

# FOIA MARKER

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**Collection/Record Group:** Clinton Presidential Records  
**Subgroup/Office of Origin:** Correspondence  
**Series/Staff Member:** Daniel Burkhardt  
**Subseries:**

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**OA/ID Number:** 16142  
**FolderID:**

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**Folder Title:**  
Sean Maloney Assignments Done December 1999 [2]

Stack:	Row:	Section:	Shelf:	Position:
S	44	5	6	2

December 9, 1999

Vi Skow  
Saydel Community School Board  
828 Northeast 61st Avenue  
Des Moines, Iowa 50313

Dear Vi:

Thank you for getting in touch with me regarding livability issues during my trip to Iowa. I regret that I was unable to respond sooner.

As part of our Livability Agenda, my Administration has taken the lead on promoting regional partnerships, focusing on development that preserves a high quality of life for America's communities. When communities cooperate with each other across jurisdictional lines, they can address issues such as transportation, infrastructure development, and environmental concerns with a more effective regional perspective. Increasingly, such regions are becoming the economic hubs of our nation and the engines of our expanding economy.

I remain committed to doing all I can to encourage regional development partnerships and coordinated growth strategies, and I am deeply grateful for your support. Best wishes.

Sincerely,

**BILL CLINTON**

BC/JHO/SMH/DC/ckb-ckb (Corres. #7025624)  
(12.skow.v.doc)

cc: ~~DWB/SPM, 94 OEOB~~  
Wesley Warren w/incoming, 360 OEOB  
Alex Giannino w/incoming, 9226 NEOB  
John Wertman/Jeffrey Oakman, 97 OEOB

Vi. Skow

~~Viskow Saydel Community Schools~~

7/20 99

Question from —  
Vi Skow, Saydel  
Community Schools



7-19-99

After you have seen,  
we will send to  
Burkhardt —

How can the Federal Govt help  
communities limit urban sprawl,  
which makes the community tax  
system increase infrastructure  
while at the same time the  
inter-city schools and  
infrastructure must be  
maintained on a declining  
(and deteriorating?) tax base?

Carl

Des Moines  
Iowa

(515) 265-0950

Letter from ~~Vi~~ Colo. kid

She now get letter re  
VPs liveability  
agenda —

7-19-99



Printed on chlorine free paper

(515) 265-3451

7/20

# ~~Not~~ logged + STILL in Tickler

I don't think there is any way we are going to be able to get an address.???

Neal - See Delia's note

- have intern make address calls
- ? Jan put in Tickler.
- Assign to Jeffrey

TX 7/29

← Have to plead ignorance on who/where to start! Free now is getting all the trip mail directry + from where?? The stuff you need to come over to Scott's work on...

Shannon - school is in Des Moines Iowa. Have some <sup>me</sup> car to get Viskow's address + work w/ Jonathan Weiss OVP on language.

Thx.

have Jan put in log. green dot (SIS) tracked.

FR 12

Have you asked those traveling with the President that day?

7/21



THE WHITE HOUSE  
WASHINGTON

FACSIMILE FROM: John Wertman  
OFFICE OF PRESIDENTIAL LETTERS AND MESSAGES  
OLD EXECUTIVE OFFICE BUILDING, ROOM 97

PHONE: (202) 456-5516 FAX: (202) 456-5426

NUMBER OF PAGES (INCLUDING COVER): 1

DATE: 7/29/98

TO: Saydel Community Schools

FAX: (515) 265-0950

PHONE: (515) 265-3451

INCOMING LETTER(S) FROM: \_\_\_\_\_  
RE: \_\_\_\_\_

- FOR YOUR REVIEW
- PER MY E-MAIL OR VOICE MAIL
- PER YOUR REQUEST

COMMENTS:

Need ① full name

② address

③ position or title

Please  
respond  
ASAP

Thanks!

for  
Vi Skow



# Saydel Community School District

5401 NW Second Avenue

Des Moines, Iowa 50313

(515) 288-8557

FAX (515) 288-8550

John C. Carver, Principal  
Woodside Middle School

Donita Lynch, Asst. Principal  
Woodside Middle School

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## FAX TRANSMITTAL

Tele-copier Cover Letter

To: John Wertman

From: John Carver

Date: 7/29/99

Sent to Fax Number: 1-202-456-5426

Total Number of Pages (including this cover page): 3

### Confidential Information

The information contained in this facsimile message is confidential information intended only for the use of the individual or entity named above. If the reader of this message is not the intended recipient, or the employee or agent responsible to deliver it to the intended recipient, you are notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please notify us by telephone, and return the original message to us at the above address via the U.S. Postal Service.

Vi Skow  
828 NE 61<sup>st</sup> Avenue  
Des Moines, IA 50313

Board Member  
Saydel Community Schools



\*406747\*

FI004

**COPY**

December 9, 1999

ENACT  
Post Office Box 65168  
Washington, D.C. 20035

Dear Friends:

Thank you for your letter regarding tobacco issues and the fiscal 2000 appropriations bills. I appreciate knowing your views.

I remain committed to protecting our nation's children from the dangers of tobacco. That is why my fiscal 2000 budget includes over \$100 million in funding for the Office of Smoking and Health at the Centers for Disease Control and \$34 million for the Food and Drug Administration's efforts to expand youth anti-smoking and enforcement activities.

My Administration has fought and will continue to fight for a nationwide public health effort to reduce youth smoking through counteradvertising, restrictions on youth access to tobacco products, and other prevention activities. In addition, I will continue fighting for an increase in the tobacco tax, which as you know would be an effective tool to help reduce youth smoking.

As we work to create a stronger and healthier nation, I'm glad to know I can count on your help. Best wishes.

Sincerely,

**BILL CLINTON** *A*

BC/JHC/DA/DC/efr-efr (Corres. #7048465)  
(12.enact)

961213

*ra*

From Podesta -

10-18-99

10/18

1999 OCT 18 AM 9:16

Send to Burkhardt?

Yes

No



To: see for response

10/18

Debi - AP

*[Handwritten signature]*



October 8, 1999

The President  
The White House  
Washington, DC 20500

Dear Mr. President:

On behalf of organizations committed to reducing the death and disease caused by tobacco use, we wish to take this opportunity to reiterate our support for your renewed call for a substantial increase in the federal tobacco tax and to commend your leadership on this issue. In study after study, increases in tobacco prices have been shown to decrease tobacco use, particularly among young people.

In addition to fighting for a tobacco tax increase, there are several other critical tobacco-related appropriations issues that will require your active involvement and leadership as your administration and the Congress enter negotiations regarding final appropriations for FY 2000.

**Department of Justice suit against tobacco companies.** We are very pleased that the Department of Justice filed a civil lawsuit against the largest cigarette companies to recover the billions of dollars the federal government spends each year on smoking-related health care costs. Your FY 2000 budget request to the Congress asked for \$20 million to fund this suit, and now that the suit has been filed, the need for this funding is even more apparent. Both the House and Senate versions of the appropriations legislation for the Justice Department have eliminated this additional funding, leaving intact, however, the authority of the Department to spend other funds for this purpose. We strongly urge you to remain vigilant against any effort to prevent the Department of Justice from initiating a lawsuit and to ask Congress to restore the \$20 million that you requested for that purpose. Refusal by the Congress to provide the \$20 million requested is simply a back-door attempt to sabotage the suit by forcing it to compete for limited funds with other Department priorities. This year's emergency supplemental appropriations legislation allowed states to keep the portion of tobacco settlement funds owed the federal government under the Medicaid program. Your administration should insist that Congress not seek to further undermine the federal government's ability to recover other billions of federal dollars spent treating tobacco-caused disease.

**Earmarking a substantial portion of tobacco settlement funds for prevention programs.** As mentioned above, an amendment to this year's emergency supplemental appropriations legislation waived the federal right to a portion of tobacco settlement funds without any requirement that a single dollar of these funds be spent on tobacco prevention or cessation programs. The situation could be worsened if the Congress, as some have suggested, withholds some portion of welfare block grant or other federal funds to the states with the understanding that the states could make up the shortfall with tobacco settlement dollars. This would make it even more difficult for tobacco control advocates to secure funding for state level programs.

We urge you to ask Congress to require states to spend a substantial portion of their tobacco settlement funds on programs to reduce tobacco use. Otherwise, the federal government will continue indefinitely to pay the health care costs of tobacco-caused disease through Medicaid, while the states spend this windfall on other programs or tax cuts. Requiring the states to use tobacco settlement funds for tobacco prevention will not only save lives, but also save federal dollars in the future.

