MEMORANDUM February 26, 1996

TO: Harold Ickes
Deputy Chief of Staff

FROM: Alexis Herman
Bill White
Office of Public Liaison

SUBJECT: Disability Outreach Meeting, Tuesday, February 27

In preparation for Tuesday's rescheduled meeting at 7:00 PM in the Roosevelt Room, we have attached the Disability Outreach plan for your review.

Tab 1 is a one page overview that outlines the voting history of the disability community and highlights their potential in 1996.

We are particularly interested in decisions on the following sections:

Tab 3: National Steering Committee

Tab 4: Scheduling Priorities for the White House

Tab 10: Timetable

Thank you.

Ben

COPY
Folder #1

17 June 1996

JUN 18 1996

MEMORANDUM TO PETER KNIGHT
ALAN WHEAT

CC: Alexis Herman
Ernie Green
Eric Eve

From: Harold Ickes HI

Re: Announcement of the African American National Steering Committee for the Clinton/Gore Re-elect

On 13 June, Ernie Green said that he would draft a plan for a announcement of the National African American Steering Committee for Clinton/Gore. I assume that Alan will be in touch with him about this.

Divider Title: **Q A.32 Attachment**

CLINTON/GORE '96 GENERAL
COMMITTEE, INC.

11639

11639

33893	011597	01/15/97	937.90	937.90	0.00	937.90

TRX DESCRIPTION: Printing/Copying Expense

$937.90

11639

CLINTON/GORE '96 GENERAL
COMMITTEE, INC.
P.O. BOX 19584
WASHINGTON, DC 20036

NATIONSBANK, N.A.
WASHINGTON, D.C.
15-120-540

DATE
01/15/97

AMOUNT
*********937.90

PAY **********937 DOLLARS AND 90 CENTS

TO THE
ORDER
OF

U.S. Treasury
O.E.O.B. Room 1
Washington DC 20500

TWO SIGNATURES REQUIRED IF OVER $2000.00

Elizabeth G. Fox

Security features included. Details on back.

⑈011639⑈ ⑆054001204⑆ 1933064772⑈

THE WHITE HOUSE
WASHINGTON

January 15, 1997

FOR: CLINTON/GORE '96

FROM: WHITE HOUSE ADMINISTRATIVE OFFICE

SUBJECT: AUTHORIZATION FOR PAYMENT

COMPANY: U.S. Treasury

PAYABLE TO: U.S. Treasury

AMOUNT: $937.90

PURPOSE: Equipment usage, document reproduction & expenses

Date	Invoice	Amount	Desc.
1/15/97		$937.90	

To be paid by/from: CG'96

Authorized by: Mike Malone

(Signature of approving official)

Date sent for payment: January 15, 1997

COMMENTS: Checks should be sent to OEOB Rm.1 for distribution to vendors.

January 14, 1997

The White House
Administration Office
OEOB Room One
Washington, DC 20502

To: Clinton Gore General Committee, Inc.
P.O. Box 19584
Washington, DC 20036

Date	Description	Charges	Credits	Balance
1/15/97	Use of 1 computer for 7 days	437.50		437.50
	Use of 1 printer for 7 days	350.00		787.50
	1 reproduction of a 10 page document	.40		787.90
	Miscellaneous expenses	150.00		937.90
				937.90

Remit payment to:

The White House
Mike Malone
Office of Administration
OEOB Room One
Washington, DC 20036

Make check payable to:

U.S. Treasury

Courtland L. Willman
01/13/97 05:17:29 PM

Record Type: Record

To: Michael D. Malone/WHO/EOP

cc:

Subject: Rental rates

Here is the additional information you requested:

Vendor	Item	Daily Rate	2 Week Rate
Item, Inc.			
	Laser Printer	75	250
	Small Copier	200	500
	Computer	100	125
Any Hour Computing			
	Ink Jet Printer	n/a	54
	Laser Printer	n/a	98
	Computer:		
	mid-range	n/a	126
	high-end	n/a	167
Aaron Rents Office Equip.			
	HP Laser Jet 4	25	150
	Copier	25	200
	Computer:		
	low-end	25	160
	mid-range	25	200
	high-end	25	300
Capitol Computer Corp.			
	HP 4 Printer	n/a	388
	Copier	n/a	216
	Computer	n/a	234

Averages:

Item	Daily Rate	2 Week Rate
Printer	50	188
Small copier	112.50	305
CPU:		

mid-range	62.50	171.25
high-end	~~25~~ 62.50	233.50

MEMORANDUM TO: MIKE MALONE
SPECIAL ASSISTANT TO THE PRESIDENT AND
DIRECTOR, WHITE HOUSE OPERATIONS

FROM: MELISSA MURRAY
WHITE HOUSE COUNSEL'S OFFICE

DATE: JANUARY 15, 1997

SUBJECT: CAMPAIGN BILLING

Please prepare a bill for the Clinton/Gore '96 campaign for the following items:

1 computer for seven days 62.50 x 7
1 printer for seven days 50 x 7
1 reproduction of a ten page document — call Steve Jewell Joyce Ford or Chuck Sigman (OA) for the print per copy rate x 10 pages
miscellaneous expenses: $150.00

Thank you for your attention to this matter.

.04 ¢

Divider Title: **Q A.38 Attachment**

OFFICE OF PUBLIC LIAISON: APA OPINION LEADERS
LOS ANGELES

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

DETERMINED TO BE AN ADMINISTRATIVE
MARKING INITIALS: M DATE: 12/2/14
219-0779-S-2

B 0001274
~~CONFIDENTIAL~~

Civil Listed by Cities

OFFICE OF PUBLIC LIAISON: APA OPINION LEADERS
LOS ANGELES

FIRST NAME	LAST NAME	COMPANY	REFERENCE	ETHNICITY
		Veterans of Foreign Wars	F. OHATA	
		Asian American Artist Association	F. OHATA	
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. OHATA	
Steven	Awakuni	California Federal Bank	F. OHATA	
Emma	Ballesteros	Philipino American Bar Association	F. OHATA	PHILIPINO
Sart	Chawla		R. ANAND	INDIAN
Pamela	Chin	ARCO	D. TSENG	CHINESE
Deborah	Ching	Chinatown Service Center	F. OHATA, D. TSENG	CHINESE
Anand	Chopra	Indo-American Political Association	R. ANAND	INDIAN
Donald	Chow	Professional Financial Advisors	F. OHATA	
Navneet	Chugh	Toastmaster Club	R. ANAND	INDIAN
Tammy	Chung	State Attorney General's Office	D. TSENG	KOREAN
Mai	Cong	Vietnamese Service Center	F. OHATA	VIETNAMESE
Kerry	Doi	Pacific Asian Consortium on Employment	F. OHATA	
Renato	Domingo		D. TSENG	PHILIPINO
Samuel	Fujii		F. OHATA	
Fred	Fujioka	Gomez, Fujioka, and Furukawa	F. OHATA, D. TSENG	JAPANESE
Mas	Fukai	Gardena City Council	F. OHATA	
Warren	Furutani	Los Angeles Board of Education	F. OHATA	
Dolly	Gee	Schwartz, Steinsapir, Dohrmann and Sommers	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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CONFIDENTIAL

CPL Lists by Cities

OFFICE OF PUBLIC LIAISON: APA OPINION LEADERS
LOS ANGELES

FIRST NAME	LAST NAME	COMPANY	REFERENCE	ETHNICITY
		Veterans of Foreign Wars	F. OHATA	
		Asian American Artist Association	F. OHATA	
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. OHATA	
Steven	Awakuni	California Federal Bank	F. OHATA	
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Kerry	Doi	Pacific Asian Consortium on Employment	F. OHATA	
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Dolly	Gee	Schwartz, Steinsapir, Dohrmann and Sommers	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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OFFICE OF PUBLIC LIAISON: APA OPINION LEADERS
LOS ANGELES

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

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Clinton Presidential Records
Digital Records Marker

This is not a presidential record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

This marker identifies the place of a tabbed divider. Given our digitization capabilities, we are sometimes unable to adequately scan such dividers. The title from the original document is indicated below.

Divider Title: **Q B.8-9 Attachment**

Democratic National Committee

EMPLOYEE HANDBOOK

Democratic National Committee

December, 1989

430 South Capitol Street, S.E. Washington, D.C. 20003 (202) 863-8000

WELCOME to the Democratic National Committee (DNC), the headquarters of the Democratic Party. Our responsibilities include:

- organizing and conducting the Democratic National Convention;
- providing assistance to Democratic candidates and state parties throughout the year and especially during campaigns;
- directing the process by which the next Democratic nominees for President and Vice President will be elected;
- raising funds to support the Party and its candidates through Direct Mail, council memberships, and special events;
- coordinating policy and public statements on behalf of the Party;
- maintaining communication with and active outreach to all members and supporters of the Democratic Party; and
- answering questions and providing information about DNC and Democratic Party programs.

The Officers of the Democratic National Committee are listed below. These officers were elected by the DNC Members, a group comprised of approximately 400 Committee Members from all over the country, including the Chair and Vice Chair of every Democratic State Party and representatives of Democratic elected officials at every level of government, who were chosen to help make party policy. Lists of the members, as well as other information about the Committee, are available from the Secretary's office.

The work of the Democratic National Committee is of national importance. To many people, we are their only contact with the Democratic Party. That means that every communication with the DNC should be positive and professional: on the phone, by mail or in person.

