Taoka
Executive Director, Seattle Chinatown International District Public
Development Authority
1746 S. Ferdinand
Seattle, WA.

Annie M. Wong-Daly
(attorney)
5920 - 103rd Place S.W.
Mukilteo, WA. 98275

Joan Yoshitomi

(Senior staffer to King County Executive, Gary Locke)

7614 S. 128th

Seattle, WA.

***attended Beijing Women's Conference**

1996 Ethnic Constituency Proposed Outreach Plan

February 27, 1996

**Constituency Response to the Establishment of the
DNC Office of Ethnic Outreach**

"I am a first-generation American, the daughter of Portuguese parents. Our family has always fostered a love of this country and has **consistently shared the vision articulated by the Democratic party...**A major part of my immigrant parents' legacy is a firm commitment to the responsibilities and joys of active leadership. It would be my pleasure to serve the DNC's Office of Ethnic Outreach in any way that may be of service to you."

*Linda M.A. Rodrigues, PhD
Portuguese-American
New York, NY*

"We welcome this move, inasmuch as we felt that the Democratic Party needed such a program because **the untapped reservoir of support from the ethnic organizations** could very well enhance President Clinton's standing and election support among the ethnic groups."

*Laszlo Papp
Hungarian-American
New Canaan, CT*

"Ethnic America has changed considerably since the days of FDR and traditional ethnic politics. Understanding these changes and the shifts in the social, political and economic characteristics of individual ethnic communities can lead to a fuller understanding of how best to serve these very (diverse) communities...I applaud the party's effort to acknowledge the unique interests of ethnic America, I regret that **this happens only once every four years** and does not represent a sustained initiative."

*Marilyn Piurek
Polish-American
New Haven, CT*

"I was very pleased to receive your letter of February 8th announcing the Office of Ethnic Outreach. This is **an area that has been...overlooked by the Democratic Party for some years**. I am a longtime registered Democrat, and have already accepted the President's invitation to be an Honorary Co-Chair of his primary election campaign, it will be a personal pleasure to work with you to achieve your goals."

*Bernard Frietag
German-American
Rockledge, PA*

"The Polish American community is as interested in policy issues such as NATO expansion and the Helsinki Initiative as we are in the bread and butter domestic policies that effect our lives and communities...the lack of Democratic support given the Polish American community in the early days of organizing the NATO expansion effort was a real black mark for the party...When people ask what the Democratic party has done (and will be doing) for Polish Americans we must be able to give meaningful answers. "

*Marilyn Piurek
Polish-American
New Haven, CT*

"This Office need address more than "gathering votes" every four years - but also, the continuing concerns of many ethnic communities - in this case I refer to those of Central and Eastern Europe."

*Rev. Carl A. Urban
Polish-American
Schenectady, NY*

"Glad to hear of the Ethnic Outreach. My suggestion is that you support a just solution to the problem in Northern Ireland. If Mr. Clinton can do there what he has done for the Israelis, Palestinians, Croats, Serbs, Bosnians, he will earn the vote of every peace-seeking American."

*Eoin McKiernan, PhD
Irish-American
St. Paul, MN*

"I am delighted to learn that the Democratic Party under President Clinton's leadership has established the Office of Ethnic Outreach. . . . I didn't vote for President Clinton four years ago, however I certainly plan on doing so in November. I am a registered Republican and a leader of the Slovak American Republic Federation, however the mean-spirited, divisive attitudes of our party of late has caused me to reconsider. I plan on fully supporting President Clinton's reelection bid in November. You can count on my organization and publication's support in this effort."

*Daniel F. Tanzone
Slovak-American
Passaic, NJ*

I. Introduction

The fifteen targeted states with significant base ethnic communities (25% to 56% of total population), total 262 electoral votes. In 1992, President Clinton carried 14 of the 15 states, and lost one state by only 85,907 votes. In 1994 the Democratic Party lost three governorships, three senate seats and twenty one congressional seats in the fifteen targeted states.

This constituency plan is designed, if sufficient resources are dedicated to the task, to capitalize on the positive initiatives of the President and the Administration during the last three years, towards this critical base constituency to secure the ethnic vote in the November election.

A. Constituency Background

This ethnic constituency encompasses the community of immigrants and descendants of immigrants who primarily trace their heritage to Europe and the Southern Mediterranean area. It includes groups who identify with their heritage from western, northern and southern mediterranean Europe, as well as central Europe and the former Soviet Union. The majority are of German, Irish, Italian and Polish heritage. Smaller, yet significant communities exist of Hungarian, Czech/Slovak, Baltic, Armenian, Greek, Croatian, Portuguese, Ukrainian, Norwegian, Swedish, etc. Although not immigrants of Europe, the Arab-American constituency is also covered under this umbrella.

These ethnic groups are an historically Democratic constituency, concentrated in the cities and suburbs of the Northeast and Midwest. They have strong ties to labor and small business and are predominantly Catholic or Christian Orthodox. Women and senior citizens are critical in this constituency. These ethnic groups represent much of the "Reagan Democrats" who came back to Clinton in 1992 and supported the election of a Republican Congress in 1994 and are a critical part of the swing vote for 1996.

Each specific ethnic group has a separate identity and hot button issues that drives the group's attentive leadership, but at the same time the communities are bound together by their value structure -- the importance of family, hard work and a commitment to the health and welfare of their parents and children. Women's issues will be important to this constituency this November. Generally, this constituency is economically conservative with a strong social conscience. The domestic issues of concern to them are jobs, education, medicare and medicaid, crime and welfare reform. Policies that support the enhancement of family and community as well as social justice are important. They are supportive of legal immigration and of U.S. engagement around the world. In particular, they support foreign aid and full expansion of NATO. As a broad constituency, hot button issues include abortion and affirmative action.

B. Targeted States

In reviewing the margin of President Clinton's victory in fourteen states plus the margin of loss in Florida of 85,907, the number of electoral votes per state, and the percentage of ethnic votes cast in 1992, the following priority rankings are proposed:

<u>Priority One</u>		<u>Priority Two</u>		<u>Priority Three</u>	
New Jersey	15	California	54	Iowa	7
Pennsylvania	23	Mass.	12	Delaware	3
Ohio	21	Florida	20		
Illinois	22	Minnesota	10		
Michigan	18	Maryland	10		
? New York	33	Connecticut	8		
		Wisconsin	11		
Total Electoral Votes		142	125		10

C. Targeted Ethnic Groups

- Ethnic Women
- Polish and other Central and Eastern European Americans
- Irish-Americans
- Italian-Americans
- Other ethnic groups with strong organizational networks into their community and a high potential for supporting Clinton/Gore, ie: Arab-American, Greek-American, Norwegian-Americans, Portuguese-Americans, etc.

D. Constituency Development

Starting with the Clinton/Gore election efforts in 1992 there has been a consistent initiative to broaden the Administration's connections to the ethnic communities, to increase access of those communities to the White House and the Administration, to identify ethnic leadership that is supportive of the President, and where possible, to secure the support of the leadership of the major organizations.