**National Tobacco Control Program at the U.S. Centers for Disease Control and Prevention (CDC).** We ask that you establish as a top priority your budget request for \$101 million in funding for the Office of Smoking and Health at the CDC. This is a modest increase of \$27 million over FY 1999 funding necessitated by the transfer of the ASSIST program from the National Cancer Institute to the CDC, and we urge your insistence that Congress fully fund this request. This \$101 million, less than the tobacco industry spends in a week just on marketing and promotion, provides resources to every state, the District of Columbia and eight territories to prevent tobacco use among youth; promote cessation; eliminate disparities among population groups; and prevent exposure to environmental tobacco smoke.

Last November's settlement between the state Attorneys General and the tobacco industry did not eliminate the need for CDC tobacco prevention programs. In fact, the need has grown significantly. Many states have only the most minimal tobacco prevention programs in place and are not using the tobacco settlement funds for these purposes. As other states use tobacco settlement funds to establish comprehensive tobacco prevention programs, the role of the CDC as an expert adviser becomes even more important and helps assure that public funds are used responsibly.

Tobacco use remains the leading cause of death and disease in the United States, responsible for more than 400,000 deaths every year. Smoking rates among children have surged in recent years. So, too, have requests by state and local health departments for help from the CDC to address tobacco prevention issues. This relatively small

investment can create a permanent legacy of lives saved and can help assure that some of the fruits of the tobacco settlement are programs to prevent today's youth from becoming tomorrow's grim statistics.

With your active involvement and leadership, we can achieve a higher tobacco tax, a successful federal lawsuit against the tobacco industry, a federal requirement that part of state tobacco settlement funds be used to reduce tobacco use, and a funding increase for the National Tobacco Control Program at the CDC. We urge you to do everything within your power to advance these goals.

Respectfully,

John R. Seffrin, Ph.D.  
*Chief Executive Director*  
*American Cancer Society*

M. Cass Wheeler  
*Chief Executive Officer*  
*American Heart Association*

E. Radcliffe Anderson, Jr., MD  
*Executive Vice President and Chief Executive Officer*  
*American Medical Association*

William D. Novelli  
*President*  
*Campaign for Tobacco-Free Kids*

Daniel Wolfson  
*President and Chief Executive Officer*  
*Alliance of Community Health Plans*

Sam P. Giordano  
*Chief Executive Officer*  
*American Association for Respiratory Care*

Arthur Garson, MD, FACC  
*President*  
*American College of Cardiology*

Alvin Lever  
*Executive Director*  
*American College of Chest Physicians*

Walter J. McDonald, MD, FACP  
*Chief Executive Officer*  
*American College of Physicians-American Society of Internal Medicine*

George K. Anderson, MD, MPH, FACPM  
*President*  
*American College of Preventive Medicine*

Steven M. Mirin, MD  
*Medical Director*  
*American Psychiatric Association*

Raymond D. Fowler, Ph.D.  
*Chief Executive Officer*  
*American Psychological Association*

Mohammad N. Akhter, MD, MPH  
*Executive Director*  
*American Public Health Association*

Susan F. Wooley  
*Executive Director*  
*American School Health Association*

Michael K. Gemmell, CAE  
*Executive Director*  
*Association of Schools of Public Health*

Arthur T. Dean, Major General, U.S. Army, Retired  
*Chairman & Chief Executive Officer*  
*Community Anti-Drug Coalitions of America*

Thom White Wolf Fassett  
*General Secretary*  
*General Board of Church and Society of The United Methodist Church*

Bonnie Lipton  
*National President*  
*Hadassah*

Roy Branson, Ph.D.  
*Co-Chair*  
*Interreligious Coalition on Smoking OR Health*

Jeannette Noltenius, Ph.D.  
*Executive Director*  
*Latino Council on Alcohol and Tobacco*

Thomas L. Milne  
*Executive Director*  
*National Association of County and City Health Officials*

Grace Duncan  
*President, Executive Committee*  
*National Association of Local Boards of Health*

Elena Rios, MD  
*President*  
*National Hispanic Medical Association*

Susan L. Polan  
*President*  
*Partnership for Prevention*

Richard O. Butcher, MD  
*President*  
*Summit Health Coalition*

COPY



\*411918\*

TR 100

December 9, 1999

Ms. Emina Avdagić  
Principal  
Third Gymnasium High School  
Appelova Obala, 1917 9od  
Sarajevo  
REPUBLIC OF BOSNIA AND  
HERZEGOVINA

Dear Ms. Avdagić:

It was good to see you during my visit to Sarajevo. The people of Bosnia-Herzegovina have made remarkable strides on the path to lasting peace. The rebuilding of your school is a powerful symbol of that progress, and I'm glad I had the opportunity to witness it firsthand. I enjoyed my time there very much and was touched by the warm welcome I received.

Thank you for the cuff links, scrapbook, and videotape. They are special reminders of my visit to your wonderful school. I hope you enjoy the enclosed photos and send my best wishes to everyone at Third Gymnasium High School.

Sincerely,

**BILL CLINTON**

BC/MEU/DDA/DC/ddj-emu-ws-ws (Corres. #4452332)  
(8.avdagic.e)

✓ cc: WH Gifts

. Enclosures: ~~Color~~ Color Photos of BC's visit to Sarajevo

✓DISPATCH THRU DEPARTMENT OF STATE - 12/10/99

99 12 16

8/3 Wamp

# Third School

THE PRESIDENT HAS SEEN  
8-2-99

1. Ce Mts  
2. Carves  
8-3-99

## THE TRIP OF THE PRESIDENT TO AVIANO, ITALY AND SARAJEVO, BOSNIA-HERZEGOVINA JULY 29 - 31

Draft #1

### THURSDAY, JULY 29

6:45 am- BRIEFING  
7:00 am LOCATION TBD

7:00 am- DEPARTURE STATEMENT  
7:10 am LOCATION TBD

8:00 am DEPART en route Aviano Air Base  
[Flight Time: 8 hours, 5 minutes]  
[Time Change: +6 hours]

ARRIVE Aviano Air Base

AREA TWO HOUSING  
AVIANO, ITALY

LY 30

7:10 am DEPART Area Two Housing en route  
Air Force One

7:25 am ARRIVE Air Force One

7:40 am DEPART Aviano Air Base en route  
Sarajevo, Bosnia-Herzegovina  
[Flight Time: 1 hour, 20 minutes]

9:00 am ARRIVE Sarajevo, Bosnia-Herzegovina

9:15 am DEPART Sarajevo Airport en route Zetra  
Stadium

copied  
Berkhardt  
Currie  
Podesta  
Photo Office

9:30 am ARRIVE Zetra Stadium

9:45 am- BILATERAL WITH BOSNIAN  
10:30 am TRIPARTITE PRESIDENCY  
ZETRA STADIUM  
POOL SPRAY (AT THE TOP)

10:40 am- BILATERAL WITH  
11:10 am REPUBLIKA SRPSKA PRIME  
MINISTER DODIK AND  
FEDERATION PRME MINISTER  
BICAKCIC  
ZETRA STADIUM  
STILLS ONLY

11:15 am- HOLD

12:00 pm

12:20 pm- STABILITY PA  
3:30 pm FAMILY PHOT  
ZETRA STADIUM  
OPEN PRESS (1  
CLOSING SESS.)

3:35 pm- BRIEFING/DOWN TIME  
4:05 pm PRESIDENTIAL HOLD

4:10 pm DEPART Zetra Stadium en route Third  
School

4:20 pm ARRIVE Third School

4:25 pm- TOUR OF THIRD SCHOOL  
4:45 pm- THIRD SCHOOL  
PRINT REPORTER (CLASSROOMS)



make sure I do  
letter sign picture  
to people at  
school, church  
reporters

4:50 pm- REMARKS TO THE SCHOOL  
5:45 pm COMMUNITY  
THIRD SCHOOL  
OPEN PRESS

5:45 pm- TOUR SERB ORTHODOX CHURCH  
6:10 pm SERB ORTHODOX CHURCH  
POOL PRESS

6:20 pm- BRIEFING FOR ROUNDTABLE  
7:00 pm THIRD SCHOOL

pm- ROUNDTABLE WITH REGIONAL  
pm- INDEPENDENT MEDIA  
THIRD SCHOOL

pm DEPART Third School en route Sarajevo  
Airport

pm ARRIVE Sarajevo Airport

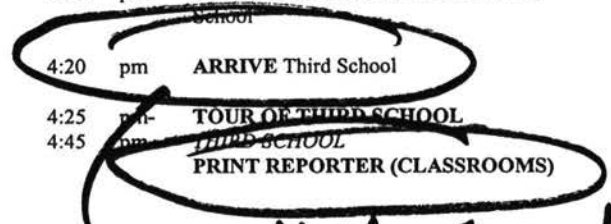
pm DEPART Sarajevo, Bosnia-Herzegovina  
en route Aviano Air Base  
[Flight Time: approx 1 hour, 20 min]

9:40 pm ARRIVE Aviano Air Base

10:05 pm- TAPE RADIO ADDRESS  
10:25 pm AIR FORCE ONE

10:30 pm DEPART Aviano Air Base en route  
Andrews  
[Flight Time: 9 hours, 5 minutes]  
[Time Change: -6 hours]

1:35 am ARRIVE Andrews Air Force Base  
BC RON THE WHITE HOUSE  
WASHINGTON, D.C.