The information in this handbook is designed to help you do your job. If you have any questions, let us know!

Ronald H. Brown, Chairman
Robert A. Farmer, Treasurer
Kathleen M. Vick, Secretary
Lynn Cutler, Vice Chair
Jack Otero, Vice Chair
Carmen Perez, Vice Chair
James Ruvolo, Vice Chair
Lottie Shackleford, Vice Chair

Democratic National Committee
Office of the Chief of Staff
Washington, D.C.

This handbook, which contains an administrative section and a personnel section, provides guidance that should aid you in understanding your employee responsibilities, benefits and conditions of employment. This handbook is informational and is not a contract.

Committee employees are extremely vital to the success of this organization. Therefore, we are committed to assuring a work environment that is constructive and fair and that maximizes the talents of all staff.

The guidance in this handbook attempts to provide useful information on a broad spectrum of personnel and administrative matters. In the event that you are unable to find needed information or require clarification, please consult your division director.

Employees are a highly valued resource here at the Democratic National Committee and our policies are developed to reflect that and to be supportive of and facilitate quality performance, motivation and a sense of professional well being.

Alexis Herman
Chief of Staff

DNC Employee Handbookk
Issued 12/89

Table of Contents

ADMINISTRATIVE

100--GENERAL INFORMATION ABOUT THE DEMOCRATIC NATIONAL COMMITTEE

ORGANIZATIONAL CHART

The head of the Democratic National Committee is its Chairman. He serves as a Chief Executive Officer who sets the policy direction of the DNC. Division directors, who have direct responsibility for the direction and implementation of their division's programs, work in close concert with the Chief of Staff, whose responsibility it is to oversee the day to day operation of the DNC. The following is a list of the DNC's current Divisions and their general responsibilities.

CHAIRMAN'S OFFICE

The Office of the Chairman provides administrative support to the Chairman, and is also responsible for coordination of the Chairman's day to day and travel schedules, tracking all correspondence addressed to the Chairman, greeting visitors, maintaining the Chairman's personal files, and other office support functions.

CHIEF OF STAFF'S OFFICE

The Office of the Chief of Staff is the central management division of the DNC. It ensures that efficient administrative systems are implemented and that the activities of all other DNC divisions operate in concert with one another.

POLITICAL DIVISION

The Political Division's central operational goal is to run the next four years as the early phases of the 1992 Presidential General Election Campaign: candidate focused, voter focused, election results focused. The division, which includes the Offices of the Vice Chairs, does this best through a sustained effort to help party institutions, Democratic candidates and Democratic coalition members become supporters of, and full participants in, general election coordinated campaigns. The Political Division will initially focus its efforts on the major 1989 and 1990 Gubernatorial, U.S. Senate, Congressional (including special elections) and state legislative races.

FINANCE DIVISION

The Finance Division, which includes the Office of the National Finance Chair, is primarily responsible for raising funds through its major donor and direct mail programs. The major donor program is designed to reach contributors who give $1000 or more to the party. The direct mail program is designed to raise funds from a small donor base. The direct mail program is one of the primary vehicles for communicating the Party's message to Democratic loyalists throughout the country.

OFFICE OF THE TREASURER

The Office of the Treasurer, in addition to its fundraising activities, is responsible for reviewing and signing financial disclosure reports required by the federal government and/or state and local governments.

COMMUNICATIONS DIVISION

The Communications Division has responsibility for the Committee's internal and external communications program. One of the division's key functions is managing the Committee's press office, along with developing a unified democratic message. An important component of the expanded Communications Division's program is to establish an effective information sharing link between the DNC and members of Congress, state parties, governors, municipal and local governments.

RESEARCH DIVISION

The Research Division provides technical backing for the message development operations of the DNC; conducts training seminars for local party staff; tracks political activities and expenditures; and provides analysis of Congressional and Presidential initiatives for use by Democratic officials at all levels of government. Additionally, the Research Division produces speeches for the Chairman and a variety of written products for party officials and DNC senior staff.

OFFICE OF THE GENERAL COUNSEL

The Office of the General Counsel has responsibility for all of the Committee's legal work, which includes oversight of compliance with federal and state election and campaign finance laws. The Office of the General Counsel works closely with the Office of the Chairman and all the DNC's divisions, providing legal opinions, information and research.

OFFICE OF THE SECRETARY

The Office of the Secretary has the responsibility for oversight and governance of the DNC's Party affairs. Specifically, the office assists and advises state party leaders, executive directors and members of the press on issues pertaining to the Party's Charter, Bylaws and Rules. The Office serves as the National Party's recordkeeper, maintaining the DNC's and the national convention's archives, as well as coordinating all DNC, Executive Committee and standing committee meetings.

OFFICE OF THE COMPTROLLER

The Office of the Comptroller has the responsibility for all accounting functions for the DNC as well as Federal Election Commission ("FEC") and state reporting responsibilities.

ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division is responsible for analyzing, planning, organizing, coordinating, directing and controlling the operational components of the DNC. The Division encompasses management information systems, public liaison/special projects, material and supply management, mail, reproduction services, telecommunications, front desk operations, and limited building administration. The Director of Administrative Services, in conjunction with division directors, will coordinate the hiring of all support personnel.

MANAGEMENT INFORMATION SYSTEMS

Management Information Systems is responsible for the development, maintenance and modifications of the DNC's computer applications.

SERIES 200--PURCHASES/CONTRACTS

No expenditures are to be made without prior written authorization and approval from the appropriate division director and the Chief of Staff. Any person creating an obligation without prior written authorization is taking the risk of being held personally liable for that obligation.

CHECK/EXPENDITURE REQUESTS

Check/expenditure requests must be signed by the head of the division making the request and the Chief of Staff. Approved check/expenditure requests are then submitted to the Office of the Comptroller, where the checks are processed and mailed out or returned to the division making the request. Checks will be processed bi-weekly.

REIMBURSEMENT REQUESTS

Requests for reimbursement should be submitted to the Chief of Staff and must be accompanied by a check request and substantiating receipts. Approved requests will be submitted to the Office of the Comptroller. Staff reimbursements are processed on the 15th of each month.

CONTRACTS

All contracts and all requests that contracts be drafted by DNC's Office of the General Counsel should be submitted to the Chief of Staff. The Chief of Staff will forward all contracts and requests for contracts to the Office of the General Counsel where contracts will be either reviewed or drafted. Once contracts have been reviewed or drafted by the Office of the General Counsel, they will be returned to the Chief of Staff's office where they will be processed. NO ONE OTHER THAN THE CHAIRMAN SHOULD SIGN CONTRACTS.

PROCUREMENT POLICY

All requests for the following should be submitted on a requisition form to the Administrative Services division:

a. General office supplies, e.g. pens, legal pads.
b. Stationery
c. Business cards

Requests for major equipment expenditures should be directed to the Director of Administrative Services through respective division heads.

SERIES 300--TRAVEL AND REIMBURSEMENTS

TRAVEL REQUESTS

All travel requests should be submitted as early as possible in order to take advantage of the best possible rates. The requests should be submitted on a "Travel Request Form" and must be authorized by the division director and the Chief of Staff. When the travel request form is submitted, it should include expected costs for rented automobiles, if any, hotel accommodations and per diem. The DNC does not pay or reimburse any travel expenses without this written authorization. All staff travel should be tourist class.

GROUND TRANSPORTATION

The DNC will reimburse staff members for reasonable costs incurred while on travel for taxis and other necessary ground transportation. The DNC will also reimburse staff members for costs for ground transportation while in Washington, D.C., provided that the transportation is used in connection with DNC work-related activities. Receipts should be kept for all such costs and should accompany requests for reimbursement.

PER DIEM

Per Diem is $20 while on travel. Per diem requests should be included on the travel requests forms. Per diem checks should be picked up from the Comptroller's Office. It is expected that a staff member's per diem will cover his/her food expenses while on travel.

HOTEL ROOMS

Staff should stay at hotels that charge reasonable rates. The only hotel related charges that are paid by DNC are the basic room charge and applicable taxes. The DNC is not responsible for room service, valet charges, movie charges or other costs that may be charged to a hotel room. Typically, staff will be expected to pay for their hotel rooms and request reimbursement. Any other arrangements will require the prior approval of the Chief of Staff.

SERIES 400--MAIL, DELIVERIES AND DUPLICATING

REGULAR MAIL

Mail to the DNC is delivered once a day to the mailroom, where it is sorted and placed in division mail slots. Each division is responsible for picking up its mail from the mailroom. All mail for same day pickup from the DNC must be in the mailroom by 3:30 p.m.

BULK MAIL

Bulk mailings must be arranged through Administrative Services.

UPS

Daily United Parcel Service pickups are made between 2:00 and 4:00 p.m. All packages must be weighed, adequately sealed and registered in the UPS log book located at the third floor reception desk. No package will be picked up unless these procedures are followed.

FEDERAL EXPRESS MAIL SERVICE

Federal Express mail should be used only when necessary. Forms and packaging for federal express mailings are ordered by Administrative Services and are made available to each division by Administrative Services. Federal Express packages are picked up at the guard's desk on the first floor every evening at 6:30 p.m. There is also a Federal Express drop box in the basement of the Fairchild Building.