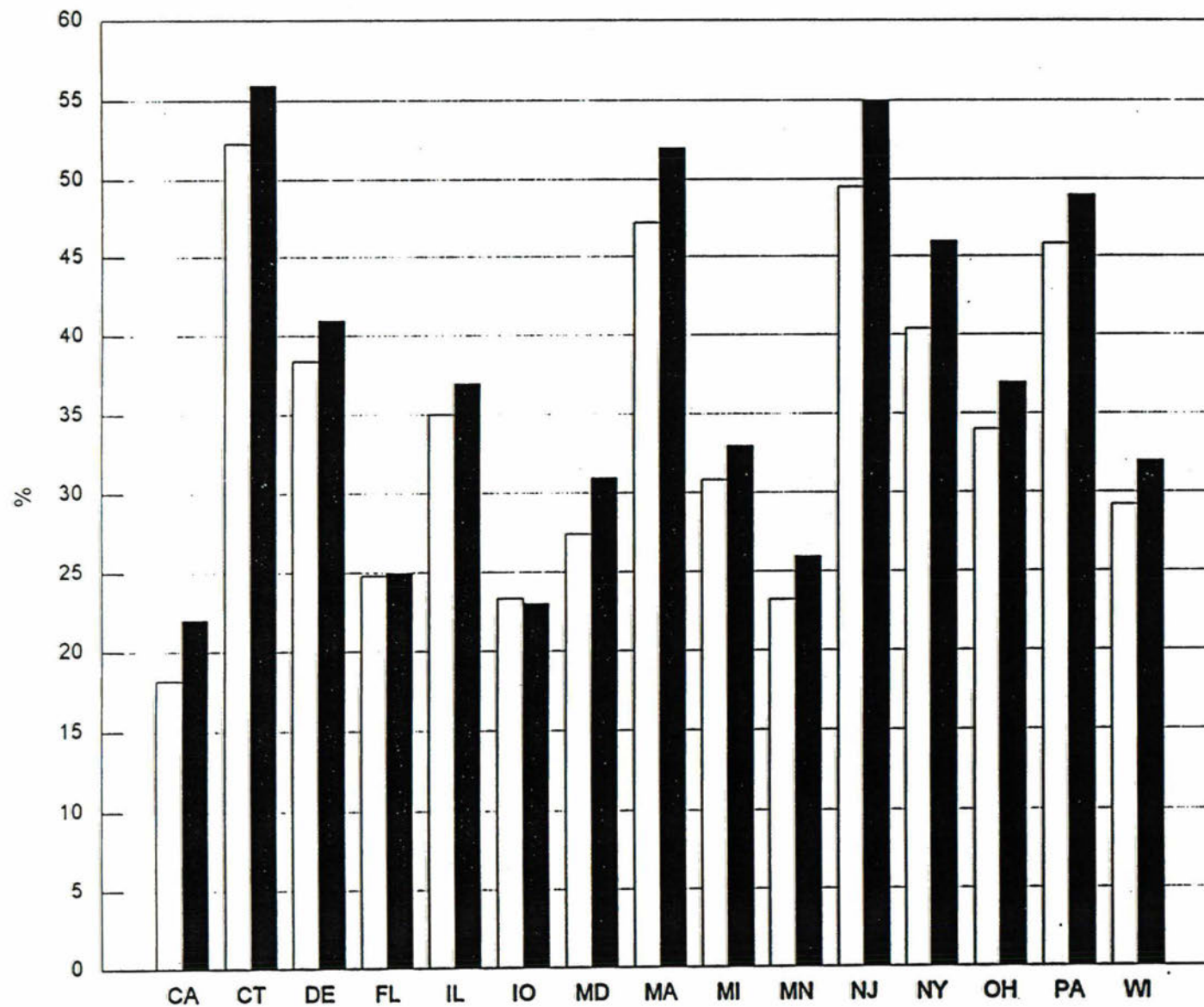
Despite the lack of resources allocated to ethnic constituency outreach, progress made has been remarkable. The President's personal commitment to the acknowledgement and inclusion of all ethnic communities has been the legitimizing factor that has resulted in the support of a significant cross section of ethnic leaders.

Major milestones in the Administration's leadership in strengthening relations with the ethnic communities include:

- Roundtable policy meetings for ethnic constituencies and neighborhood organizations in Little Rock in 1992 and Washington, DC in 1993.
- Ongoing efforts of the Office of Public Liaison to provide unprecedented access of the ethnic communities to the President, Vice President and senior Administration policy makers through constituency briefings, community outreach, etc.
- The establishment of the National Democratic Ethnic Coordinating Committee by ethnic supporters of the President in October 1995.
- The establishment of the Democratic National Committee Office of Ethnic Outreach and the hiring of a director in November of 1995.

Capitalizing on the above efforts and the momentum developed through these initiatives, we propose the following objectives for the Ethnic Outreach Constituency Plan.

ETHNIC POPULATION AND VOTE BY STATE



ST	%of 1990 POP.	%of 1992 VOTE
CA	18.2	22
CT	52.3	56
DE	38.4	41
FL	24.8	25
IL	35	37
IO	23.3	23
MD	27.4	31
MA	47.2	52
MI	30.8	33
MN	23.2	26
NJ	49.5	55
NY	40.4	46
OH	34	37
PA	45.8	49
W	29.2	32