July 28, 1999 (3:07PM)

Make sure I do.  
letter, sign  
pictures to people at  
school, church, reporter



\*408650\*

**COPY**

IT

December 8, 1999

The Honorable Jerry MacArthur Hultin  
4118 Faith Court  
Alexandria, Virginia 22311

Dear Jerry:

Thank you for your letter and the materials you enclosed regarding America's role in the globalization process. I have shared them with the National Security Council. As you know, I believe that we must nurture the diplomatic and economic ties that link us to other nations -- ties that have shaped our world into a true international community. In this era of global communications and commerce, it is more important than ever that the United States not shrink from our responsibilities as a global leader. And as you understand better than anyone, this has profound implications for the Navy.

I appreciate all you and the National Defense University have done to promote this important ideal and to develop new strategies for international peace, understanding, and prosperity. Keep up the good work!

Sincerely,

**BILL CLINTON** *A*

BC/WMW/JW/SH/DC/ddj-ddj  
(12.hultinjm.doc)

(Corres. #7051334)

~~cc:~~ w/copy of inc. to NSC Records, 379 OEOB

991210

*R*

10-21-99

10/21

Send to Burkhardt

Yes

No

Jerry MacArthur Hultin ✓

4118 Faith Court  
Alexandria, Virginia 22311  
703/671-0031  
E-mail: [jmhultin@aol.com](mailto:jmhultin@aol.com)



October 17, 1999

President William Jefferson Clinton  
The White House  
Washington, D. C. 20500-2000

Dear Mr. President:

As always, it was good to see you last Wednesday at the DLC Globalization Dinner. Your speech was right on target on the quality and character of America's involvement in globalization.

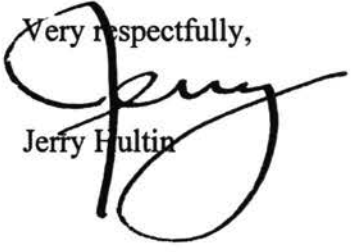
As we discussed that night, the additional element I would suggest including – not only in your speech, but in the DLC conference agenda – would be a section on the essential role of defense in sustaining the stability and conditions for growth necessary to pursue “all else” related to globalization.

During the summer of 1996, I sent you a letter that laid out the major links between our nation's domestic agenda and our defense posture. You have pursued many of the themes contained in this 1996 letter, which I have enclosed.

As Under Secretary of the Navy, I have frequently stressed these same points in remarks across the nation. For example, enclosed are two recent speeches on globalization: one to a national convention of women state legislators in Pasadena and the other to the International Institute of Strategic Studies global conference in San Diego.

In addition, as Under Secretary, I commissioned a challenging 18-month study / colloquium with the Institute for National Strategic Studies of the National Defense University (and others) to explore the Global Economy and Naval Concepts and to increase the Department of the Navy's understanding of globalization and naval forces. As the “returns” on this work are completed, perhaps I can informally pass on to you our thoughts and conclusions.

*Hans Binnendijk & I organized this before he moved from NDU to the NSC and Sandy Berger's team.*

Very respectfully,  
  
Jerry Hultin

Nancy, <sup>Thank you</sup>  
Thanks <sup>so</sup> for <sup>to</sup>  
helping with <sup>considerate</sup>  
this. <sub>(J)</sub>

# Jerry MacArthur Hultin

4118 Faith Court  
Alexandria, Virginia 22311  
202/588-2266  
703/671-0031

August 22, 1996

President William Jefferson Clinton  
The White House  
Washington, D.C. 20500-2000

Dear Mr. President:

As we move into the key stages of the 1996 Presidential campaign, I would like to offer some thoughts on how you can introduce a vision in which the United States takes a significant role in shaping the quality of life for the world for at least the next fifty years without jeopardizing your primary commitment to improving our nation's domestic quality of life.

Because of the opportunities afforded me as a member of both the Freddie Mac board and the Chief of Naval Operations Executive Panel, I have been in a unique position to assess the intersection between domestic and international security. My work with Freddie Mac has centered on developing strategic, economically sound means of addressing affordable housing. My work with Admiral Boorda and now Admiral Johnson on the CNO Executive Panel has focused on innovation and creating a stronger, more flexible array of forces that will provide you and future American Presidents with greater capacity to defend the nation, maintain world peace and sustain a vigorous global economy.

You know these goals are not new for me. When I introduced you at the first Ohio fund raiser at the Milenthal's home in Columbus in 1991, I spoke of my belief that you could respond to the nation's yearning for new solutions that took advantage of the end of the Cold War.

After running in Central Park the day of your acceptance speech at the convention in 1992, we shared thoughts on how the nation stood at the entrance to a new era of world peace and how your success in winning the nomination and election could directly influence the quality of the world's future. I feel even more strongly now that you have the power to inexorably shape both the quality of life for Americans and, in turn, the quality of life around the world.

In so doing, I believe you have the opportunity to be a defining world leader for the 21st century. Conversely, if you do not introduce certain key propositions during the

next few weeks, you will be frustrated and unnecessarily limited in your ability to assume this historic role during your second term.

The key elements of the strategic vision I am proposing are as follows:

First, leveraging opportunity. The end of the Cold War has presented our nation with the unique opportunity to define and build a new world order that can sustain fifty years or more of relative peace and global economic prosperity.

Second, a system of international power that is not focused on war. While the exact elements of such a world order do not require precise definition in your speeches, included should be at least the following: (1) a global marketplace where commerce is able to optimize the allocation of resources and wealth; (2) a relationship where nations exist in relative peace and where large powers shift from being peer-competitors to "soft enemies"; and (3) a system where the we and the leading nations of the world create tools and mechanisms to constrain and redirect "evil" nations and remove from power demonic leaders.

Third, leading the transformation by example. The United States should place a primary commitment to enhancing the quality of our own domestic society and economy. Indeed, because the world is looking to us as an exemplar of the successful market-based democratic society, our global leadership will be seriously hampered if we have not addressed and made progress on our remaining domestic shortcomings. Equally, our domestic economy is more and more dependent, in the short run, upon successfully marketing our goods and services abroad and, in the long run, upon a vigorous global economy which assures that all citizens have access to adequate resources and quality of life.

Some specifics for implementing this vision are as follows.

- Global economic council. Organize a world body, based on the same premise as the National Economic Council and the G-7, especially chartered to develop policies that strengthen the global economy and sustain a level playing field between developed and developing countries. Use this body to articulate such policies, to guide the World Bank and other international lenders to use their funds more strategically, and to provide benchmarks and models for developing vigorous market economies in developing countries and/or regions throughout the world. For instance, this body could organize a joint venture between the World Bank and the large, international food producing corporations to introduce modern food production techniques to developing nations.
- Broader spectrum of force options. Assign the Departments of Defense and State responsibility for developing a broader range of options that can be effectively deployed long before massive force is required. The result can be greater adroitness

at peace keeping and peace making. Along these lines, the Marine Corps has recently taken leadership for developing non-lethal weapons.