EXPRESS MAIL

Express mail letters must be dropped off at an Express Mailbox by 4:00 p.m. or at the Post Office by 5:00 p.m. Forms can be obtained in the mail room. Delivery is guaranteed by 3:00 p.m. the following mail day.

COURIER SERVICES

Information on courier services will be provided through the main switchboard.

REPRODUCTION SERVICES

Photocopy machines are located on the third floor, in the mailroom and in the Fairchild Building. Each division is assigned a code number which should be used for photocopying. Requests for large copying jobs should be submitted as far in advance as possible to Administrative Services where the requests will be processed.

COMMERCIAL PRINTING PROCEDURES

Large commercial printing jobs must be handled through an open bidding process. The head of the division requiring the printing job will advise interested vendors, in writing, of the bid requirements. The head of the division, in consultation with the Director of Administrative Services, will make a decision between two vendors offering the lowest bids.

SERIES 500--TELEPHONES-FAX MACHINES

For many people, the only contact that they have with the Democratic Party is by telephone. Please keep this in mind as you handle calls. The following are some basic telephone procedures and policies.

PRESS INQUIRIES

The DNC's policy is to respond to all press inquiries as completely and forthrightly as possible. Since the Communications Division is best equipped to provide the press with the latest and most complete responses to their questions, staff should refer all press inquiries to that Division.

SWITCHBOARD

The switchboard is staffed from 8:00 a.m. until 7:00 p.m. The switchboard operators are responsible for calls directed to the DNC's main number. Each division is expected to cover its phones at all times and, as such, each division should have a system in place whereby its phones are covered at all times by a member or members of the division. The switchboard should not serve as a backup for division phone calls.

WATS LINES

In order to control telephone costs, employees are expected to exercise discipline in making long distance calls.

a. Both long distance and local calls are made by dialing "9" and then the desired number. Only those phones with pre-programmed long distance access can be used to dial long distance. Long distance calls from phones that are not programmed must be made by dialing "0" and requesting a WATS line from the DNC switchboard.

b. Employees should not make third party calls.

c. The DNC's telephone system gives a detailed printout of all calls, and each division is billed accordingly. Please keep this in mind as you use your telephone, as your extended calls will deplete your division's budget.

d. The DNC does not accept collect calls.

TELEPHONE SUPPLIES/REPAIRS

Any requests for telephone service, supplies or repairs should be referred to Administrative Services.

SERIES 600--CORRESPONDENCE

All letters requiring Chairman Brown's signature must be coordinated through the Office of the Chief of Staff.

Written communications from senior staff members to "all DNC personnel" should be routed through the Chief of Staff for sign-off. Written communications from DNC staff to the Chairman should be submitted in duplicate to the Chief of Staff.

SERIES 700--SECURITY

A security guard is on duty at DNC Headquarters 24 hours a day seven days a week. DNC staff should present their ID upon entering the building.

A list of the names of guests, volunteers, visitors, etc. who will be visiting or working at the DNC after close of business and/or on weekends must be signed by the Director of Administrative Services and submitted to Security.

SERIES 800--MAINTENANCE, REPAIRS AND OTHER ADMINISTRATIVE SERVICES

Requests for repairs and/or maintenance will be processed by Administrative Services.

SERIES 900--CODE OF CONDUCT

The Officers and employees of the Democratic National Committee are expected to maintain the highest professional standards in carrying out their work on behalf of the Democratic Party. In order to maintain those standards, employees are expected to exercise discretion and sound judgment in handling all matters assigned to them. Staff should consult with division directors if they are unsure about the propriety of a given course of action so as to avoid <u>even the appearance of impropriety</u>. Each staff member has a duty to conduct himself or herself in a manner which reflects positively upon the Party and the DNC and which inspires confidence, respect and trust.

<u>CONFIDENTIALITY</u>

Information obtained in the course of business should be held in strictest confidence; this obligation is incumbent upon <u>all</u> DNC officers and staff. Occasionally, officers and staff gain information concerning situations, events, transactions and/or future plans that may have a material impact upon the course of political action. Care should be taken to preserve such confidential information and to avoid inadvertent disclosure of such information. Staff should not disclose information concerning the DNC or Party affairs to persons outside the DNC, except in instances where such disclosure would be appropriate. The duty to maintain confidentiality extends not only to officers and full time staff but also to part time employees, volunteers, and interns, and continues to be an obligation <u>even after the individual leaves the DNC.</u>

<u>SERVING AS DIRECTOR OR OFFICER</u>

In order to avoid participation with an entity whose programs and policies may be in conflict with the policies of the DNC and the Democratic Party, officers and staff of the DNC should exercise discretion in accepting appointments to corporate boards, committees or similar entities.

<u>OUTSIDE EMPLOYMENT</u>

The DNC does not encourage fulltime employees to be regularly employed outside the DNC. In no event shall an employee engage in outside employment, including consulting, that could create even an appearance of impropriety or conflict of interest. Employees should be particularly sensitive to the inappropriateness of accepting political consulting/employment while on the DNC staff.

<u>HONORARIA</u>

Officers and staff who receive honoraria for appearances that arise as a result of their position with the DNC are expected to turn the honoraria in to the DNC.

POLITICAL CAMPAIGNS

Officers and staff are expected to remain neutral in all campaigns for public office until a Democratic nominee has been selected.

Additionally, officers and staff are expected to maintain strict neutrality with respect to campaigns for DNC offices.

Fixed rules cannot be established in light of the great variety of circumstances, but all staff must bear in mind that they are expected to avoid any appearance of impropriety, even where impropriety is not intended. In the event that a staff person has a question concerning these matters, he/she should consult the Office of General Counsel.

SERIES 100--GENERAL HUMAN RESOURCES MANAGEMENT PROVISIONS

AFFIRMATIVE ACTION POLICY

It is the DNC's policy that all persons will have an equal opportunity for employment and, upon employment, will be treated equally regardless of race, color, sex, age, religion, national origin, or disability.

The DNC is an equal opportunity employer and will comply with all applicable laws prohibiting discrimination in employment.

ACCESS TO PERSONNEL RECORDS

As a confidential record, an employee's personnel file is maintained securely with access limited to the employee, the division director and other DNC management officials, and government and law enforcement staff with a legitimate need to know.

CHANGE OF PERSONAL DATA

Any change in an employee's name, address or telephone number must be promptly reported, in writing, to the employee's division director, who will then notify Personnel. This information is necessary to ensure that accurate personnel records are maintained.

PAY PERIODS

DNC pay periods end every other Friday and the pay date is the following Tuesday. Pay checks are distributed to each individual by the Comptroller's Office on Tuesday morning.

Division directors will supply the Comptroller's Office with Time Sheets for their division by close of business each Wednesday preceding a Tuesday pay day. (Form 1)

DIRECT DEPOSIT

Direct deposit of pay checks is possible. Contact the Office of Personnel for more information.

SERIES 200--EMPLOYMENT

EMPLOYMENT STATUS

Full-time Permanent: A full-time permanent employee hired to work at least forty (40) hours during the work week and whose employment is expected to be of at least one year's duration.

Full-time Temporary: A full-time temporary employee is an employee hired to work at least forty (40) hours during the work week and whose employment is arranged for less than one year's duration. Temporary employees are not entitled to benefits.

Part-time Permanent: a part-time permanent employee is an employee who was hired to work an average of less than forty (40) hours during the work week and whose employment is expected to be of at least one year's duration. Benefits for part-time permanent employees may be prorated.

Part-time Temporary: a part-time temporary employee is an employee who was hired to work an average of less than forty (40) hours during the work week and whose employment is arranged for less than one year's duration. Temporary employees are not entitled to benefits.

Student Employee: A student employee is an individual who is regularly enrolled as a full-time student at an academic institution and usually works part-time during the school year. Student employees are not entitled to benefits.

PROBATIONARY PERIOD

The first three months of active service by an employee in a permanent position will constitute a probationary period. The purpose of the probationary period is to permit a determination of whether continued employment is beneficial to both employee and employer. At any time during the probationary period, the DNC may terminate the employment by providing five calender days written notice.

A probationary employee who alleges discrimination based on race, color, sex, age, religion, national origin or handicap has access to applicable federal and District of Columbia complaint processes.

If the division director determines that in certain job classifications more than a three month probationary period is needed to properly evaluate a person's ability to perform all functions of the position, then the initial probationary period may be established for a period longer than three months. If the exception is approved, a specific period will be established and applicants for the affected classification will be advised of the probationary period exception prior to employment.

A new probationary period may also be designated for any of the following reasons:

1. Change in classification
2. Promotion
3. Demotion

Temporary employees do not serve a probationary period and can be terminated immediately during the employment period if the DNC elects to do so.

LAYOFFS

A division director may lay off a permanent or temporary full time or part-time employee whenever necessary because of: shortage of funds or work; abolishment of a position; other material change in duties or in the organization. The employee shall be notified in writing of the layoff and the reason for the layoff, at least the equivalent of one pay period in advance of the effective date. A copy of the division director's written notice must be submitted to Personnel for approval before it is given to the employee.

A division director shall consider qualifications, level of performance, conduct, and seniority in determining the order of layoffs. All other things being equal, seniority should be the governing factor.

If it is necessary to give an employe notice of layoff, the Personnel Office will attempt to transfer the employee to a suitable, available position within the DNC.

DETAILS

An employee may be temporarily assigned to a different division.