□ % of Total Population
 ■ % of 1992 Vote

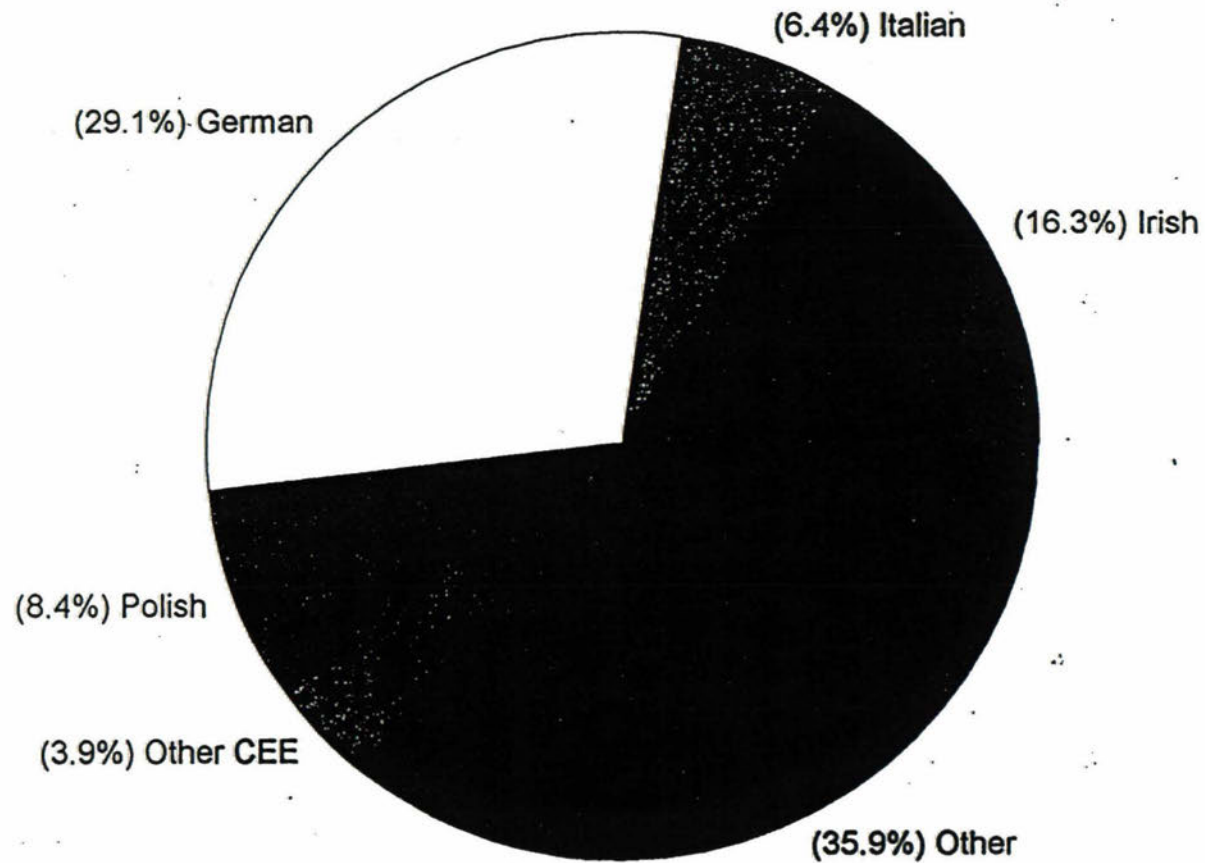
ETHNIC VOTER ANALYSIS

Percentage and Number of Ethnic Voters (C/E European, Italian, and Irish) in Fifteen Key States

States	Polish and Other C/E European Voters		Italian Voters		Irish Voters		Total % White Ethnic	Electoral Votes	Clinton Plurality 1992 Vote	1992 Total Voters by State
	%	Number	%	Number	%	Number				
MA	12%	302,498	14%	384,998	26%	714,997	52%	12	510,482	2,749,990
CT	18%	288,664	19%	304,701	19%	304,701	56%	8	104,498	1,603,692
NJ	18%	572,765	19%	604,585	18%	572,765	55%	15	56,885	3,182,031
NY	14%	912,395	16%	1,042,737	16%	1,042,737	46%	33	1,005,504	6,517,108
PA	18%	881,873	12%	587,915	19%	930,866	49%	23	446,676	4,899,295
M D	10%	188,478	5%	94,239	16%	301,565	31%	10	270,370	1,884,786
OH	13%	632,612	6%	291,974	18%	875,924	37%	21	88,759	4,866,247
MI	15%	639,935	4%	170,649	14%	597,272	33%	18	271,170	4,266,235
IL	15%	739,527	6%	295,811	16%	788,829	37%	22	661,320	4,930,184
WI	16%	400,775	3%	75,145	13%	325,630	32%	11	109,698	2,504,848
MN	11%	251,779	2%	45,778	13%	297,557	26%	10	260,903	2,288,906
DE	10%	28,749	10%	28,749	21%	60,373	41%	3	23,561	287,494
IO	2%	26,770	2%	26,770	19%	254,322	23%	7	80,592	1,338,541
CA	5%	515,208	5%	515,208	12%	1,236,500	22%	54	1,473,313	10,304,174
FL	4%	209,248	6%	313,872	15%	784,680	25%	20	lost by 85,907	5,231,204