- Pursue technologies that provide scaleable, responsive military systems. Place a priority on military systems which can be scaled to match the threat, which are sufficiently threatening to break an enemy's will before use, and which incorporate learning systems that respond quickly to change in the midst of conflict. *Vision 2020* describes the Navy's vision of this challenge.
- Knowledge systems. In order to anticipate problems, identify high risks quickly, comprehend enemies who do not think like we think, and learn as the battle unfolds, continue to invest in knowledge as a fundamental ingredient for a strong defense system. The Defense Department's program, Joint Vision 2010, is a vision of a robust, knowledge-based, networked system for containing and fighting conflicts.
- "Soft" power. Mandate that both Defense and State develop far greater facility to use "soft power" as recently described by Joseph S. Nye, Jr. and Admiral William Owens in *America's Information Edge* in the March/April 1996 issue of *Foreign Affairs*. This will give you a more flexible arsenal of tools to contain conflict at its earliest stages.
- Target strategic nations. Prioritize our efforts so that our highest quality support goes to those nations that hold key positions in regions of the world. See for instance, *Pivotal States and U.S. Strategy* in the January/February 1966 issue of *Foreign Affairs*.
- Moral interests. Enunciate a doctrine of taking action in those instances where human rights violations are so extreme as to damage the moral fabric of global society. If Defense and State develop the "tools" described above, such intervention will be more sophisticated, less risky to American forces, and more likely to succeed.
- Highly sophisticated counter-terrorist operation. Mandate that Defense creates, and the CIA supports, a world-class counter-terrorist system that anticipates and manages terrorist risk, prepares for the chemical and biological threat (as Navy Under Secretary Richard Danzig has so clearly identified), provides real-time intelligence, learns quickly, breaks the will of terrorist operations, and moves forcefully to deter and contain terrorist action. This would include creating operational units of excellence similar to the Navy Seals and Army Green Berets.

I know from listening to your private remarks in Cincinnati and the Plaza in New York that you fully understand the vision I have set out above. My concern is that, while you have often spoken about the importance of our role in Bosnia and Haiti, there has not been a public forum where you laid out your vision of the essential linkage between the nation's domestic interests and the quality of life throughout the world. What is needed are several instances -- of which one is certainly your acceptance speech at the convention in Chicago -- where you "sow the seeds" of this vision.

Why do I think it so important for you to voice these ideas? First, because I believe these are some of the most important issues for the 21st century and an opportunity that, if not acted upon immediately, may be lost by the end of the century.

Second, because this vision fits so well with your interests. You, the First Lady, and Vice President Gore are the national leaders who best understand both the opportunity in the current historic moment and the way in which the global economy and national strength will interact in the 21st century. You are in a strong position to preempt this issue and accentuate the visceral differences between you, as the candidate shaping the 21st century, while Robert Dole appears as the candidate taking the nation back to World War II. Also, because this vision sets the stage for the First Lady to continue to address the world as the personification of the new American woman, a role in which she has been very successful and which she could maintain for the rest of her life. And, because you could thrive on such a vision during your second term as President and, after leaving office, serve as the world's leading citizen devoted to sustaining both our domestic quality of life and this new world order.

Third, because the Defense Department, and especially the Navy and Marine Corps where I participate directly, are prepared to assist you in implementing this vision, but need from you a new, more robust statement of national strategy upon which to design and build the necessary military strategy and force structure.

I am eager to assist you in this historic opportunity and I have further ideas about how I can help. I hope to see you on the train through Ohio this weekend and perhaps we can talk then.

Sincerely,

Jerry MacArthur Hultin

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The United States Navy on the World Wide Web  
A service of the Navy Office of Information, Washington DC  
send feedback/questions to [comments@chinfo.navy.mil](mailto:comments@chinfo.navy.mil)  
The United States Navy web site is found on the Internet at  
<http://www.navy.mil>

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Remarks Prepared by  
The Honorable Jerry MacArthur Hultin  
Under Secretary of the Navy  
At the Annual Conference of the  
National Order of Women Legislators  
Presented by the National Foundation for Women Legislators, Inc.  
Pasadena, CA  
21 August 1999

Thank you for that very kind introduction. And thank you to everyone for your warm welcome to this conference.

Let me begin by saying how much I admire the National Foundation for Women Legislators. I appreciate most your efforts to enrich the legislative process of our country ... by helping "women to be strong and effective state legislators ...and to develop leadership through knowledge and synergy" -- a quote from your literature.

Your legislative work focuses on issues that directly impact your constituents ...adhering to Tip O'Neill's popular phrase, "all politics is local." This afternoon, I'd like to show you that in today's world, "local" is often synonymous with "global."

But before I move ahead, let me take you aboard a United States warship as it sails the Mediterranean Sea at this very moment ... close to the Turkish coast.

Let me introduce you to Commander Mehl ... the Captain of USS Gunston Hall ... a 15,000-ton warship ... designed to project United States' naval power onto distant shores. The time is well into the evening ... but Commander Mehl remains on the ship's bridge ... gazing across the darkened ocean to the Turkish coast.

Since my days as a naval officer ... sailing the South China Sea during the Vietnam Conflict, our ship captains have filled me with awe ...because of how remarkably well they lead their crew and ship.

This admiration certainly extends to Commander Mehl, to whom our nation has entrusted this magnificent warship, ... a crew of 350 Sailors, ... and 500 embarked Marines. In the 19-year course of a naval career, Commander Mehl did everything possible to prepare for the supreme challenge of command at sea, ... a station to which many aspire ... but only the very best achieve. Having reached the pinnacle, Commander Mehl faces an even greater challenge: to ensure that this ship and crew are always ready ... to fight and win our nation's wars.

But right now, at this very moment, ... Commander Mehl and USS Gunston Hall are on a very different mission. Immediately after last Wednesday's earthquake devastated western Turkey and killed

or injured thousands, President Clinton vowed to help in any way we can.

Now, Commander Mehl stands on the darkened bridge ... commanding an around-the-clock bustle of activity ... as Gunston Hall's Sailors and Marines provide rescue and comfort ... to many of the victims of western Turkey's worst earthquake in recorded history.

I'd like you to keep the image of this captain in the forefront of your mind. But if you are imagining a man in command of Gunston Hall, reframe your image ... for Commander Mehl's first name is Grace ... and she is one of 9 women that our Navy has in command at sea.

Commander Mehl and her ship and crew are powerful instruments of America's national security strategy ... and equally powerful instruments of America's values. So in the context of Commander Mehl and Gunston Hall's deployment to the Mediterranean Sea, I ask you this question:

What do you want the world to be like in the next century, ... in the new millennium...?

I think Madeline Albright illuminated the answer in a recent issue of the journal Foreign Affairs ... when she wrote, "The goals of American foreign policy have not changed in more than 200 years. They are to ensure the continued security, ... prosperity, ... and freedom of our people."

These goals are the same for every department, every agency, and every branch within our government, and, surely, for every elected or appointed public servant, ... like you and me. And it is from these fundamental goals that we derive our vital national interests -- our purpose in seeking to influence events beyond our own borders. If I may use Secretary Albright's words to answer my question, ... we want a world in which the American people can continue to be secure, prosperous, and free. This is why Grace Mehl is at sea, on the bridge of her ship, right now.

But now comes a much, much tougher question. How will we shape this world ... to realize the very fundamental goals that all of us pursue with Secretary Albright?

I think all of you -- leaders and legislators who "have the power to make a difference" -- are the right one to take up this difficult question. So I've looked forward to participating in this conference ... as an opportunity for me to meet with all of you.

In my capacity as Under Secretary of the Navy, I'd like to engage you, both as individual citizens ... and collectively as the National Foundation for Women Legislators ... in a dialogue that will wrestle with this important, fundamental question. If you'll permit, I'd like our dialogue to center on three powerful influences in the shaping of our world. The first is globalization, a phenomenon we're hearing and reading a lot about lately. The second is our Navy and Marine Corps team -- the naval services. And the third is one that all of you are intimately familiar with ... and a part of.

Let me begin with globalization. A simple definition is the international flow of information, financial capital, commerce, technology, and even labor. But to recognize the true impact of

the phenomenon, we must realize that it is a complex interrelationship between countries ... and between people. To be sure, this concept of a deepening relationship between countries is not new. As Cambridge Professor Emma Rothschild points out, the economist Adam Smith wrote about it to great length over 200 years ago.

But the information revolution gave it dynamism and made it an interaction between individuals, not just countries; ... and the end of the Cold War -- a hopelessly static era -- collapsed barriers that had been insurmountable for half of this century.

So as globalization expands at a rapid pace, the interdependence between countries and between people ... is far greater than we could have imagined as the Cold War ended. For example, ten years ago, few people had even heard of the internet - I know I had not. Five years later, only 3 million people were participants. Today, 140 million people are active in cyberspace, and by 2005, that number will be over 1 billion.

As globalization continues to develop, we're finding that forces in one region impact many other regions; distance matters less, "rapid" means instantaneous, cultures interact, ... and the world is much, much smaller. The Asian economic crisis, for example, resonated across emerging economies like Malaysia and Indonesia, ...just as it devastated the Pacific Rim's most developed markets, like Japan and the Republic of Korea.