Details should be documented in writing with a job description and a notation of the amount of time involved. This information should become a part of the employee's personnel file.

RESIGNATIONS

An employee who wishes to terminate employment with the DNC should submit a formal resignation to his/her division director. Employees should submit their resignations at least two weeks before the final work day. The above notifications are minimal requirements. Employees are encouraged to submit notice of resignation as early as possible.

SERIES 300--ATTENDANCE AND LEAVE

OFFICE HOURS

Regular office hours will be from 9:00 a.m. - 6:00 p.m. with one hour for lunch. Because of the nature of our work, staff will be expected to do what is necessary to complete given tasks. Staff is also expected to be punctual.

HOLIDAYS

Full time employees and those part time employees who are scheduled to work on a holiday will receive their regular compensation for the following official DNC holidays:

- New Year's Day
- Martin Luther King's Birthday
- Washington's Birthday
- Good Friday (optional)*
- Memorial Day
- Independence Day
- Labor Day
- Rosh Hashanah (optional)*
- Yom Kippur (optional)*
- ~~Columbus Day~~
- ~~Veteran's Day~~
- Thanksgiving Day
- Christmas Day

*Optional holidays will be counted against accrued vacation.

Each employee has two personal days per year. Personal days will not count against accrued vacation or sick leave.

VACATION LEAVE

Employees begin each calendar year with a fixed amount of vacation leave. The amount of vacation leave is based upon the number of years that an employee has worked at the DNC. The amount of vacation leave with which an employee begins each calendar year is as follows:

1-3 years employment	13 days vacation leave
3-8 years employment	19.5 days vacation leave
Over 8 years employment	23 days vacation leave

Vacation leave must be taken within the calendar year in which it is accrued.

Vacation leave will be prorated for employees who are not employed as of January 1st (e.g. an employee hired in June would receive 1/2 of the vacation time due to an employee employed or hired as of January 1st.) There will be a three month waiting period before new employees may avail themselves of accrued leave. Vacation leave will also be prorated for employees who leave the DNC prior to their one year anniversary date.

An employee's vacation leave must be approved by his/her division director.

SICK LEAVE

Sick leave is granted so that an employee will not have to lose pay when he/she is unable to work because of illness. It is expected that sick leave will be used only for these purposes.

After three months of employment with the DNC, all employees are entitled to the following sick leave provisions:

> All employees begin the calendar year with twelve days per year at full pay (one sick day accrued per month);
>
> All employees must call in (or have attending physician do so) or they will be defaulting vacation time or will incur leave without pay if vacation time is depleted.
>
> Sick leave may not be carried over from calendar year to calendar year.

In addition, it is requested that each employee give an estimated date of return. It is expected that each division director will report, on a bi-weekly basis, all leave time taken within his/her division. Forms are provided by the Comptroller's Office (Form 1).

Any employee with extenuating circumstances may make a special appeal, in writing, to his/her division director.

An employee eligible for sick leave with pay may use sick leave for absence due to illness, pregnancy/paternity, injury, or illness in the employee's immediate family (parents, mate, children) that requires the employee's personal attendance, provided that such leave, for any purpose other than the employee's own illness or injury, does not exceed three days per cause. An employee who has used all of his/her available sick may use vacation time, if no vacation time is available, leave of absence without pay may be arranged.

DISABILITY/MATERNITY LEAVE

Disability/Maternity leave policy allows 6 weeks leave at full pay after one full year of employment. Accrued vacation and sick time can be used to lengthen the disability leave time. The employee's position will be held open for up to 3 months after which the employment may terminate. Requests for disability/maternity leave beyond the six weeks must be submitted in writing to, and must be approved by, the division director.

MILITARY LEAVE

Employees who are members of the National Guard or one of the reserve units of the armed forces are expected to take vacation time or leave without pay for the purpose of active duty, military training, instruction, field exercises, or other ordered military activities.

COMPASSION LEAVE

A compassion leave of three (3) working days is granted to an employee if a death occurs in the employee's immediate family. The immediate family includes mate, parents, children, brothers, and sisters.

INCLEMENT WEATHER

The DNC's "snow day policy" follows federal government guidelines. In other words, if the federal government allows "delayed arrival" because of inclement weather, the DNC will follow suit. However, if an employee does not report to work for the entire day, unless federal offices are closed for the day, the day will be charged as a vacation day.

JURY DUTY

Employees may take necessary leave for jury duty. If you are summoned by a court to serve jury duty, you must immediately notify or present the summons to your division director.

SERIES 400--INSURANCE AND BENEFITS

All permanent employees are immediately eligible to elect insurance benefits. Personnel maintains information on the two health benefits programs, including dental insurance, from which employees may choose.

Employees should obtain information about available insurance coverage and complete necessary enrollment forms on their first day of work.

Periodically, insurance carriers will offer new coverage or provide an open enrollment period. Personnel will publicize and maintain information about coverage, enrollment options, and the process and forms for filing claims under the insurance plans offered.

To ensure payment of benefits, employees, not the Personnel Office, must comply with the specific provisions of the insurance plan selected. It is the employee's responsibility to file claims as necessary.

HEALTH INSURANCE

Two health insurance plans, each of which include dental coverage, are available through the DNC at this time: Blue Cross/Blue Shield and Kaiser Georgetown Community Health Plan (HMO). Information about each plan is available from the Personnel Office. According to Blue Cross/Blue Shield, employees must enroll within 60 days of their date of hire in order to become eligible for health insurance benefits.

LIFE INSURANCE

The DNC provides each employee with life insurance. The amount of coverage provided to each is employee is 1 and 1/2 times his/her salary.

RETIREMENT

DNC employees are covered by all applicable provisions of the Social Security Program of the United States Government and will be subject to wage deductions associated therewith.

Employees may elect to enroll in private annuity or pension programs that are appropriate for their personal and financial circumstances. However such arrangements are not the responsibility of nor will they be funded by the DNC.

WORKER'S COMPENSATION

The DNC provides worker's compensation coverage for staff as required by laws and regulations governing such benefits in the District of Columbia.

DEFINITIONS

A. Worker's Compensation

The basic objectives underlying Worker's Compensation laws are:

1. Cash compensation and medical care for work-related accident and/or illness victims, regardless of fault.

2. Reduction of court costs, delays, and work loads arising from personal-injury litigation

3. Encouragement of maximum employer interest in safety and worker rehabilitation.

4. Promotion of frank study of accident causes in order to reduce the number of preventable injuries, and the productive staff hours lost through them.

B. Disability

In the context of this policy, disability means a physical impairment that prevents an employee from performing each and every task of his/her assigned job.

RESPONSIBILITY

A. Employee

Employees are responsible for immediately reporting to their division director any injury or illness and for following instructions on any referral for medical attention.

B. Division Director

The division director of an ill or injured employee is responsible for ensuring that the employee receives appropriate medical attention, notifying Personnel, and preparing an incident report for the employee's permanent personnel file.

C. Personnel

Personnel will provide information to division directors and employees concerning the Worker's Compensation program and will:

- approve of all medical expenses in Worker's Compensation cases;
- follow-up with physicians and the insurance carrier on Worker's Compensation claims;
- provide any information required by OSHA;
- coordinate with the employee's division director on a return to work program;
- cooperate and participate in any necessary accident investigation; and
- provide reports to governmental agencies as required.

Divider Title: **Q B.11 Attachment**

SAN FRANCISCO EXAMINER
Mon, JUL 27, '92
P. A-15

NOAH W. GRIFFIN

A convention in black hands

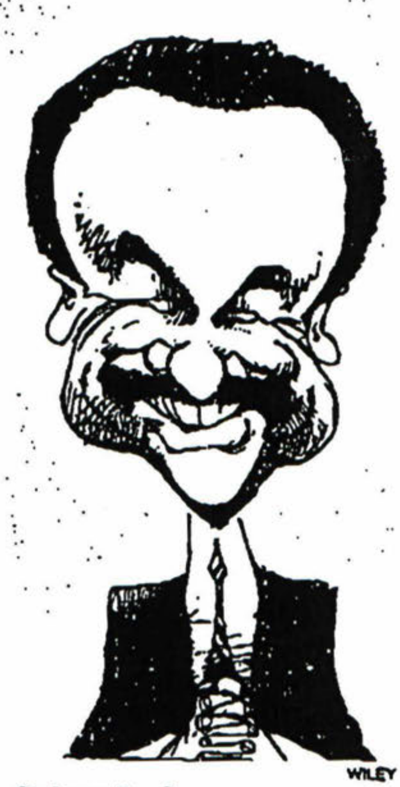
BLACK PEOPLE put on the Democratic Convention. It may not have been apparent to the casual observer, but it's provably true.

While high-profile party chair Ron Brown received most of the public kudos, consider the supporting players: Alexis Herman, deputy party chair of The Democratic National Committee and convention executive officer; Mario Cooper, convention manager; Maxine Griffith, convention hall planning director; and Tina Flournoy, legal counsel to the convention and the standing political committees — all are black.

Each played a role every bit as critical as Brown's in producing what many consider the smoothest-running Democratic convention in modern history — both on and off the floor.

Quietly and competently behind the scenes over the past two years, these individuals worked in concert with their peers to pull off what is a Herculean task: to select a city, convert a public facility into a suitable convention site, and credential, house and pamper 5,000 delegates and 15,000 members of the working press.