ILLINOIS

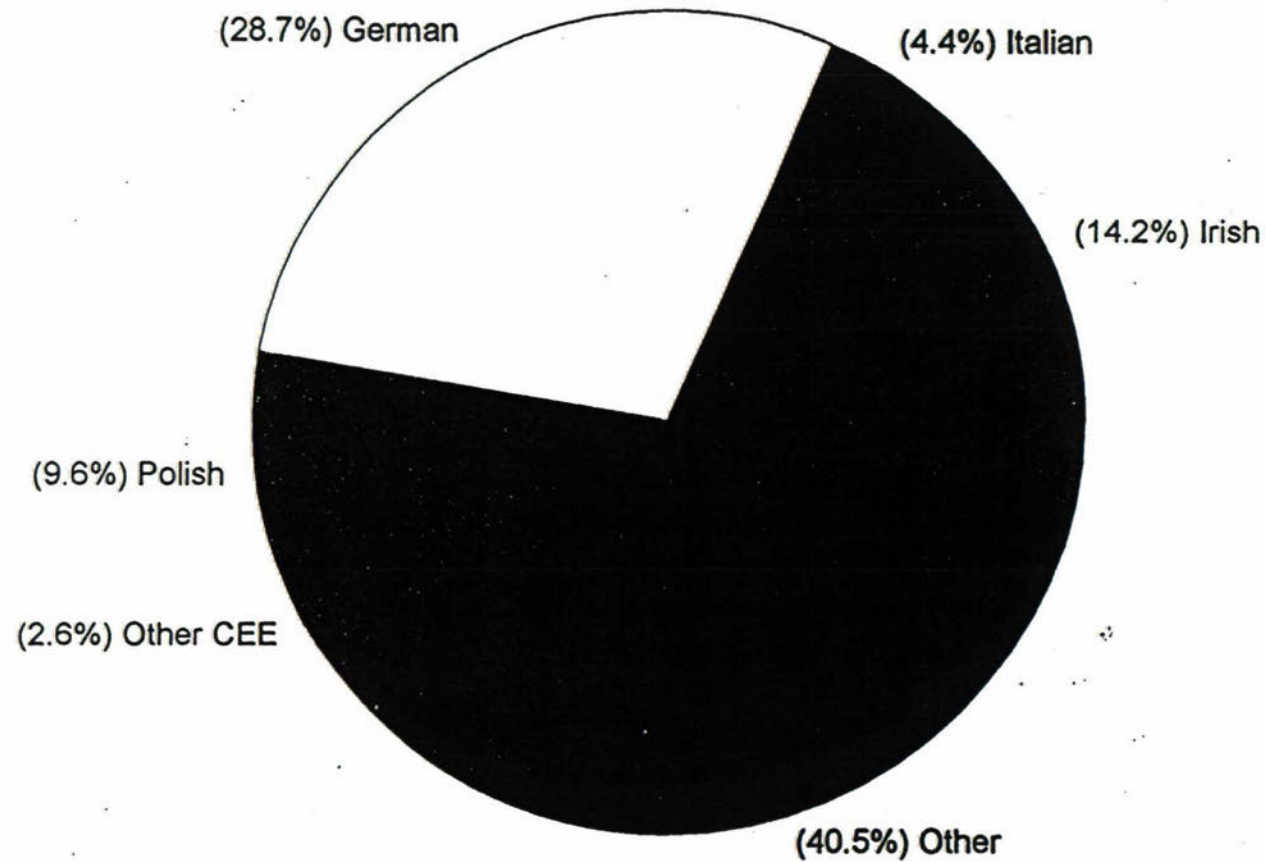
Total Population at a Glance



Catholic Population: 30.9%

MICHIGAN

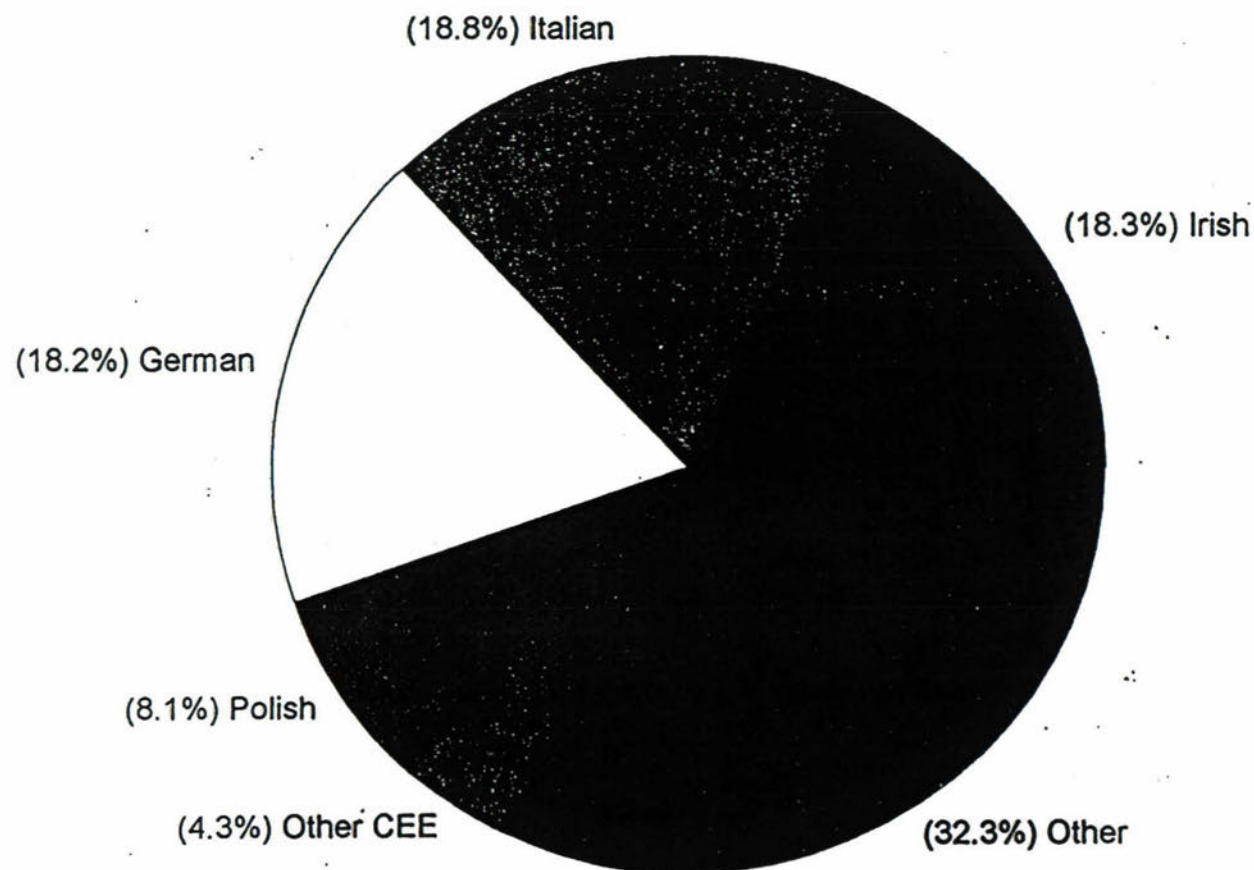
Total Population at a Glance



Catholic Population: 24.2%

NEW JERSEY

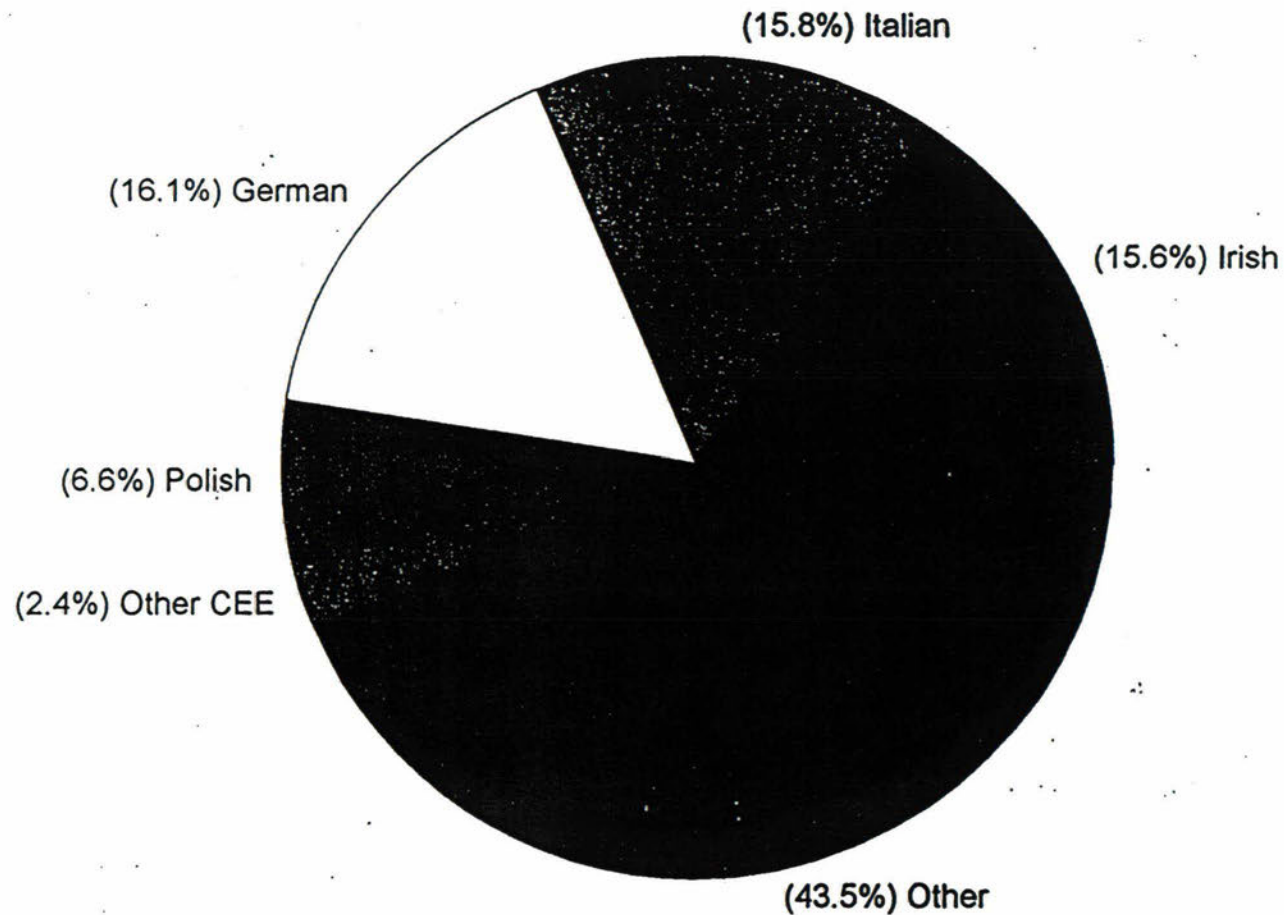
Total Population at a Glance



Catholic Population: 42.0%

NEW YORK

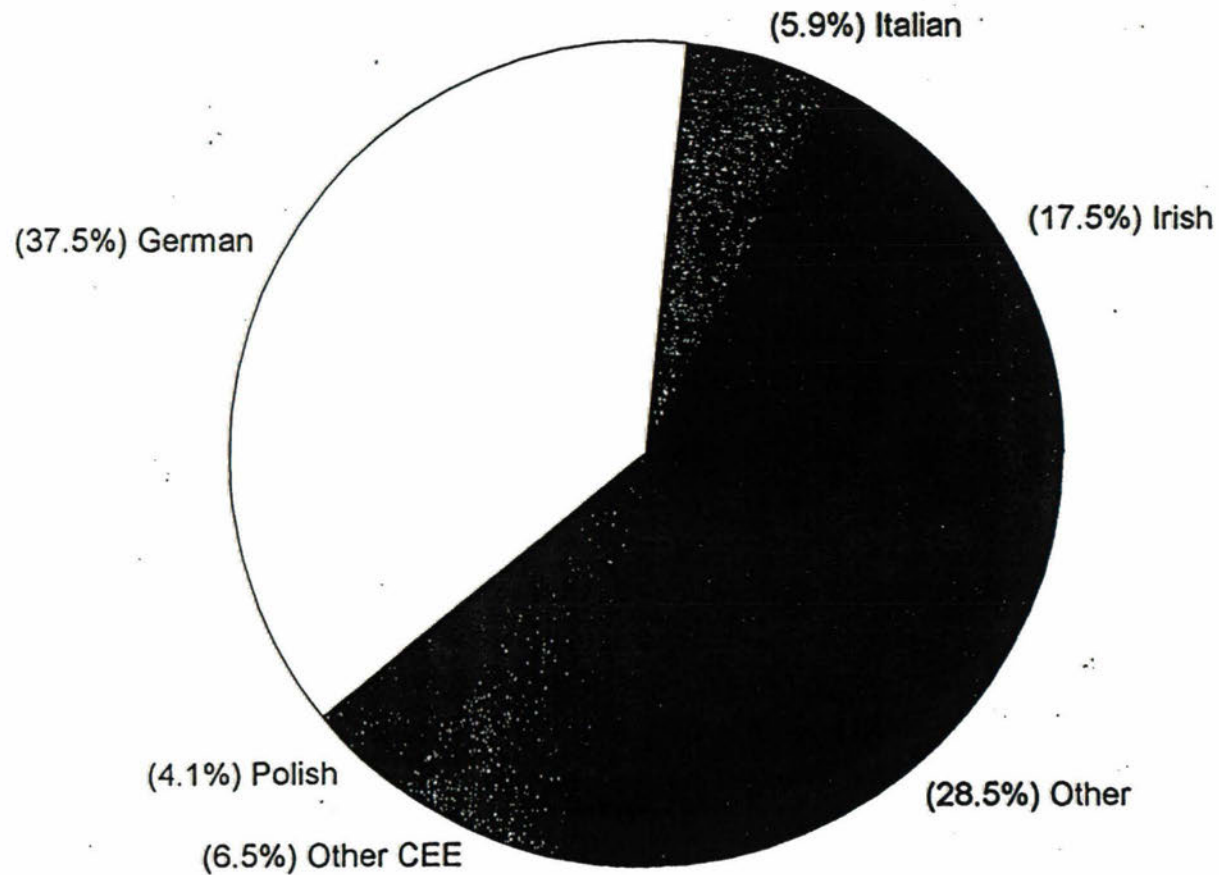
Total Population at a Glance



Catholic Population: 40.2%

OHIO

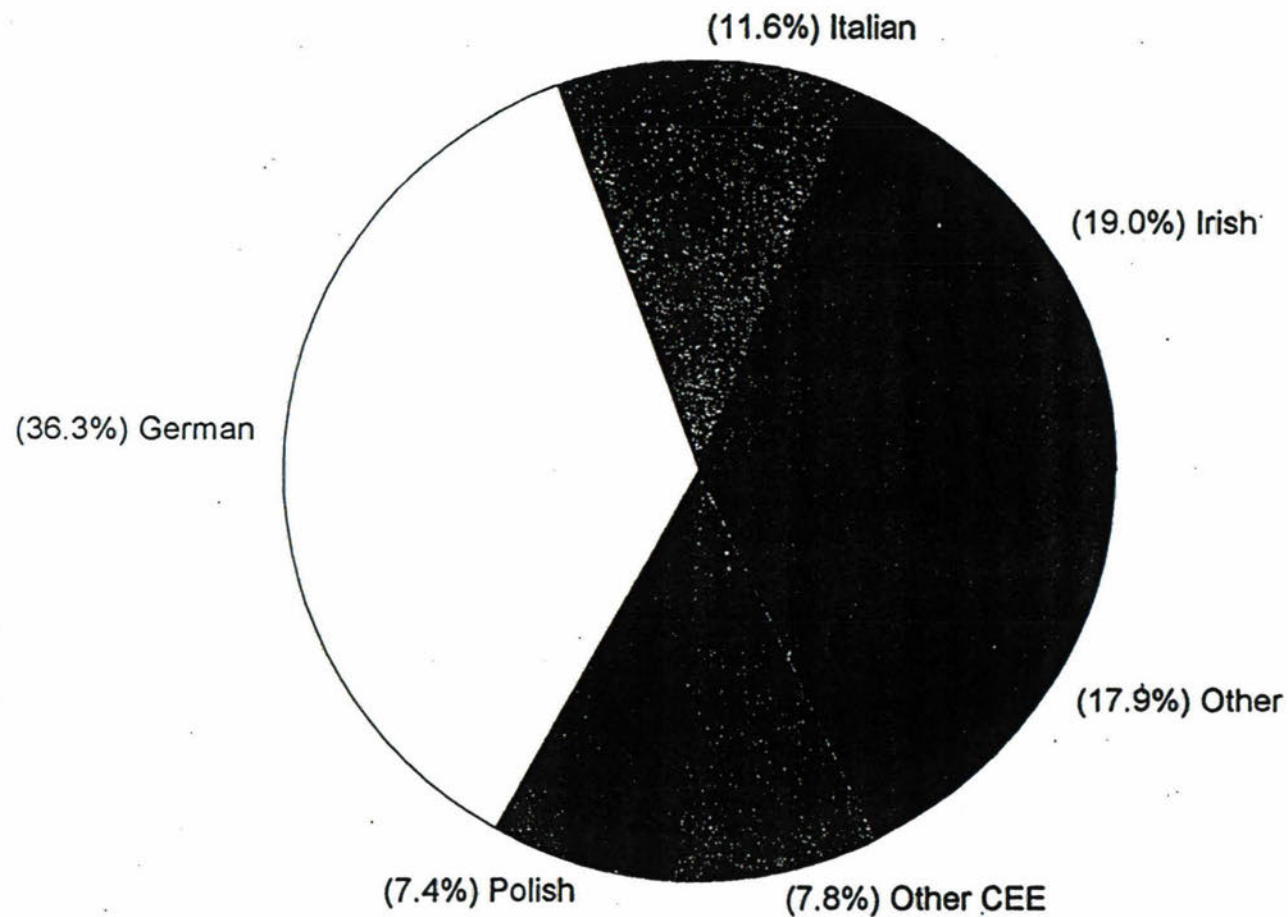
Total Population at a Glance



Catholic Population: 20.3%

PENNSYLVANIA

Total Population at a Glance



Catholic Population: 30.4%

II. Objectives

- A. Restore and exceed the ethnic base vote percentage the President enjoyed in 1992 in the fifteen key states, much of which was lost by the Party in the 1994 elections.
- B. Heighten the visibility of ethnic Americans as a core constituency of the Democratic Party.
- C. Ensure that the President's and the Democratic Party's message speaks to and resonates with ethnic Americans and guarantee that message and record of accomplishments reaches ethnic voters.
- D. Rebuild loyalty to the Democratic Party of traditional Democratic ethnic constituencies.
- E. Institutionalize the participation of ethnic Americans in the Democratic Party.

The objectives will be met through the implementation of the following strategies on a national and targeted priority state level.

III. Strategies

1. Expand the National Democratic Ethnic Coordinating Committee to include the participation of key ethnic constituencies in the fifteen targeted states. *(National)*
2. Develop a process for input into the message of the President and Re-Elect Campaign to ensure that these messages resonate with ethnic Americans.
3. Develop and put in place National Ethnic Specific Clinton/Gore '96 Organizations for key ethnic groups. *(National)*
4. Develop and put in place State Ethnic Coordinating Committees and ethnic specific Clinton/Gore '96 organizations at the targeted state level. *(State)*
5. Develop a network of ethnic public officials to help focus and communicate the President's and the Democratic Party's message. *(National/State)*