And though we have good explanations now, we were surprised to watch it crash the Russian economy ... and then jump across the oceans to cause an economic meltdown in Brazil.

Here in America, as many of you are very personally aware, the results of the crisis linger in American agriculture, ... bringing the lowest prices in many years to the farmers of wheat, corn, cotton, meat, and pork.

And I'm sure many of your constituents were genuinely concerned, as I was, about the impact of the crisis on their retirement and investment plans. Globalization can hit fast ... and hurt.

But all things considered, the economic affects of globalization are a tremendous boon, even to the United States, the most powerful, gifted nation on earth. U.S. exports of goods and services account for the employment of 12 million Americans. Our work force, the most productive in the world, exports nearly \$600 billion in manufactured goods every year.

Each of you is probably aware of the figures for your own state and your own legislative district. Ohio, my home state, even though it's far from any international shipping port, still sends abroad \$23 billion in manufactured goods every year.

In the service industries, America is also highly competitive. For example, our financial service industry is the best in the world, so I'm not surprised it contributes to 7% of our GDP. All told, international trade and return on foreign investment equals about 30% of our GDP - more than 3 times what it was just 25 years ago.

All of these facts and figures tell me 2 important things. First, globalism touches every American, from those living and working in our major financial and shipping centers, like Baltimore and Los Angeles, ...to all of the heartland communities,

like Wichita, Kansas, ...where amid the endless fields of wheat, you find a booming international aircraft industry. And second, if we are going to continue to have a prosperous economy, then America must continue to develop our global perspective.

For the other nations of the world who choose to participate in globalization, there are similar benefits. Considering all that America exports, we import even more, which effectively shares our prosperity with trading partners. In addition to trade, today there is over \$3 trillion dollars in foreign investment in the United States. And as globalization spreads wealth, we can also expect these countries to gain better education, improved health care, and all the other facets of a higher standard of living.

But for all its value, globalization is not by itself the path to the world that we have in mind. I called it a phenomenon, but I want to stop well short of calling it a marvel or a miracle. While globalization is an engine of profound change that influences the domestic politics and foreign relations of virtually every country, it is not an international political or social system. While it creates interdependence, it cannot create an environment of stability and security where these conditions do not already exist.

In fact, virtually the opposite is true: though globalization is a powerful, positive influence, to fulfill its potential of prosperity for every participant - and certainly America -- an environment of stability and security must already exist. Foreign investment will not come to a region that is in chaos. Manufacturing industries cannot coexist with conflict. Oppressed people cannot be at the same time a skilled work force. A land at war is not a market for the products of American industry. This is the greatest challenge that globalization presents.

Considering the volatility and uncertainty of today's world, we would be wise to recognize that globalization has broad branches but shallow roots: a globalized economy can easily be upset. The Cold War ended a full decade ago, liberating us from the extreme threat of that era, but regional dangers, such as those posed by rogue states -- North Korea, Iraq, and Iran -- persist.

Failed or failing states such as we've seen in Central Africa create regional instability ... from which it may take lifetimes to recover.

The ethnic, religious, or nationalist violence that seems so commonplace today will, if not checked, disrupt the many nations that have embarked on the transition to democracy and free-market economics. Even oppression and violence that seem confined -- like we saw in Kosovo -- have the vast potential to quickly draw an entire continent into turmoil ... and damage the well being of every nation that participates in the global economy. And every scenario for instability has a common thread -- humanitarian crisis that involves thousands, in some cases millions, of refugees.

These sources of insecurity and instability are the threats to globalism -- forces that can badly damage a region's prosperity, including our own. This is where I see the important role of our Navy and Marine Corps - providing very visible presence ... on a global scale ... to check the volatility that undermines

globalism and all of its benefits. Our naval forces are powerful instruments to shape the environment of key regions ... toward greater security and stability ... and away from conflict and war.

The question that we're pursuing -- how will we shape this world -- becomes, what will we ask Commander Grace Mehl and the 850 men and women aboard Gunston Hall to do?

America strives to shape the world by our national security strategy of engagement -- a strategy of leadership in the international community -- by combining all the dimensions of our influence -- diplomacy, economic trade and investment, and, often the most visible, our military.

While America is not alone as a great power, we are the only remaining superpower, ... and certainly the only benevolent power with global influence. Today and every day, United States naval forces remain continually engaged around the world. Today and every day, nearly one-third of our Navy and Marine Corps operational forces -- more than 60,000 of your constituents and 100 ships -- are deployed around the world.

In addition, Sailors and Marines with their families are homeported in distant places like Yokosuka and Okinawa, Japan; ... Naples, Italy, ... and the Arabian Gulf nation of Bahrain.

In every key region of the world, our uniformed men and women are on duty, around the clock. In working with allies and friends, our Sailors and Marines strengthen existing relationships and lay the groundwork for coalitions in times of crisis or conflict. In a globalized -- an interdependent -- world, alliances and coalitions become even more important than they were in the Cold War.

As we are gathered here, over 3000 of our Sailors and Marines are in the Indian Ocean and South China Sea to participate in CARAT '99, ... an exercise with the militaries of Malaysia, Singapore, Indonesia, and Thailand. They're teaching their counterparts the skills for humanitarian assistance and disaster relief. But they're also demonstrating our nation's firm commitment to security and stability in Southeast Asia.

And finally, because the world remains an uncertain place, the very presence of our naval forces has a pivotal role. In March of 1996, when China expanded its military exercises as the people of Taiwan conducted free elections, our 2 carrier battle groups in the Straits of Taiwan helped to defuse a dangerous situation ... and demonstrated our commitment to stability and peace.

As every American is aware, our Navy's first value is its uncontested ability to control the high seas, a vital strength that we cannot take for granted ... since the oceans of the world are now the pathway of 90% of international trade goods. But today's naval forces do so much more than control the seas. They also have the ability to directly and decisively influence events ashore. When crisis or conflict arise despite our best efforts, our Sailors and Marines are ready to respond quickly with overwhelming striking power ... to restore peace and stability to the disrupted region.

We saw a telling example last fall, when our naval forces alone responded to the terrorist acts of Osama Bin Laden by directly

attacking his training base in Afghanistan. Imagine his surprise to learn that, deep within a land-locked country, he was still within our Navy's reach.

Just weeks later, in December, our Navy engaged in Operation Desert Fox, four days of intense operations that blunted Saddam Hussein's aspirations to develop weapons of mass destruction. Most recently, our naval forces contributed nearly half of America's combatants in Operation Allied Force, the NATO campaign that stopped Slobodan Milosevic's campaign to depopulate and destroy the Albanian majority in Kosovo.

And as I mentioned, USS Gunston Hall is part of a three-ship, 3000 Marine force actively involved in the earthquake relief effort in Western Turkey.

Over the course of this turbulent decade, our naval forces have responded to over 100 contingencies - everything from evacuations of American citizens from Albania, Sierra Leone, and Liberia, to the ongoing enforcement of the no-fly zone over Iraq.

It's clear the world remains turbulent and dangerous, ... a circumstance that is contrary to our national interests, ... and contrary to the best interests of every country that wishes to pursue the potential and the promise of globalism.

It's also clear that our Navy and Marine Corps, like Commander Grace Mehl and the Sailors and Marines aboard USS Gunston Hall, are a potent instrument of America's global leadership ... to fulfill our goal of ensuring the prosperity, security, and freedom of our people.

But there is a third influence in the shaping of our world, perhaps the most fundamental, that I promised to discuss. And that is your role in your hometown and state ... in increasing the vitality and fairness of American society - key ingredients to ensuring the prosperity, security, and freedom of our people that Madeline Albright spoke of. With an open, innovative, dynamic American business environment, supported by a well-educated work force, the globalized world I have described will present opportunities ... and have the means to deal with the perils and threats.

America will thrive in the globalized world only if we nurture and sustain a highly skilled work force, increased productivity, and brilliant innovation - and do this by ensuring equality and opportunity for everyone.

It's you, as legislators and leaders of your communities and states, that shape the environment in which our children are educated, ... our families mature, ... and our citizens are assured good health; ... in which American business grows and our country competes successfully throughout the world. Just as America's military power can positively shape the world in the 21st century, you can similarly, positively shape America's 21st century here at home.

We are, perhaps more than most Americans realize, linked together - at home and abroad -- in ensuring the prosperity, security, and freedom of our people. So accept my sincere request that we - you and I - learn how to support each other in building the 21st century. As you build a thriving economy in America, we will shape a world of expanding markets where your

workers and businesses can thrive and succeed. As you educate young people, ... we will train them to serve as Sailors and Marines. And as they complete their military careers, we will return them to your hometowns as leaders and citizens of character. We are linked in this together.