Long before the first gavel is banged, the Democratic Site Selection Committee travels the country to look at various cities wishing to be considered for the convention. This year it was narrowed to four, three of which had black mayors: Cleveland, New Orleans, New York and Houston.



Chairman Ron Brown

To say that party chair Brown was not influential in the ultimate selection of his hometown, New York City, as the convention site is like saying the fact that President Bush calls Texas his home played no role in the Republicans choosing Houston for their site.

Brown has known New York City Mayor David Dinkins all his life. His father and the mayor were good friends. Further, it should not go unnoted that at the time New York City was chosen, there was still a possibility that New York Gov. Mario Cuomo would be the party's nominee. If Cuomo had been selected, New York would have been the irresistible site of a homecoming dream come true.

The choice of the Big Apple was not without its detractors. The city's reputation has taken a beating over the past few years. Crime, overcrowding and poor race relations seemed to overshadow all of the positives that normally would recommend an exciting place like "Gotham City."

Yet it all worked. It was almost as if the black folks who worked on the convention and those in the city's administration had something to prove to themselves, the party and the nation: "We can do it. We can overcome the bad rap and pull it off!"

WELL, THEY did it and in grand style. While attending the convention, I talked with Bill Lynch, New York's deputy mayor who is also black. I told him how clean the streets were, how polite the police had been and that the cabbies even put forth an extra effort to be helpful. "Why don't you tell the story?" he said.

Well, here it is.

Black leadership is always questioned, whether it's heading a political party or a city. But I tell you, in running this convention those named and unnamed black professionals in positions of authority did a first-rate job.

I just wanted to make sure — in paraphrasing the words of Al Smith, the 1928 Democratic party nominee — when we "look at the record," we give credit where credit is due.

Noah W. Griffin is an Examiner columnist.

Clinton Presidential Records
Digital Records Marker

This is not a presidential record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

This marker identifies the place of a tabbed divider. Given our digitization capabilities, we are sometimes unable to adequately scan such dividers. The title from the original document is indicated below.

Divider Title: **Q C.2 Attachment**

GOVERNMENT OF THE DISTRICT OF COLUMBIA
DEPARTMENT OF CONSUMER AND REGULATORY AFFAIRS

Business Regulation Administration
Corporations Division
614 H Street, N.W.
Washington, D. C. 20001-2782

COPY

CERTIFICATE

THIS IS TO CERTIFY that all applicable provisions of the District of Columbia Business Corporation Act have been complied with and ACCORDINGLY, this Certificate of Incorporation is hereby issued to A. M. HERMAN AND ASSOCIATES, INC.

as of September 17, 19 85.

CAROL B. THOMPSON
Director

Vandy L. Jamison, Jr

By Vandy L. Jamison, Jr.
Assistant Superintendent of Corporations

Government of the District of Columbia
Form BD-C 53

ARTICLES OF INCORPORATION

OF

A. M. HERMAN AND ASSOCIATES, INC.

TO: The Department of Consumer and Regulatory Affairs
Corporation Division
Washington, D.C. 20001

We, the undersigned natural persons of the age of twenty-one years or more, acting as incorporators of a corporation under Title 29, Chapter 3 of the Code of Laws of the District of Columbia, adopt the following Articles of Incorporation for such corporation before acceptance and subscription to shares:

FIRST: The name of the corporation is A. M. HERMAN AND ASSOCIATES, INC.

SECOND: The period of its duration is perpetual.

THIRD: The purposes for which the corporation is organized are:

(1) To engage in the business of a consultant to persons, corporations, partnerships, local, state or federal governments or to any other on such matters and subjects as shall be needed by the clients; and

(2) To carry on any other business in connection with the foregoing, or any lawful business or businesses not prohibited to corporations by the laws of the District of Columbia, to the same extent and as fully as natural persons might or could do.

The enumeration herein of the objects and purposes of this corporation shall be construed as powers as well as objects and purposes and shall not be deemed to exclude by inference any powers, objects or purposes which this corporation is empowered to exercise by the laws of the District of Columbia.

FILED
SEP 17 1985

BY: VLJ

FOURTH: The aggregate number of shares which the corporation is authorized to issue is 10,000 shares of common stock with $.10 par value.

FIFTH: The shares will not be divided into classes, and therefore there are no preferences, voting power, limitations, restrictions, qualifications, or special or relative rights in respect of the shares.

SIXTH: The corporation will not commence business until at least One Thousand Dollars ($1,000.00) has been received by it as consideration for issuance of shares.

SEVENTH: The corporation will not issue any shares of preferred or special class stock in series, and therefore there will be no variation in the relative rights and preferences as between different series.

EIGHTH: The provision limiting or denying to shareholders the preemptive right to acquire additional shares of the corporation: None.

NINTH: The provisions for the regulation of the internal affairs of the corporation are set forth in the bylaws.

TENTH: The address of the corporation's registered office and the initial registered agent are as follows:

Barbara Burton
Suite 1000
1660 L Street, N.W.
Washington, D.C. 20036

ELEVENTH: The initial Board of Directors, who are to serve as directors until the first annual meeting of shareholders or until their successors be elected and qualified, are as follows:

Alexis M. Herman
1050 - 17th Street
Suite 560
Washington, D.C. 20036

Lisle C. Carter, Jr.
1638A Beekman Place, N.W.
Washington, D.C. 20009

Elizabeth A. Campbell
3436 Summit Court, N.E.
Washington, D.C. 20018

TWELFTH: The initial incorporators are:

Alexis M. Herman
1050 - 17th Street
Suite 560
Washington, D.C. 20036

Lisle C. Carter, Jr.
1638A Beekman Place, N.W.
Washington, D.C. 20009

Elizabeth A. Campbell
3436 Summit Court, N.E.
Washington, D.C. 20018

Alexis M. Herman 8/22/85
Alexis M. Herman (Date)

Lisle C. Carter, Jr. 8/22/85
Lisle C. Carter, Jr. (Date)

Elizabeth A. Campbell 8/22/85
Elizabeth A. Campbell (Date)

DATED: August 22, 1985

COPY

BYLAWS

OF

A.M. HERMAN AND ASSOCIATES, INC.

Article I

SHAREHOLDERS' MEETINGS

Section 1. Annual Meeting. The annual meeting of the shareholders for the election of directors and the transaction of such other business as may properly come before it shall be held at the principal office of the Corporation in Washington, D.C., or at such other place within or without the District of Columbia as shall be set forth in the notice of meeting. The meeting shall be held at such time as shall be established by the Board of Directors. Not less than ten nor more than fifty days before the date of the meeting, the President or Secretary shall give personally or by mail to each shareholder entitled to vote at such meeting written notice stating the place, date, and hour of the meeting. If mailed, the notice shall be addressed to the shareholder at his/her address as it appears on the record of shareholders of the Corporation unless he/she shall have filed with the Secretary of the Corporation a written request that notices intended for him/her be mailed to a different address, in which case it shall be mailed to the address designated in the request. Any notice of meetings may be waived by a shareholder by submitting a signed waiver either before or after the meeting, or by attendance at the meeting.

Section 2. Special meeting. Special meetings of shareholders, other than those regulated by statute, may be called at any time by a majority of the directors or the President and must be called by the President upon written request of the holders of 10% of the outstanding shares entitled to vote at such special meeting. Written notice of such meetings stating the place within or without the District of Columbia, the date and hour of the meeting, the purpose or purposes for which it is called, and the name of the person by whom or at whose direction the meeting is called shall be given not less than ten nor more than fifty days before the date set for the meeting. The notice shall be given to each shareholder of record in the same manner as notice of the annual meeting. No business other than that specified in the notice of meeting shall be transacted at any such special meeting. Notice of special meeting may be waived by submitting a signed waiver or by attendance at the meeting.

Section 3. Quorum. The presence, in person or by proxy, of the holders of a majority of the outstanding shares entitled to vote thereat shall be necessary to constitute a quorum for the transaction of business at all meetings of shareholders. If, however, such quorum shall not be present or represented at any meeting of the shareholders, the shareholders entitled to vote thereat, present in person or represented by proxy, shall have the power to adjourn the meeting to a future date at which a quorum shall be present or represented. At such adjourned meeting, any business may be transacted which might have been transacted at the meeting as originally called.

Section 4. Record date. The Board of Directors may fix in advance a date not less than ten nor more than fifty days prior to the date of any meeting of the shareholders or prior to the last day on which the consent or dissent of or action by the shareholders may be effectively expressed for any purpose without a meeting, as the record date for the determination of shareholders.

Section 5. Voting. A shareholder entitled to vote at a meeting may vote at such meeting in person or by proxy. Except as otherwise provided by law or the Articles of Incorporation, every shareholder shall be entitled to one vote for each share standing in his/her name on the record of shareholders. Except as herein or in the Articles of Incorporation otherwise provided, all corporate action shall be determined by vote of a majority of the votes cast at a meeting of shareholders by the holders of shares entitled to vote thereon.

Section 6. Proxies. Every proxy must be dated and signed by the shareholder or by his/her attorney-in-fact. No proxy shall be valid after the expiration of eleven months from the date of its execution, unless otherwise provided therein. Every proxy shall be revocable at the pleasure of the shareholder executing it. The parties to a valid pledge or to an executory contract of sale may agree in writing as to which of them shall vote the stock pledged or sold until the contract of pledge or sale is fully executed.