6. Implement a systematic and regular communication program utilizing traditional and non-traditional ethnic media outlets that reach the ethnic communities. *(National/State)*
7. Utilize the Democratic National Convention to reinforce and heighten the profile of ethnic Americans in the Democratic Party. "Faces of Chicago -- Faces of our Nation: the Family of the Democratic Party." *(National)*
8. Utilize the schedules of the President, Vice President, First Lady and Mrs. Gore to acknowledge ethnic communities and reinforce our message amongst ethnic Americans. *(National/State)*
9. Utilize Administration surrogates to highlight our record of ethnic specific accomplishments. *(National/State)*
10. Continue and expand the unprecedented access to the White House and key Administration decision makers for the leadership of the ethnic communities. Concentrate this effort on penetrating the leadership of the national non-partisan ethnic organizations. *(National)*

Strategy One

Expand the National Democratic Ethnic Coordinating Committee to include the participation of key ethnic constituencies in the fifteen targeted states.

Implementation

The National Democratic Ethnic Coordinating Committee (NDECC) is made up of over twenty ethnic leaders from around the country and convened itself in the fall of 1995. This multi-ethnic coalition meets bi-monthly to discuss strategy and tactics and helps to identify critical issues of importance to the various ethnic communities. The NDECC is expanding its membership to be even more inclusive and representative of ethnic America. Current membership of the NDECC is attached.

- A. By March 15, 1996 the Committee will be expanded to include at least two representatives of each key constituency.
- B. In April of 1996 a national announcement and press conference announcing the establishment of the NDECC will be held with appropriate ethnic press to maximize the announcement.
- C. The NDECC will serve as the Steering Committee for the national ethnic outreach effort of the White House, the Democratic National Committee and the Committee to Re-Elect Clinton/Gore. The Committee will continue to meet bi-monthly and expand throughout the year.