I began with the question, "What do we want the world to be like in the next century?" As we look ahead, we should recognize what a century this, the 20th, has been. The lesson that we must heed: it has been the most creative ... and yet the most destructive epoch ... since the dawn of humanity. And we should also recognize that both extremes -- the marvelous creativity and the terrible destruction -- were, for the most part, brought about by the very deliberate actions of people -- very little was the result of chance.

This tells me that we have the means to make whatever we want of our world.

We fought and helped win World War I, but failed to win a sustainable peace. We lead the Allies to victory in World War II, learned to build a family of nations, and helped the vanquished to rebuild their societies. We fought in Korea and Vietnam -- where I fought. And for nearly half of this century, we fought the Cold War. In the end, because of the two fundamentals principles America is built upon -- democracy and a free market economy -- we triumphed over the communism of the Soviet Union.

We won the Gulf War, and most recently led NATO in bringing an end to the monstrous acts of ethnic hatred in Kosovo.

We have good reason to be proud of America's accomplishments in the 20th Century, built and won by our grandfathers and grandmothers, fathers and mothers, -- and you and me. It has been a great American century.

But the next century can be even more. We, as the world's sole superpower -- as the nation whose principle values are seen more and more as the best, even if a messy way to organize society -- can profoundly shape the destiny of the coming century.

And, if we rise to the opportunity, the Golden Era for America and for naval forces will not be behind us, but in front of us.

Thank you for the great honor of being part of this important conference. As a colleague in public service, I admire you for all that you do for our country. God bless you, and God bless America.

-USN-

Foreign Affairs Vol.77/No.6 (Nov/Dec 1998). P. 51.

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The United States Navy on the World Wide Web  
A service of the Navy Office of Information, Washington DC  
send feedback/questions to [comments@chinfo.navy.mil](mailto:comments@chinfo.navy.mil)  
The United States Navy web site is found on the Internet at  
<http://www.navy.mil>

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Globalization and Shaping the Security Landscape  
Remarks of the Honorable Jerry MacArthur Hultin  
Under Secretary of the Navy  
International Institute for Strategic Studies Annual Conference  
San Diego, California  
September 10, 1999

Thank you for that kind introduction. And thank you to everyone for your warm welcome to this conference. I'm very honored to be with you today here on the eastern bank of the Pacific Ocean. Here in San Diego...a great NAVY town ...where our Navy and Marine Corps prepare daily to meet their assigned challenge of shaping and responding for nearly 2/3 of the world's ocean.

I look forward to hosting you this evening at a reception aboard the USS Stennis ...a truly impressive ship ...with a crew that will impress you even more.

Let me begin by saying how much Secretary Danzig and I appreciate the work that all of you do as members and supporters of the International Institute for Strategic Studies. It was a little more than forty years ago when Sir Michael Howard, Alistair Buckan and a few others met at Oxford and founded the Institute. At that time, in 1958, the need for the Institute was clear...the strategic nuclear balance and the East-West rivalry demanded a thoughtful debate of strategic issues.

The work of the institute was important during the latter half of the 20th Century. I would like to make a proposition: Your efforts will be even more important as we enter the new millennium facing a dynamic and volatile international security environment. The equivalent challenges are different but as demanding and complex as those that shaped security policy during the Cold War era.

In many ways it is the equivalent to the intellectual discussions of the nuclear balance during the last 40 years. I know that Peter Tarnoff talked about money and power and that Joe Nye and Francois Heisbourg had a terrific debate over how the rest of the world characterizes America. This week's IISS topic, "America and Global Security" is the perfect context for my proposition that an increasing factor in global security is globalization.

I want to cover 3 areas.

1. Globalization: definition and impact.
2. How we shape.
3. How we act together.

1. First, globalization. What should be our take on globalization?

The concept means many things to many people, so, let me offer a basic definition -- the international interaction of information, financial capital, commerce, technology, and even labor at far greater rates and speeds than previously possible. Almost immediately, one begins to see that globalization fosters dynamic new interrelationships between countries ... and, perhaps even more deliciously, between corporations and people. I say deliciously because, like the apple, globalization seems to be both sweet and tart at once. While globalization is an engine of profound change that influences the domestic politics and foreign relations of virtually every country, I think it is agreed it is not an international political or social system. While it creates interdependence, it does not create an environment of stability and security all on its own.

In fact, virtually the opposite is true: though globalization is a powerful, positive influence for economic growth, to fulfill its full potential for prosperity an environment of stability and security must exist and be sustained. As President Clinton noted in 1996, "forces of destruction find opportunity in the very openness, freedom and progress we cherish."

It would seem, therefore, that as we ride the roaring tide of globalization into the next Century, dangers will persist. The need to deal with conflict and instability will endure...for IISS ... and the United States Navy and Marine Corps ... business will be brisk!

Now, I think it is fair to say that there has been a "buzz" about globalization of late, a buzz which has generated many interesting studies, articles and even books. Some authors highlight the positive aspects of globalization, while others--who view it less favorably--focus on potential dangers. As Under Secretary of the Navy, my primary focus is on the international security implications of globalization ... good or bad.

Many of the initial answers are not comforting to countries and their governments, whether large or small. Since so many answers are not sanguine, I am eager to know what new or different roles naval forces can play in shaping the globalized world of the 21st Century.

Can we change and be a more proactive force in deterring conflict and maintaining stability? And if we, the Navy and the Marine Corps, make such changes, what will be the response of other countries and their naval forces to our change? Where does this lead?

To find answers to these questions we must first look into our clouded crystal balls and steal a glimpse of the future. Postulating possible futures is, of course, risky business. It is especially risky now that the relative clarity of the Cold War is in our wake and we have entered the uncharted, chaotic waters of post-Cold War globalization. To mitigate this risk, I don't intend to postulate one future but at least three.

As I look to the second decade of the post-Cold War era, I can foresee globalization resulting in at least three different, and each quite possible, scenarios:

First, a benign international security environment, with peaceful interdependence of nations and high levels of economic

development.

Second, a world where peer competitors, rogue states and independent actors - the communities left out of the spoils of globalization -- take advantage of the vulnerabilities engendered by these forces of globalization and create havoc and an unstable international security environment where war is rampant.

Third, a world somewhere between the other two --- and a world where we will struggle to sustain the equilibrium.

These futures, although not identical, share something with another set of possible scenarios for the future suggested by Jean-Marie Guehenno, writing about "The Impact of Globalisation on Strategy" in last winter's edition of the IISS Journal Survival:

First, the indefinite supremacy of the US and the continuation of the US role as "benevolent sheriff."

Second, the emergence of a multipolar world.

And third, the move to what he calls "institutionalized interdependence."

Mr. Guehenno concludes the most likely future will "borrow some elements of each."

## 2. Can we shape?

So, on the eve of the 21st Century, with an international security environment already more complex than ever, I ask you ... where do you think globalization leads? Can we see one or the other of these scenarios coming into being? Is the choice of scenario beyond our control? Can naval forces join with friends and coalition partners to influence events ashore? Can we deter conflict and maintain or even enhance stability?

Guehenno suggests that one of the key elements of globalization is that it blurs the distinction between domestic and international relations. I would caution, that as corporations operate on a global basis, it lessens the reasons to have nations and increases our need to be clear about our role as nations. How will we deal with this? Guehenno continues, that in the interdependent age of globalization, it is "close to hubris" to expect to shape the future.

Yet, we all set out to shape the nuclear age with our strategic forces ...another act "close to hubris." And we prevailed!

What is your view?

Globalization has the feel of a runaway train but my sense is that shaping will be possible.

So to me, the question is not so much can we shape the future environment but how and to what extent? And so, the Department of the Navy has joined with the Institute for National Strategic Studies, at the National Defense University, to study these questions. This will not be a "walk in the park" but if you are interested in joining us, we would be glad to have you.

## 3. International perspective/Interoperability

We are committed to an international perspective. It seems certain that, in the globalized future, we all will be more effective working together as allies and coalitions. Therefore, as we build new concepts we must do so in close cooperation with allies and coalition partners, alike.

Indeed, deterring conflict and promoting stability in the fast-paced, interconnected world of the 21st Century will require a new level interoperability among allies and coalition partners. Always a concern, interoperability in the dynamic era of globalization ...when speed of response and close coordination are critical ... will be even more vital.