Section 7. Consents. Whenever by a provision of statute or of the Articles of Incorporation or by these Bylaws the vote of shareholders is required or permitted to be taken at a meeting thereof in connection with any corporate action, the meeting and the vote of shareholders may be dispensed with, if all the shareholders who would have been entitled to vote upon the action if such meeting were held shall consent in writing to such corporate action's being taken.

Article II

DIRECTORS

Section 1. Number and qualifications. The entire Board of Directors shall consist of not less than three persons all of whom shall be of full age. The number of directors may be changed by an amendment to the Bylaws, adopted by the shareholders.

Section 2. Manner of election. The directors shall be elected at the annual meeting of shareholders by a plurality vote.

Section 3. <u>Term of office</u>. The term of office of each director shall be until the next annual meeting of the shareholders and until his/her successor has been duly elected and has qualified.

Section 4. <u>Duties and powers</u>. The Board of Directors shall have control and management of the affairs and business of the Corporation. As set forth in the Articles of Incorporation, the purposes for which the Corporation is organized are:

(1) To engage in the business of a consultant to persons, corporations, partnerships, local, state or federal governments or to any other on such matters and subjects as shall be needed by the clients; and

(2) To carry on any other business in connection with the foregoing, or any lawful business or businesses not prohibited to corporations by the laws of the District of Columbia, to the same extent and as fully as natural persons might or could do.

The directors shall in all cases act as a Board, regularly convened, and, in the transaction of business the act of a majority present at a meeting except as otherwise provided by law or the Articles of Incorporation shall be the act of the Board, provided a quorum is present. The directors may adopt such rules and regulations for the conduct of their meetings and the management of the Corporation as they may deem proper, not inconsistent with law or these Bylaws.

Section 5. <u>Meetings</u>. The Board of Directors shall meet for the election or appointment of officers and for the transaction of any other business as soon as practicable after the adjournment of the annual meeting of the shareholders, and other regular meetings of the Board shall be held at such times as the Board may from time to time determine.

Special meetings of the Board of Directors may be called by the President at any time; and he/she must, upon the written request of any two directors, call a special meeting to be held not more than seven days after the receipt of such request.

Section 6. Notice of meetings. No notice need be given of any regular meeting of the Board. Notice of special meetings shall be served upon each director in person or by mail addressed to him/her at his/her last-known post office address, at least two days prior to the date of such meeting, specifying the time and place of the meeting and the business to be transacted thereat. At any meeting at which all of the directors shall be present, although held without notice, any business may be transacted which might have been transacted if the meeting had been duly called. Attendance of a director at a meeting shall constitute waiver of notice of such meeting, except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

Section 7. Place of meeting. The Board of Directors may hold its meeting either within or without the District of

Columbia, at such place as may be designated in the notice of any such meeting.

Section 8. Quorum. At any meeting of the Board of Directors, the presence of a majority of the Board shall be necessary to constitute a quorum for the transaction of business. However, should a quorum not be present, a lesser number may adjourn the meeting to some further time, not more than seven days later.

Section 9. Voting. At all meetings of the Board of Directors, each director shall have one vote.

Section 10. Compensation. Each director shall be entitled to receive for attendance at each meeting of the Board or of any duly constituted committee thereof which he/she attends such fee as may be fixed by the Board.

Section 11. Vacancies. Any vacancy occurring in the Board of Directors by death, resignation, or otherwise shall be filled promptly by a majority vote of the remaining directors at a special meeting which shall be called for that purpose within thirty days after the occurrence of the vacancy. The director thus chosen shall hold office for the unexpired term of his/her predecessor and until the election and qualification of his/her successor.

Section 12. Removal of directors. Any director may be removed either with or without cause, at any time, by a vote of the shareholders holding a majority of the shares then issued and outstanding and who were entitled to vote for the election of the director sought to be removed, at any special meeting called for that purpose, or at the annual meeting. Except as otherwise prescribed by statute, a director may be removed for cause by vote of a majority of the entire Board.

Section 13. Resignation. Any director may resign his/her office at any time, such resignation to be made in writing and to take effect immediately without acceptance.

Section 14. Consents. Whenever by a provision of statute or the Articles of Incorporation or by these Bylaws the vote of directors is required or permitted to be taken at a meeting thereof in connection with any Board action, the meeting and the vote of the directors may be dispensed with, if all the directors who would have been entitled to vote upon the action if such meeting were held shall consent in writing to such Board action's being taken.

Article III

OFFICERS

Section 1. Officers and qualifications. The officers of the Corporation shall be a President, a Secretary, a Treasurer, and such Vice Presidents and other officers as the Board of Directors may determine. Any two offices, except the offices of President and Secretary, may be held by the same person.

Section 2. Election. All officers of the Corporation shall be elected annually by the Board of Directors at its meeting held immediately after the annual meeting of shareholders.

Section 3. Term of office. All officers shall hold office until their successors have been duly elected and have qualified, or until removed as hereinafter provided.

Section 4. Removal of officers. Any officer may be removed either with or without cause by the vote of a majority of the Board of Directors.

Section 5. Duties of officers. The duties and powers of the officers of the Corporation shall be as follows and as shall hereafter be set by resolution of the Board of Directors:

President

A. The President shall preside at all meetings of the Board of Directors. He/She shall also preside at all meetings of the shareholders.

B. He/She shall present at each annual meeting of the shareholders and directors a report of the condition of the business of the Corporation.

C. He/She shall cause to be called regular and special meetings of the shareholders and directors in accordance with the requirements of the law and of these Bylaws.

D. He/She shall appoint, discharge, and fix the compensation of all employees and agents of the Corporation other than the duly elected officers, subject to the approval of the Board of Directors.

E. He/She or such other person or persons as the Board may designate shall sign and execute all contracts in the name of the Corporation, and all notes, drafts, or other orders for the payment of money.

F. He/She shall sign all certificates representing shares.

G. He/She shall cause all books, reports, statements, and certificates to be properly kept and filed as required by law.

H. He/She shall enforce these Bylaws and perform all the duties incident to his/her office and which are required by law, and, generally, he/she shall supervise and control the business and affairs of the Corporation.

I. He/She shall be responsible for management and operation of the Corporation from day to day and shall carry out such other duties as the Board of Directors may assign from time to time.

Secretary

A. The Secretary shall keep the minutes of the meetings of the Board of Directors and of the shareholders in appropriate books.

B. He/She shall attend to the giving of notice of special meetings of the Board of Directors and of all the meetings of the shareholders of the Corporation.

C. He/She shall be custodian of the records and seal of the Corporation and shall affix the seal to the certificates representing shares and other corporate papers when required.

D. He/She shall keep at the principal office of the Corporation a book or record containing the names, alphabetically arranged, of all persons who are shareholders of the Corporation, showing their places of residence, the number and class of shares held by them respectively, and the dates when they respectively became the owners of record thereof. He/She shall keep such book or record and the minutes of the proceedings of its shareholders open daily during the usual business hours, for inspection, within the limits prescribed by law, by any person duly authorized to inspect such records. At the request of the person entitled to an inspection thereof, he/she shall prepare and make available a current list of the officers and directors of the Corporation and their resident addresses.

E. He/She shall sign all certificates representing shares and affix the corporate seal thereto.

F. He/She shall attend to all correspondence and present to the Board of Directors at its meetings all official communications received by him/her.

G. He/She shall perform all the duties incident to the office of Secretary of the Corporation.

Treasurer

A. The Treasurer shall have the care and custody of and be responsible for all the funds and securities of the Corporation, and shall deposit such funds and securities in the name of the Corporation in such banks or safe deposit companies as the Board of Directors may designate.

B. He/She shall make, sign, and endorse in the name of the Corporation all checks, drafts, notes, and other orders for the payment of money, and pay out and dispose of such under the direction of the President or the Board of Directors.

C. He/She shall keep at the principal office of the Corporation accurate books of account of all its business and transactions and shall at all reasonable hours exhibit books and accounts to any director upon application at the office of the Corporation during business hours.

D. He/She shall render a report of the condition of the finances of the Corporation at each regular meeting of the Board of Directors and at such other times as shall be required of him/her, and he shall make a full financial report at the annual meeting of the shareholders.

E. He/She shall further perform all duties incident to the office of Treasurer of the Corporation.

F. If required by the Board of Directors, he/she shall give such bond as it shall determine appropriate for the faithful performance of his/her duties.

Other Officers

Other officers shall perform such duties and have such powers as may be assigned to them by the Board of Directors.

Section 6. Vacancies. All vacancies in any office shall be filled promptly by the Board of Directors, either at regular meetings or at a meeting specially called for that purpose.

Section 7. Compensation of officers. The officers shall receive such salary or compensation as may be fixed by the Board of Directors.

Article IV

SEAL

Section 1. Seal. The seal of the Corporation shall be as follows:

[Affix an imprint of the corporation seal]

Article V

SHARES

Section 1. Certificates. The shares of the Corporation shall be represented by certificates signed by the President and by the Secretary or an Assistant Secretary, or the Treasurer or an Assistant Treasurer, and sealed with the seal of the Corporation or a facsimile. The certificates shall be numbered consecutively and in the order in which they are issued; they shall be bound in a book and shall be issued in consecutive order therefrom, and in the margin thereof shall be entered the name of the person to whom the shares represented by each such certificate are issued, the number and class or series of such shares, and the date of issue. Each certificate shall state the registered holder's name, the number and class of shares represented thereby, the date of issue, the par value of such shares, or that they are without par value.