- D. NDECC members will serve as the key leadership of state level Democratic Ethnic Coordinating Committees in the key targeted states.

- E. A working group has been established that will convene through teleconference on a bi-weekly basis to coordinate efforts. The working group includes:

Hon. Peter Ujvagi, Hungarian-American community
Dr. James Zogby, Arab-American community
Steve Rukavina, Croatian-American community, Convention
Task Force Chair

Andy Fedynsky, Ukrainian-American community, Media Task Force Chair
Marilyn DiGiacobbe, White House Office of Public Liaison
Tom Albert, Democratic National Committee Office of Ethnic Outreach
Ethnic Outreach Director, Committee to Re-Elect Clinton/Gore, TBA

- F. Administration officials currently serve as informal advisors on a case by case basis. These relationships are based on specific ethnic group connections. For example, Melanne Verveer overall and on Ukrainian-American issues, George Stephanopoulos on Greek-American issues, Mike Mahdesian of USAID on Armenian-American issues, etc. Efforts will be made to increase the utilization of these individuals.

NATIONAL DEMOCRATIC ETHNIC COORDINATING COMMITTEE
(Current Membership)

Arab-American	Jim Zogby, DC, Co-Convener Tony Haddad, MI
Armenian-American	Mourad Topalian, FL Set Momjian, PA
Croatian-American	Steven Rukavina, MD
Czech-American	Anne Bergren, IA
German-American	David Wilhelm, IL, Co-Convener Bernard Freitag, PA (to be invited)
Greek-American	Savas Tsivicos, NJ Christine Warnke, DC
Hungarian-Am	Hon. Peter Ujvagi, OH, Co-Convener Hon. Laszlo Papp, CT
Irish-American	Hon. Bruce Morrison, CT Brian O'Dwyer, NY Joe Jamison, NY
Italian-American	Hon. Jim Rosapepe, MD, Co-Convener Phillip Piccigallo, DC
Lithuanian-Am	Rimas Chesonis, IN
Norwegian-Am	TBD
Other Baltic-Am	TBD
Polish-American	Tom Wojslawowicz, NJ John Pikarski, IL Marilyn Piurek, CT (to be invited)
Portuguese-Am	Hon. Armando Fontoura, NJ Linda M.A. Rodrigues, NJ (to be invited)
Slovak-American	TBD
Swedish-American	Hon. Wendel Anderson, MN
Ukrainian-American	Julian Kulas, IL Andrew Fedynsky, OH

Strategy Two

Develop a process for input into the message of the President and Re-Elect Campaign to ensure that these messages resonate with ethnic Americans.