A coalition cannot fight effectively if partners arrive with uneven and divergent military capabilities. And the handmaidens of globalization -- computers and communications - are already creating a critical chasm in capabilities...even among long-standing allies, as we saw in Kosovo this spring.

What do you suggest as a solution?

A number of initiatives are underway. NATO's Supreme Allied Commander -Europe, Gen. Wes Clark highlighted one, at a speech in Washington last week. General Clark talked about NATO's DCI, the "Defense Capabilities Initiative, " calling the DCI "...an initiative which moves NATO toward greater interoperability by laying the groundwork for embedding new technologies across the board."

Secretary Cohen also mentioned the DCI effort during his talk to all of you at dinner last night. Indeed, one of the lessons emerging from our review of the Kosovo operation is the need for greater interoperability among our alliance partners.

As the Secretary noted, "not all of the Allies possessed interoperable communications equipment, sometimes leaving us with a lowest common denominator option - communicating targets through channels that were also open to the Serbs..." As a result, we "may have compromised our effectiveness and unnecessarily risked the lives of our pilots." DCI is an important effort that will engender greater interoperability and enhance NATO's effectiveness.

Another initiative, was outlined in a memo signed in July by General Joe Ralston (Vice Chairman of the Joint Chiefs) and Jacques Gansler, (Under Sec for Acquisition and Technology). It directs that "Interoperability will be a Key Performance Parameter for Operational Requirements Documents."

That is a lot of Pentagon jargon ... bottom line, when a new weapon is being evaluated, its ability to work well with other systems ... including allies ... will now be one of the critical tests it must pass. This clearly demonstrates the level of importance the Secretary and the Department now place on this issue.

Robust exercises are another means of developing interoperability with our allies and potential coalition partners. While this is hardly a new idea, exercises are the current cornerstone of interoperability efforts. They allow us to build solid operational trust and arrive at the fight with confidence.

Creating coalitions whose forces can be seamlessly integrated will require innovation, trust - and risk!  
The short list of interoperability initiatives I have outlined is a beginning but hardly enough. So to this distinguished group, I ask, what more should be done?

Our first decade of the post-Cold War era - an era of rapid globalization - has revealed a world more turbulent and dangerous than many of us hoped. Faced with this reality, our ability to influence events ashore...detering conflict and maintaining global stability... becomes a far more essential feat - and one to which the United States is firmly committed. My comments so far this afternoon have been focused on the future. As I close, let me take you back in time to another era of great change. In an address to the Congress in 1902, President Theodore Roosevelt -- a former Under Secretary of the Navy - stated:

"More and more, the increasing interdependence and complexity of international political and economic relations render it incumbent on all civilized and orderly powers to insist on the proper policing on the world." A key point, although "policing" has the ring of a century ago.

Like us, TR lived in an era of great technology-driven -electric not electronic -- globalization. Shaping the environment and promoting stability was what TR was talking about almost a century ago ... and shaping the security landscape will be even more important in the century ahead. The question is how, and I hope you will help me answer that question.

Thank you for the honor of being part of this important conference. Thank you especially for spending your "free time" with me... I hope that now you will spend a little more of your precious commodity so we can discuss these important issues together. I look forward to greeting you on the USS Stennis this evening.

-USN-

December 8, 1999

The Honorable Michael Marek  
Director  
United Nations Development Program  
Washington Office  
Suite 420  
1775 K Street, N.W.  
Washington, D.C. 20006

Dear Michael:

I have received your letter of November 15, and it is with deep regret that I accept your resignation as U.S. Alternate Executive Director to the World Bank Group.

You have provided exemplary and highly effective representation for the United States at the World Bank, and you can be proud of your commitment to alleviating poverty and promoting sustainable development around the world. I have valued your dedication to strengthening the business climate in developing nations by improving governance and fighting corruption. I am especially grateful for your efforts to reconstruct post-conflict and transition economies. You have helped to bring hope for a better, more prosperous future to nations in every part of the developing world, and your service has upheld American values and improved our cooperation with the World Bank.

On behalf of all those who have had the privilege of working with you, I thank you for a job well done. As you continue your international development work in your new position with the United Nations, Hillary and I send our best wishes for continued success and every happiness.

Sincerely,

**BILL CLINTON**

BC/JHO/SH/DC/efr (Corres. #7051856)  
(12.marek.m)

cc: DWB/SPM, 94 OEOB  
cc: John Wertman, 97 OEOB  
cc: Jeffrey Oakman, 97 OEOB  
cc: Presidential Personnel, 158 OEOB

11-18  
Hoff Sec  
gc

MICHAEL MAREK  
U. S. Alternate Executive Director

November 15, 1999

President William Jefferson Clinton  
The White House  
Washington, D.C. 20500

Dear Mr. President,

11-15-99 10:15

It has been my great honor to serve the Clinton Administration as U.S. Alternate Executive Director to the World Bank Group since August of 1994. I want to inform you that I am resigning my position as of December 3, 1999, to become the Director of the Washington Office of the United Nations Development Programme.

I appreciate the opportunity to have represented the Administration for the past five and a half years at the World Bank. Working with the U.S. Executive Director, Jan Piercy, and an outstanding team from the U.S. Treasury, State and AID, I believe that we have helped further U.S. international economic, foreign policy, and humanitarian interests at one of the most important international institutions. The U.S. goals have ranged from the overall promotion of economic growth, poverty reduction, and a sustainable environment, to making good governance, fighting corruption, transparency, and participation, including support for core labor standards, major priorities on the global development agenda.

Many challenges on all of these issues still exist, of course. However, I believe tremendous progress has been made, in large part because of the Administration's efforts, carried out under the leadership of Ms. Piercy, working with her team. I am proud to have played a role in these endeavors and will carry to my new position an ongoing commitment to these issues, to help the poorest people in the developing world and transition countries, and to further the long-term well being of the American people.

Thank you very much for this opportunity to serve in this capacity.

Sincerely,

*Michael Marek*

Michael Marek

11-18-99

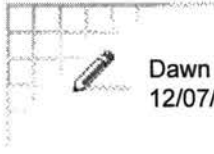
cc: Bob Nash, Assistant to the  
President and Director,  
Office of Presidential Personnel

Send to Benkhardt?

Yes    
No

12/8

Sam - please  
remove the letter from  
the DC City Council  
from the tickler. &  
Jack Lew will be  
responding for the



Dawn L. Smalls  
12/07/99 09:43:37 AM

Record Type: Record

To: Christopher K. Scully/WHO/EOP@EOP

cc:

Subject: Wilson Bldg Letter

We have drafted a letter for Jack Lew to respond on behalf of the President.

President  
Shawley,  
Chris

from Michael Barr



99 SEP 23 PM 7:01

9/28

OMB

COUNCIL OF THE DISTRICT OF COLUMBIA  
WASHINGTON, D.C. 20001

9/27

TO DAN B

September 21, 1999

FOR REPLY

395-7401

The Honorable William J. Clinton  
President of the United States  
of America  
The White House  
Washington, D.C. 20500

Shall we  
log in?



COORDINATE  
w/ OMF

Dear President Clinton:

Greetings from the Council of the District of Columbia. We are writing to ask your intervention in an issue concerning our City Hall.

As you know, the District of Columbia is beginning to benefit from the Revitalization Act proposed and enacted with your leadership. That and the robust economy have produced a stable financial base and record surpluses for our local government (\$445 million last year and another \$250 million predicted this year). As you also are aware, things weren't always so rosy. Back in 1996, when the City was in the middle of its financial crisis, the Council entered into an agreement with the General Services Administration (GSA) to lease two thirds of our City Hall (The John A. Wilson Building). The proceeds from this leasing arrangement would allow the building, which had become uninhabitable, to be renovated at minimal cost to the local government.

Given the District's financial situation in 1994, the Council had no choice but to enter into this arrangement. As such, the Council of the District of Columbia, which has jurisdiction over the building, would like to buy out the existing GSA lease and occupy the entire building. To do this, we need your help.

We are asking you to enter into a new and unique partnership with the District, the goal of which is our own full use of our historic City Hall. We ask you to direct the General Services Administration to lease the space under its jurisdiction to the District government. We note that we have been engaged in lengthy negotiations on specific space arrangements under the GSA lease, and we appreciate the leadership demonstrated by Bob Peck on behalf of the GSA. We understand that our request will impact on a variety of federal agencies. Time is a critical issue as the build-out to GSA specifications is ongoing. It is also critical that this matter of local occupancy of our City Hall be addressed now, before a change in the administration. We are prepared to pay a fair price and understand that damages are likely to be a part of that price.