Section 2. Subscriptions. Subscriptions to the shares shall be paid at such times and in such installments as the Board of Directors may determine. If default shall be made in the payment of any installment as required by such resolution, the Board may declare the shares and all previous payments thereon forfeited for the use of the Corporation, in the manner prescribed by statute.

Section 3. Transfer of shares. The shares of the Corporation shall be assignable and transferable only on the books and records of the Corporation by the registered owner, or by his/her duly authorized attorney, upon surrender of the certificate duly and properly endorsed with proper evidence of authority to transfer. The Corporation shall issue a new certificate for the shares surrendered to the person or persons entitled thereto.

Section 4. Return certificates. All certificates for shares changed or returned to the Corporation for transfer shall be marked by the Secretary "Cancelled," with the date of cancellation, and the transaction shall be immediately recorded in the certificate book opposite the memorandum of their issue. The returned certificate may be inserted in the certificate book.

Article VI

DIVIDENDS

Section 1. Declaration of dividends. The Board of Directors at any regular or special meeting may declare dividends payable out of the surplus of the Corporation, whenever in the exercise of its discretion it may deem such declaration advisable. Such dividends may be paid in cash, property, or shares of the Corporation.

Article VII

BILLS, NOTES, ETC.

Section 1. Execution. All bills payable, notes, checks, drafts, warrants, or other negotiable instruments of the Corporation shall be made in the name of the Corporation and shall be signed by such officer or officers as the Board of Directors shall from time to time by resolution direct.

No officer or agent of the Corporation, either singly or jointly with others, shall have the power to make any bill payable, note, check, draft, or warrant, or other negotiable instrument, or endorse the same in the name of the Corporation, or contract or cause to be contracted any debt or liability in the name and on behalf of the Corporation except as herein expressly prescribed and provided.

Article VIII

OFFICES

The principal office of the Corporation shall be located in the District of Columbia. The Board of Directors may change the location of the principal office of the Corporation and may, from time to time, designate other offices within or without the District of Columbia as the business of the Corporation may require.

Article IX

AMENDMENTS

Section 1. Manner of amending. These Bylaws may be altered, amended, repealed, or added to by the affirmative vote of a majority of the shareholders entitled to vote in the election of any director at an annual meeting or at a special meeting called for that purpose, provided that a written notice shall have been sent to each shareholder of record entitled to vote at such meeting at his/her last-known post office address at least ten days before the date of such annual or special meeting, which notice shall state the alterations, amendments, additions, or changes which are proposed to be made in such Bylaws. Only such changes shall be made as have been specified in the notice. The Bylaws may also be altered, amended, repealed, or new Bylaws adopted by a majority of the entire Board of Directors at a regular or special meeting of the Board. However, any

Bylaws adopted by the Board may be altered, amended, or repealed by the shareholders.

Article X

WAIVER OF NOTICE

Section 1. Authority to waive notice. Whenever under the provisions of these Bylaws or of any statute any shareholder or director is entitled to notice of any regular or special meeting or of any action to be taken by the Corporation, such meeting may be held or such action may be taken without the giving of such notice, provided every shareholder or director entitled to such notice in writing waives the requirements of these Bylaws in respect thereto.

Divider Title: **Q C.3 Attachment**

April 17, 1986

Ms. Alexis Herman
A. M. Herman & Associates, Inc.
1050 17th Street, S.W., Suite 560
Washington, D.C. 20024

RE: Market Square
Proposal for Services

Dear Alexis:

In accordance with our discussions and understandings, Avenue Associates shall retain A. M. Herman & Associates, Inc. (Herman Associates) in order to administer and monitor our Affirmative Action Program in connection with the above-referenced project.

The general scope of services outlined below will be provided by Herman Associates as required by Avenue Associates:

1. Develop and implement an overall program to track activities and goals identified in the approved Affirmative Action plan.

2. In conjunction with PADC's consultants, develop a collection and reporting format for use by the various components of the Program.

3. Monitor performance and compliance in relationship to the approved Affirmative Action Plan.

Herman Associates will meet with Avenue Associates and PADC jointly to review program goals and objectives. Further, as necessary, in conjunction with PADC's consultants, appropriate collection and reporting forms and schedules for distribution to Avenue Associates, its consultants, contractors, and suppliers will be developed.

It is anticipated that Herman Associates will identify potential program participants, verify their eligibility and experience, compile lists, and initiate contacts, upon request, appropriate for each phase of the project.

A schedule of compliance review meetings to identify problems and propose corrective actions will be developed by Herman Associates; further, quarterly reports will be prepared by Herman Associates in a format acceptable to PADC.

In the event of questions raised by PADC, Herman Associates will respond to questions raised with respect to its reports or the Affirmative Action Program.

Ms. Alexis Herman
April 17, 1986
Page Two

The anticipated limits of compensation for these services are outlined on the attached Proposed Work Budget.

COMPENSATION

1. Herman Associates will invoice to and be paid by Avenue Associates in the amount of ~~$5600.00~~ for services provided to date, per our mutual understanding. $7000 SG.

2. Herman Associates, Inc. will provide the required Services on a per diem basis, with daily rates set forth on the Proposed Work Budget attached. Maximum limits for specific task items on the attached budget may be adjusted for the Construction and Business Assistance categories to reflect reasonable changes in anticipated project requirements.

3. Until the closing of the Construction Loan, payments will be $650.00 per day, with the balance ($150.00 per day) of the earned daily rate being accrued. At the first invoice after the closing of the Construction Loan, the accrued balance will be invoiced and subsequently paid. Thereafter the full daily rate ($800.00 per day) will be invoiced.

4. Herman Associates, Inc. will invoice on a monthly basis and will be paid in a timely fashion (within 45 days from receipt of invoicing).

4. This proposal will be in effect from the date of acceptance until Substantial Completion of the project as will be defined in the Construction Loan Documents.

5. It is mutually understood that Herman Associates shall not be terminated without cause and reasonable written notification and thirty (30) day opportunity to cure by Avenue Associates.

Sincerely,

AVENUE ASSOCIATES LIMITED PARTNERSHIP

Steven Grigg

Steven A. Grigg
General Partner

ACKNOWLEDGED AND ACCEPTED BY:
HERMAN ASSOCIATES

Alexis Herman

Alexis Herman
President

4/18/86
Date

Herman & Associates
Western Development - Market Square Contract
Proposed Budget
April 17, 1986

Note: All Costs are based on a proposed daily fee of $800.00

		YEAR I		YEAR II		YEAR III	TOTAL
AA MONITORING							
AA Monitoring	54 days	43,200	30 days	24,000	30 days	24,000	$ 91,200
AA Manual	5 days	4,000					4,000
		47,200					95,200
CONSTRUCTION*							
As required	15 days	12,000	5 days	4,000	3 days	2,400	18,400
EMPLOYMENT							
As required	24 days	19,200	12 days	9,600			28,800
BUSINESS ASSISTANCE Option I**							
As required	24 days	19,200	12 days	9,600	6 days	4,800	33,600
TOTAL w/Option I	97 days	$ 97,600	59 days	47,200	39 days	31,200	$176,000

* Subject to construction phasing and duration

** Current Plan In Discussion; maximum may be adjusted to limits described below at Avenue Associates direction

Option II							
As required	60 days	48,000					
TOTAL w/Option II	158 days	$126,400	59 days	47,200	39 days	31,200	$204,800

Clinton Presidential Records
Digital Records Marker

This is not a presidential record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

This marker identifies the place of a tabbed divider. Given our digitization capabilities, we are sometimes unable to adequately scan such dividers. The title from the original document is indicated below.

Divider Title: **Q C.7 Attachment**

A. M. HERMAN & ASSOCIATES, INC.

February 22, 1990

Mr. Tom Ikeler
Project Executive
Federal Triangle Corporation
c/o Mendelsohn Associates
1826 Jefferson Place, N.W.
Washington, D.C. 20036

RE: Federal Triangle Project/Federal Triangle Corporation Contract For Services.

Dear Tom,

In accordance with the latest of our discussions and understanding, A.M. Herman & Associates, Inc. (AMH) shall be retained by the Federal Triangle Corporation to implement and monitor the Affirmative Action program in connection with the above referenced project.

<u>SERVICES</u>

AMH will provide to the Federal Triangle Corporation the following services over the course of this five (5) year project:

1. <u>PRE-SIGNING ACTIVITY (30 Days)</u>

   Assist the development team in all pre-project implementation activity necessary to meet the Affirmative Action requirements which are a part of the development agreement. Such activity will include working with the developers, construction manager, team consultants, potential contractors, subcontractors and vendors, local and national trade associations and representatives from D.C. government agencies and offices.

2. <u>DEVELOP A DATA COLLECTION, TRACKING AND REPORTING SYSTEM (8 Days)</u>

   Develop a system of data collection and tracking in order to meet PADC reporting requirements. AMH will, as necessary, assist each participating contractor, subcontractor, vendor to design appropriate internal tracking systems for reporting requirement. AMH will also develop:

   - Forms and instructions necessary for completion by each contractor, vendor, etc. for submission to AMH.