Implementation

A comprehensive approach to recognize and include ethnic Americans must be developed. In the past, too often pronouncements of the DNC and by party leaders have omitted recognition of these ethnic groups and their issues.

- A. Continue to work to ensure that all Democratic party announcements, when defining "base constituencies" include all ethnic Americans.
- B. Convene an ethnic focus group to help identify and refine messages of critical importance to these ethnic groups.
- C. Include ethnic oriented questions in national pollings done by the DNC and the Campaign to Re-Elect in order to quantify key elements of an ethnic oriented message.
- D. Develop, through a working group of the NDECC, a series of recommendations for code words, ethnic specific language and hot button issues for the Communications office of the White House, Campaign to Re-Elect and the DNC.
- E. Review and input into major speeches to be made in the key states, especially the priority one states of New Jersey, New York, Michigan, Illinois, Ohio and Pennsylvania.

Strategy Three

Develop and put in place National Ethnic Specific Clinton/Gore '96 Organizations for key ethnic groups.

Implementation

Establish National Clinton/Gore Steering Committees for the larger ethnic specific groups including Irish-American, Polish-American, and Italian-American. Support the establishment of Steering Committees for other ethnic groups where possible, for example the Arab-American Clinton/Gore Committee is presently being organized.

In order to put in place National Ethnic Specific Clinton/Gore '96 organizations, engage in the following steps:

- A. Formation of working groups. For each specific ethnic group, a small group of ethnic leaders will be brought together to identify a broad based National Steering Committee, develop an ethnic specific outreach plan, and take responsibility for the overall implementation of the outreach plan. The Committee to Re-Elect Clinton/Gore will approve the leadership of the Steering Committee and the proposed outreach plan.

Working group meetings for the following ethnic groups are scheduled:

Irish-American working group	February 26
Hungarian-American working group	Week of March 18
Polish-American working group	Week of March 25
Other ethnic groups	TBD

- B. The process for official recognition of Clinton/Gore organizations needs to be better defined. The Committee to Re-Elect Clinton/Gore needs to provide written direction on the parameters for the establishment and functioning of these base constituency committees.
- C. Each ethnic community will determine the best leadership structure for the Clinton/Gore committees that will most effectively operate in their community.

Strategy Four

Develop and put in place State Ethnic Coordinating Committees and ethnic specific Clinton/Gore '96 organizations at the targeted state level.

Implementation

- A. By March 1, 1996 send a mailing from Chairman Fowler to state party chairs of the fifteen targeted states announcing the establishment of the Democratic National Committee Office of Ethnic Outreach and asking the chairs for their cooperation in the establishment of State Democratic Ethnic Coordinating Committees.
- B. By March 15, 1996 establish core State Ethnic Coordinating Committees and appoint co-chairs for the priority one states of New Jersey, New York, Michigan, Illinois, Ohio and Pennsylvania.
- C. By April 30, 1996 establish core State Ethnic Coordinating Committees and appoint co-chairs for priority two and three states of California, Massachusetts, Florida, Minnesota, Maryland, Connecticut, Wisconsin, Iowa and Delaware.
- D. Kick-off State Democratic Ethnic Coordinating Committees through the planned May White House Ethnic Leadership Day. The Leadership Day will energize individuals and launch our state efforts. Press releases and announcements will be coordinated to highlight the formation of the committees.
- E. Establish ethnic specific Clinton/Gore '96 organizations in the priority one targeted states of New Jersey, New York, Michigan, Illinois, Ohio and Pennsylvania by June, 1996. In priority two and three states, involve ethnic leaders in national ethnic specific Clinton/Gore '96 organizations prior to the Democratic National Convention.
- F. The State Democratic Ethnic Coordinating Committees will interface with the Coordinated Campaign effort in the priority one states to ensure participation of key ethnic leaders from that state in the Coordinated Campaign. It is essential that at least two members of the State Democratic Ethnic Coordinating Committee leadership be at the constituency table during the development and the implementation of the coordinated campaign.

The State Democratic Ethnic Coordinating Committee will help execute the overall campaign field operation plan in the ethnic communities.

- GOTV activities
- low-cost ethnic specific literature for distribution
- Voter registration
- Polling
- Voter Identification

(See draft outline for state campaign plan attached.)

State Wide Campaign Plan

DRAFT OUTLINE

1. Identify Constituencies
 - Primary concentration of targeted ethnic communities
 - Identify by Congressional Districts / Counties
 - Develop data base
 - 1992 Presidential / Congressional Elections
 - 1994 Congressnal Elections
2. Develop State Wide Democratic Ethnic Coordinating Committee
 - Resource Ethnic Elected Officials
 - Data bank @ White House
 - Data Bank @DNC
 - State Party Lists
 - Local Party Lists
 - Fraternal Groups
 - Ethnic Democratic Club
3. Where Appropriate Develop Ethnic Group Specific Steering Committees
4. Where Appropriate Develop interface with delegate selection process,
 - Affirmative Action Plan (?)
 - National convention Interface
5. Media Plan
 - Multi Ethnic / Cross Cutting
 - "Free Media"
 - Paid Media
 - Group Specific
 - Newspapers
 - Radio / TV / Cable
 - Regional / Neighborhood Newspapers
 - Non Traditional Outlets
 - Newsletters
 - Church Bulletins
 - Media Schedule
 - Monthly releases from March - November
6. Field Operation Plan
 - Summer Wars
 - Ethnic Festivals
 - Message from the President
 - Significant Statewide Event
 - One major "identifiable" Ethnic / Neighborhood Event in the state
 - DNC
 - White House
 - Ethnic Groups

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7. Major Events Strategy

8. Voter registraion Plan

- New Citizens
- Senior Citizens

9. GOTV Program

10. Volunteer Developewnt

11.. Fundraiser

12. Staff Capacity Requirements

- Statewide Ethnic Constituency Coordinator (Paid)
 - Event Scheduler (Vol.)
 - Congressional Dist. / Area Coordinators (Vol.)
- (

Strategy Five

Develop a network of ethnic public officials to help focus and communicate the President's and the Democratic Party's message.

