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

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

Mission:

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

Goals:

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

Bruce - FYI.
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Race Initiative

GOAL 1: Public Outreach and Communication

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

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

STRATEGIES	SUB-STRATEGIES / TASKS	RESPONSIBLE STAFF/ TARGET DATE[1]	ACTUAL DATE
1. Assemble facts to inform the debate (e.g. data on education, economics, health, criminal justice, etc.)		Lin Liu	
	Federal Agencies provide data on demographics, trends, disparities, discrimination. Identify and assemble relevant race and issue data from non-federal sources. Analyze data to determine trends - progress, stagnation, regression - in areas the President has identified	1st Quarter	
	Develop, plan and communicate data relevant to race issues which illustrate key disparities/problems in American society. Plan would include dissemination -- libraries, internet, schools, television	Liu/Gonzales ongoing	
	Identify what we want America to know at the end of a year, for example: • Accurate perception of racial composition of America • Accurate understanding of the link between disparities and discrimination	1st Quarter	

	Develop core message based on the facts for Advisory Board and others	Liu/Gonzales 1st Quarter	
2. Develop leadership outreach plan: national conversations, town meetings		Mike Wenger	
	Develop guidance for conducting productive conversations • Develop "how to" kit for folks who want to host their own town meetings • Develop speaker's kit • Provide technical assistance on convening and conducting conversations on race thru www support, kits, curriculum, etc	Wenger/Gonzales 1st Quarter 1st Quarter ongoing	
	Plan town meetings • Identify town meeting sites and dates • Identify groups who can host town mtgs • Identify appropriate facilitators • Determine format	 1st Quarter 1st Quarter 1st Quarter 1st Quarter	
	Use Presidential bully pulpit • Create 10 Presidential events with time line • Publicize and recognize acts of civic responsibility and courage in standing up to bigotry and intolerance • Encourage President to talk about race in every speech (continue to speak out against injustices and hate crimes, put to rest past injuries)	 1st Quarter ongoing ongoing ongoing	
	Identify key speaking opportunities/conferences for Cabinet and sub-Cabinet and provide necessary information and material • speeches, editorial boards • "At the Table" sessions • Cabinet-hosted dinners	schedule during 1st Quarter	

	Identify key speaking opportunities/conferences for Advisory Board and others and provide necessary information and material • Activate peer networks • Host community forums	ongoing	
	Create a world class web site that is attractive, current, quickly updatable, linked, and easy to find and includes: • information about the Advisory Board • schedules • interim documents • press releases • compiled web resource • online feedback or discussion • areas for interactive dialogue • promising practices	Gonzales/Wenger 1st Quarter	
3. Identify and develop consensus on time line and methods for reaching specific sectors or communities	Promote smaller scale conversations around the nation, for example: • school-based activities • interfaith exchanges • dinners hosted by local political, business, community leaders	Wenger 1st Quarter	
	Obtain commitment of foundations, civic organizations, universities, youth organizations and others to sponsor "conversations"	ongoing	
	Identify and create a master list including every person or organization which has offered assistance and develop strategy for their involvement • Congress, youth, business, non-profits, religious orgs	ongoing	
	Identify strategy to reach disengaged people	1st and 2nd Quarter	
	Recruit community leaders to convene local, multi-racial dialogues in carefully structured and facilitated settings for the purpose of honest conversation and problem solving	ongoing	
4. Develop a communications / media plan		Gonzales	

	Identify target audiences & effective messages	1st Quarter and ongoing	
	Develop editorial board strategy	1st Quarter	
	Develop regional and specialty media strategy, including minority-owned media and minority reporters		
	Develop and identify sponsors for Public Service Campaigns, for example: • PSAs (radio, tv, print) • artistic exhibits • Campaign to stand up to bigotry	1st and 2nd Quarter	
	Put special emphasis on media industry including, discussion of racial portrayals/stereotyping and minority participation within the industry.	1st and 2nd Quarter	
	Engage arts and entertainment industry, e.g. • unity concerts	Gonzales/Wenger ongoing	
	Recognize and promote minority achievement in non-traditional areas (e.g. Supreme Court Justices, Astronauts, federal, city and state leaders, etc)	Gonzales/Wenger ongoing	

GOAL 2: Engage Leadership and Sustain Change

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

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

	Establish linkages with national business organizations (Chamber, BRT) and business leaders from minority and majority businesses • Share best practices and solicit new ideas in human resource management • Encourage candid conversations about the implications of race in their work • Examine public and private efforts to integrate minority business into America's economic mainstream (access to capital, bonding, participating in exporting/ importing, receiving private and public sector contracts, etc). • Examine the effectiveness of our current laws, policies and practices with respect to eliminating the remaining vestiges of discrimination in the work place. Do we need new laws? Do we have sufficient resources? • Identify activities business leaders could do to promote diversity in the work place, eliminate discrimination, etc. Stimulate corporations on a volunteer basis to examine their own practices and make improvements.	1st and 2nd Quarter	
	Meet with and identify leadership roles for non-profits, foundations, civic and advocacy organizations	1st and 2nd Quarter	
	Reach out to Universities, national student organizations • Establish President's Council of University and College presidents and student body presidents to develop racial reconciliation initiatives on their campuses.	1st and 2nd Quarter	
	Stimulate local school partnerships to develop programs, clubs, and extracurricular activities for youth and families	1st and 2nd Quarter	
	Inspire ordinary Americans to take a leadership role and identify concrete ways that they can be involved in the Initiative. • Develop a kit to help ordinary citizens get involved	1st and 2nd Quarter	
Lead by example: engage Federal sector to identify and implement and best practices		Liu 1st, 2nd, 3rd Quarter	

	Share best practices and solicit new ideas in human resource management and agency outreach strategies • Work with President's Management Council • Talk to Federal employee Unions		
	Encourage candid conversations about the implications of race in their work		
	Develop "Principles of Inclusion" to guide human resource management and policy making		

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

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

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

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

End Notes

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