1050 17th Street, N.W., Suite 560
Washington, DC 20036

(202) 797-7206
Fax (202) 234-1652

- Time schedule for submission of reports by contractors, subcontractors, vendors, etc.
- Quarterly report formatted for acceptability by PADC.

The data collection, tracking and reporting system will be detailed in an Affirmative Action Resource Guide to be developed by AMH.

3. IMPLEMENTATION/MONITORING (48 Days)

Do we keep or exclude?

AMH will work with developers, construction manager, team consultants, contractors, subcontractors and vendors to document all efforts to meet the spirit and letter of the Affirmative Action mandates. Includes regular (bi-monthly) meetings with mid-level management, ~~and quarterly meetings with project executives~~, as needed. Also, includes follow-up on referrals and direct inquiries.

AMH will also assist in the planning and preparation of all pre-bid and bid packaging as well as the planning and negotiation of contracts and agreements with minority businesses and individuals interested in participating in the Federal Triangle Project. Includes attendance at pre-bid conferences.

How much time / #days?

AMH will disseminate the Affirmative Action Resource Guide to developers, construction manager, team consultants, contractors, subcontractors and vendors. AMH will also follow-up to insure the timely acquisition of the required reports and their subsequent review and corrections for ultimate submittal to PADC. Includes the handling of any supplemental reports and/or communications that may be required.

What does this entail?

AMH will interface with PADC and other government officials as may be required in connection with the Affirmative Action program implementation. In the event of questions raised by PADC, AMH will respond to questions raised with respect to its reports or the Affirmative Action Program.

AMH will continually monitor the Federal Triangle Corporation's performance in attaining the goals set forth in the approved Affirmative Action Plan, compliance with CFR 804, PADC's rules and regulations, and all other applicable laws and regulations for this project.

AMH's monitoring program will include a proactive strategy of early problem identification and prescription for corrective action in both performance and compliance monitoring areas. AMH will also schedule review meetings to develop damage control or spin strategies, where necessary.

4. RECRUITMENT/REFERRALS (24 Days)

AMH will identify, recruit and refer potential minority participants to Federal Triangle Corporation for consideration. AMH will identify potential minority and women subcontractors, vendors and individuals for possible referrals to Federal Triangle Corporation. AMH will verify minority/gender status and experience of all minority participants, and initiate contacts for each phase of the project. This will include:

- Assisting in developing formal/informal solicitations, dissemination of project information, and eligibility verification.
- Compiling and maintaining current lists of potential minority and women subcontractors, vendors and individuals and initiate contact as may be required on behalf of Federal Triangle Corporation.
- Interfacing with government and community-based organizations, including, but not limited to the D.C. DOES and local Private Industry Councils (construction employment, professional and technical services-individuals), MBOC, NAMC and DCCA (construction contracts, professional and technical services-contracts), the MD/DC Minority Supplier Development Council (vendors) for assistance.
- Maintaining records on Federal Triangle Corporation's contacts with potential minority and women program participants including the results/status of any discussions, negotiations or planned follow-ups.
- Developing a schedule of performance and compliance review meetings to identify problems and propose corrective actions. And provide quarterly reports formatted for acceptability by PADC.

5. TECHNICAL ASSISTANCE (36 Days)

Provide technical assistance. AMH will provide general technical assistance as may be required in all areas related to Affirmative Action. This will include orientation to the use of the Affirmative Action Resource Guide; assistance in working with government officials, community groups, local press and others having an interest in the Federal Triangle Project; coordinating responses to inquiries from PADC in connection with performance and/or compliance.

FEDERAL TRIANGLE (Cont.)

In providing these services AMH anticipates meeting with Federal Triangle Corporation members and PADC to review program goals and direction. In the event questions are raised by PADC, AMH will work with the Federal Triangle Corporation to formulate appropriate responses.

COMPENSATION

The Federal Triangle Corporation shall compensate AMH for the above named services at a daily rate of $1,000.00 (see attached compensation schedule). Such compensation shall not exceed $625,000 for the 5 year project, unless mutually agreed upon in writing.

RATE BASED contract for those hours spent/ days.

Not [illegible]

TERMINATION

It is mutually understood that AMH shall not be terminated by the Federal Triangle Corporation without (1) cause and reasonable written notification and (2) a thirty (30) day opportunity to cure.

Notwithstanding the foregoing, Federal Triangle Corp. shall have the right to terminate this agreement at any time without penalty, if;

a) Interim construction financing is not obtained, or

b) The Development Agreement is terminated.

[illegible] out [illegible] consultant company

MERGER

This agreement supersedes all prior understandings and agreements between the parties.

Sincerely,
A.M. Herman & Associates, Inc.

Gloria Gutierrez

Gloria Gutierrez
Executive Vice President

Accepted this _______ day of __________ in the year 1990.

Gloria Gutierrez

GLORIA GUTIERREZ FOR
A. M. HERMAN & ASSOCIATES, INC.

TOM IKELER FOR
FEDERAL TRIANGLE CORPORATION

FEDERAL TRIANGLE PROJECT

Affirmative Action Compensation Schedule {Five Year Plan}

SERVICE	Year 1	Year 2 1992	Year 3 1993	Year 4 1994	Year 5 1995	TOTALS
	Days/Fee	Days/Fee	Days/Fee	Days/Fee	Days/Fee	
1. Pre signing Activity	30 / 30,000	-----------	-----------	----------	----------	30,000
2. Develop Data Collection, Tracking and Reporting System	8 / 8,000	-----------	-----------	----------	----------	8,000
3. Implementation/ Monitoring	48 / 48,000	59/ 59,000	46/ 46,000	46/ 46,000	46/ 46,000	245,000
4. Recruitment/ Referrals	24 / 24,000	30/ 30,000	30/ 30,000	Wasn't doing it then 30/ 30,000 [illegible] doing now	30/ 30,000	144,000
5. Technical Assistance	36 / 36,000	36/ 36,000	38/ 38,000	38/ 38,000 Didn't want	38/ 38,000	186,000
6. Affirmative Action Manual	12,000	-----------	-----------	----------	----------	12,000
TOTALS	146 /158,000	125/125,000	114/114,000	114/114,000	114/114,000	625,000

*Budget totals shall not be exceeded, unless mutually agreed upon in writing.

FEDERAL TRIANGLE BUDGET
A.M. HERMAN & ASSOCIATES, INC.

MONTH	1989-1990	1991	1992	1993	1994	1995
January	Nov 89'-Feb 90'	$12,000	$10,000	$9,000	$8,000	$6,000
February	$30,000	$10,000	$8,000	$7,000	$6,000	$5,000
March	$10,000	$15,000	$9,000	$8,000	$6,000	$5,000
April	$10,000	$13,000	$10,000	$9,000	$8,000	$6,000
May	$10,000	$14,000	$8,000	$7,000	$6,000	$5,000
June	$ 6,000	$15,000	$9,000	$8,000	$6,000	$5,000
July	$ 6,000	$15,000	$10,000	$9,000	$8,000	$5,000
August	$12,000(2 invoices)	$8,000	$8,000	$8,000	$6,000	$6,000
September	$6,000	$10,000	$9,000	$8,000	$6,000	$5,000
October	$10,000	$12,000	$10,000	$9,000	$8,000	$6,000
November	$10,000	$12,000	$8,000	$7,000	$8,000	$6,000
December	$10,000	$9,000	$9,000	$7,000	$8,000	$11,994*
TOTAL	$120,000	$145,000	$108,000	$96,000	$84,000	$71,994

$624,994

Bill 3/24/94

I paid thru — 446,000

[illegible]

Rent $300.

Tel. $250.

[illegible] $1183.

Ins

Couriers ~~$400.~~00

Acct.

Salary $2700.00

$2700.00

~~$850~~ — 400.

Ins

[illegible]

At end of 1993 it should be

* Last payment would be billed after all closeout documents are submitted and accepted by PADC.

FEDERAL TRIANGLE BUDGET
A.M. HERMAN & ASSOCIATES, INC.

MONTH	1989-1990	1991	1992	1993	1994	1995
January	Nov 89'-Feb 90'	$12,000	$10,000	$9,000	$8,000	$6,000
February	$30,000	$10,000	$8,000	$7,000	$6,000 7,000	$5,000 6,000
March	$10,000	$15,000	$9,000	$8,000	$6,000 7,000	$5,000 6,0
April	$10,000	$13,000	$10,000	$9,000	$8,000	$6,000
May	$10,000	$14,000	$8,000	$7,000	$6,000 7,000	$5,000 6,0
June	$ 6,000	$15,000	$9,000	$8,000	$6,000 7,000	$5,000 6,0
July	$ 6,000	$15,000	$10,000	$9,000	$8,000	$5,000 6,0
August	$12,000(2 invoices)	$8,000	$8,000	$8,000	$6,000 1000	$6,000
September	$6,000	$10,000	$9,000	$8,000 – $ paid thr 446,000 440,000	$6,000 – 7,000	$5,000 6,0
October	$10,000	$12,000	$10,000	$9,000	$8,000	$6,000
November	$10,000	$12,000	$8,000	$7,000	$8,000	$6,000
December	$10,000	$9,000	$9,000	$7,000	$8,000	6,000 $11,994*
TOTAL	$120,000	$145,000	$108,000	$96,000	$84,000	$71,994
						$624,994

At end 1993 it should be 478,325

FIPM report would show: 472,375

* *Last payment would be billed after all closeout documents are submitted and accepted by PADC.*