Implementation

- A. By March 4, 1996 send a mailing to all Democratic Members of Congress informing them of the establishment of the Democratic National Committee Office of Ethnic Affairs.
- B. By March 15, 1996 utilize ethnic surname identifying software available through the Democratic National Committee to identify ethnic public officials including mayors, council members, county elected officials, state representatives, state senators, township trustees/councils and board of education members.
- C. By March 30, 1996 send a mailing to the identified officials in the priority one states on New Jersey, New York, Michigan, Illinois, Ohio and Pennsylvania informing them of White House/DNC programs for ethnic outreach and enlisting them in the State Democratic Ethnic Coordinating Committee.
- D. By April 20, 1996, send a mailing to identified officials in the priority two and three states of California, Massachusetts, Florida, Minnesota, Maryland, Connecticut, Wisconsin, Iowa and Delaware informing them of the White House/DNC programs for ethnic outreach and enlisting them in the State Democratic Ethnic Coordinating Committees.
- E. By April 20, 1996, send a mailing to the Democratic ethnic Members of Congress informing them of the White House/DNC programs for ethnic outreach and enlisting them as honorary co-chairs of the NDECC.
- F. By April 30, 1996, convene the Chief of Staff's/AA's of ethnic Members of Congress to help identify key ethnic leaders and involve their principals in key events.
- G. By May 30, 1996, convene the Public Liaison/Ethnic Affairs Coordinators of Democratic Mayors in key cities in the priority one states of New Jersey, New York, Michigan, Illinois, Ohio and Pennsylvania to help identify key ethnic leaders and involve their principals in key events.

Strategy Six

Implement a systematic and regular communication program utilizing traditional and non-traditional ethnic media outlets that reach the ethnic communities.

Implementation

An important method of demonstrating the President's and the Democratic Party's commitment to reach out to America's diverse ethnic communities is to speak to them directly through their ethnic press.

Most ethnic communities have developed an independent press, including television, radio and print. While the qualities of these outlets vary, they play a vital role in providing information to their respective groups.

The goals of this press outreach program are to help establish the image of the Democratic Party as the party of and for ethnics and to highlight Presidential accomplishments on ethnic specific issues. This press outreach program is a two pronged approach that requires a steady flow of releases from both the Democratic National Committee and the White House.

Free Media

A. Media Outlets

- A list of 500 national, regional and state ethnic media including newspapers, radio and TV/Cable have been identified.
- Review current ethnic media lists to prioritize the key national outlets for each specific ethnic group.
- Identify non-traditional outlets to reach these constituencies, ie: neighborhood newspapers, suburban press, and organizational newsletters.
- Develop a network of reporters of ethnic heritage in mainstream media outlets, to provide press releases, etc.

B. White House Media Program

- Schedule ethnic press meetings/roundtables with Senior Administration officials, one per month from March through November.
- Develop a program to encourage key Administration surrogates to schedule ethnic press meetings/roundtables in conjunction with planned trips to key targeted states.
- Schedule interview opportunities with ethnic Administration officials and Administration officials with responsibility in areas of concern to specific ethnic groups.
- Distribute audio tape of targeted Presidential speeches/remarks to ethnic radio outlets.
- Continue current program of mailing releases around White House ethnic events and policy announcements of interest to specific ethnic groups.

C. Democratic National Committee Media Program

- Announce ethnic support of Administration policies and positions through monthly releases.
- Recognize the announcements of the formation of State Democratic Coordinating Committees and Clinton/Gore Councils.
- Develop an ethnic response team to communicate our message on mainstream and ethnic radio.
- Coordinate Democratic ethnic leaders to produce oped-pieces and letters to the editor to reinforce the President's record of accomplishments.

D. Develop an ethnic internet web site. (if resources available)

- Establish website including information on NDECC and Ethnicities for Clinton/Gore '96 activities, Clinton/Gore speeches on relevant issues, record of accomplishments on crosscutting and ethnic specific issues, information on how to volunteer and become involved in national and state ethnic Clinton/Gore '96 organizations.
- Provide ethnic websites with appropriate press releases and announcements. For example, Hungarian-American, Ukrainian-American, Greek-American and Croatian-American communities have their own websites and homepages. The Italian-American community is currently establishing its website.

Paid Media

- A. Propose modest but appropriate budget for advertising, because the rates are so low and one is able to target a message to a very specific audience. English and non-english language advertising.
 - 1. National and regional ethnic press will be utilized for the targeted ethnic constituencies.
 - 2. Regional and local ethnic press, radio and cable television will be utilized in priority one states.
- B. A paid media proposal for priority one states and targeted ethnic constituencies will be developed by May, 1996.
- C. If approved, the paid media program should be implemented in September/October 1996.

* *A clear timeline will be developed for this strategy, once determination of additional resources is made.*

Strategy Seven

Utilize the Democratic National Convention to reinforce and heighten the profile of ethnic Americans in the Democratic Party, ie: "Faces of Chicago -- Faces of our Nation: the Family of the Democratic Party."

Implementation

The Democratic National Convention presents an important opportunity to highlight the ethnic diversity and inclusion of the Democratic Party, to feature ethnic America prominently and involve these base constituencies in the Democratic National Convention.

- A. Work with the other ethnic groups represented at the Democratic National Convention to create a broad coalition of all the ethnic groups of the Democratic Party, ie: African-American, Hispanic, Asian-American and our ethnic groups.
- B. Party Platform. Involve NDECC in the party platform process. Identify ethnic leadership to testify at platform hearings as appropriate.
- C. Convention Program. Showcase a message that resonates with ethnic America focusing on the themes of family, hard work, diversity, and community responsibility. Feature a major speaker that focuses on these issues.
- D. Establish an Ethnic Caucus for delegates and alternates.
- E. Increase Ethnic delegates. Promote ethnic community leaders as national delegates and alternates.
- F. Proposed events
 - 1. Afternoon, August 24, 1996 -- Ethnic Leadership Issues Forum and Roundtable featuring Administration surrogates and focusing on issues of concern to Ethnic communities.

2. Evening, August 24, 1996 -- A Major Multi-Ethnic Event co-sponsored by the National Democratic Ethnic Coordinating Committee and the National Democratic Institute. The National Democratic Institute brings 700-1,000 visiting foreign public officials to the Democratic National Convention to witness the Democratic process in action. The audience would also include ethnic delegates, ethnic leadership, and ethnic press.
3. Morning, August 25, 1996 -- Ecumenical Prayer Service for All Religious and Ethnic Constituencies including African-American, Hispanic, Central and East European, Polish, Italian, Irish, etc. and Muslim, Jewish, Protestant, Catholic, Orthodox, etc.
4. Evening, August 25, 1996 -- Ethnic Leaders host Fundraising Reception
5. Morning, August 26, 1996 -- Ethnic Leaders and Delegates Breakfast hosted by NDECC
6. Morning, August 26, 1996 -- NDECC Press Conference Showcasing Ethnic America's Support for Clinton/Gore and the Democratic Party. NDECC will work through convention press liaison to promote and arrange ethnic oriented interviews.
7. August 27, 1996 -- Ethnic Women's Event TBD