Mr. President, we view this as a Home Rule issue of the utmost importance. Returning to the entire Wilson Building, our historic home, would be the final achievement in our financial




recovery. The symbolic nature of our regaining the whole building cannot be overstated. We would hope you would join us at a ribbon-cutting as we return to our historic City Hall early next year!

Thank you in advance for considering our request.


Sincerely,




Linda W. Cropp  
Council Chairman




Harold Brazil  
Councilmember, At-Large




Carol Schwartz  
Councilmember, At-Large



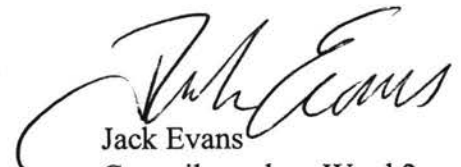
David Catania  
Councilmember, At




Phil Mendelson  
Councilmember, At-Large




Jim Graham  
Councilmember, Ward 1




Jack Evans  
Councilmember, Ward 2




Kathy Patterson  
Councilmember, Ward 3



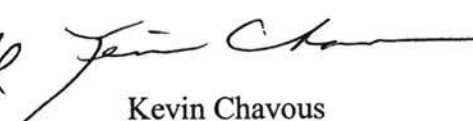
Charlene Drew Jaryis  
Councilmember, Ward 4



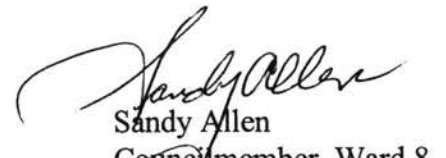
Vincent Orange  
Councilmember, Ward 5



Sharon Ambrose  
Councilmember, Ward 6



Kevin Chavous  
Councilmember, Ward 7



Sandy Allen  
Councilmember, Ward 8

8/18 . . .  
December 7, 1999

Dr. Rosina Bierbaum  
3017 Gates Road, N.W.  
Washington, D.C. 20008

Dear Rosina:

Before any more time passes, I want to extend my congratulations to you on receiving the Environmental Protection Agency's 1999 Climate Protection Award.

This prestigious award is a fitting tribute to your resourcefulness and skill in advising me on national and international scientific and environmental issues. Your leadership in the scientific analysis and assessment of climate change and its consequences, and our ability to adapt to and mitigate its effects, has been a key factor in providing policymakers and citizens with the understanding they need to confront this challenging issue.

I am deeply grateful for your efforts to ensure that future generations of Americans benefit from our farsighted investments in science and technology.

As we continue to promote important environmental considerations in an increasingly technology-based world, Hillary and I extend our best wishes.

Sincerely,

**BILL CLINTON**

BC/JHC/DDA/DC/DC/ckb-ckb-ddj (Corres#4470678)  
(11.bierbaumr.doc)

cc: DWB/SPM, 94 OEOB

John Wertman/John Corcoran, 97 OEOB



**ROSINA BIERBAUM**

8/18

E-17-99

EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF SCIENCE AND TECHNOLOGY POLICY  
WASHINGTON, D.C. 20500

August 13, 1999

Copied:

Lane  
Podesta



cc: Berger  
pg 1  
Burkhardt  
for letter, p. 1

'99 AUG 13 PM 5:55

cc Sawyer  
H... a  
good work

MEMORANDUM FOR THE PRESIDENT

FROM: NEAL LANE *Neal Lane*  
CC: JOHN PODESTA  
SUBJECT: OSTP WEEKLY REPORT

**Discriminatory Provisions In Draft Bioterrorism Bill**

Discussions within the White House on the bioterrorism portion of your Crime Bill have resumed after being dormant for several weeks. I strongly oppose draft provisions that would restrict a wide range of foreign nationals from working with certain biological organisms. Since foreign nationals form a significant fraction of the research workforce, such restrictions will disrupt the unclassified biomedical research you have called for to defend against bioterrorism. At the same time, such restrictions would provide little or no security benefit. Such restrictions – compounding the aspersions that have been cast against foreign researchers and visitors at the DOE labs – would send a terrible signal internationally, and would threaten our scientific enterprise. Restrictions on foreign researchers would do little to prevent other nations from acquiring dangerous biological agents, since with few exceptions these agents are naturally occurring or are maintained in laboratories around the world. Although I agree with the intent of this provision, which is that we must do everything we can to keep these agents out of terrorist hands, there is no reason to believe that legitimate foreign researchers are more likely to be terrorists than their American colleagues.

**Asian Pacific Americans Value Your Statement of Support**

Responses have been very positive to your statement of July 29 on the valuable contributions of Asian Pacific American Scientists and Engineers to our nation. In the wake of the espionage concern at the national labs, many in the Asian American community have felt that their patriotism has been questioned. Your statement, which was issued on the occasion of the swearing in of former U.C. Berkeley Chancellor Chang Lin Tien to the National Science Board, has received broad circulation in the Asian Pacific American community. Laura Efurd, your Deputy Assistant for Public Liaison, delivered the statement at the national convention of the Organization of Chinese Americans that weekend in Dallas, and reported a widespread sense of appreciation. We have been in touch with scientists and engineers, including Dr. Charlie Sie who discussed this issue with you in the Cabinet Room on June 7, as well as community and professional organizations who have also expressed their thanks for the clarity of your support.

**OSTP Associate Director for Environment Earns Top Climate Protection Award**

Rosina Bierbaum, my Associate Director for Environment, has been selected to receive the EPA's 1999 Climate Protection Award. Dr. Bierbaum is one of 10 individuals and organizations internationally to receive this honor in recognition of exemplary efforts and achievements in protecting the global climate.

Do forward  
letter

10/9  
December 7, 1999

The Honorable Walter E. Fauntroy  
President  
National Black Leadership Roundtable  
Suite 415  
1025 Connecticut Avenue, N.W.  
Washington, D.C. 20036

Dear Walter:

Thank you for your letter regarding relief efforts for the victims of Hurricane Floyd. I understand you have been in contact with the Department of Defense and members of my staff regarding this important matter, and I want you to know how much I appreciate all you are doing to help the people of North Carolina. I am heartened to see the courage and compassion that have brought people together in the wake of the devastation wrought by Hurricane Floyd, and I commend you for your caring commitment to this endeavor.

Sincerely,

**BILL CLINTON**

BC/TFS/DA/DC/ws-ckb (Corres. #7042190)  
(11.fautroy.we)

~~cc: SPM/DWB, 94 OEOB~~  
cc: John Wertman, 97 OEOB  
cc: Sean O'Shea, 160 OEOB

# NATIONAL BLACK LEADERSHIP ROUNDTABLE

1025 CONNECTICUT AVENUE, N.W. SUITE 415  
WASHINGTON, D.C. 20036

(202) 296-0250

Fax: (202) 296 2543

www.nblr.org

10-7

1999 OCT 1 PM 5:07

Dr. Dorothy I. Height  
Vice President

The Honorable Walter E. Fauntroy  
President

The Honorable Mervyn M. Dymally  
Secretary

Joseph E. Madison  
Treasurer

Eulas Dortch  
Assistant Treasurer

October 1, 1999

The Honorable William Jefferson Clinton  
The President  
The White House  
Washington, D.C. 20500

Dear Bill:

The enclosed letter to the Commander of our D.C. National Guard outlines the effort being made by that very broad coalition of Washington area people of goodwill that you are helping us to put together to get assistance to the victims of that very destructive flood in eastern North Carolina.

I'd appreciate it if you made contact with General Freeman today to encourage him to honor our request.

Thank you, again, for your caring and compassionate leadership in so many areas of our lives both domestically and internationally. Your two terms of office as our president have truly enriched the public service and exalted the public life. May God continue to bless and keep you.

Sincerely



Walter E. Fauntroy

10-1-99

*Lois...*



*Handwritten scribbles*

SEND TO BURKHARDT  
*(PA)*

NEW BETHEL BAPTIST CHURCH  
1739 - 9th Street, NW  
Washington, DC 20001

Voice: (202) 387-9100 Fax: (202) 986-0267

WALTER E. FAUNTROY  
Pastor  
MELVIN W. LEEPER, SR.  
Chairman, Deacon Board

October 1, 1999

JAMES H. WILSON, JR.  
Assistant Pastor  
LAVONIA LINDER  
Chair, Trustee Board

Major General Warren L. Freeman  
D.C. National Guard  
2001 South Capitol Street  
Washington, D.C. 20003

Dear General Freeman:

At the initiative of the Progressive National Baptist Convention, Inc., a very broad coalition of church leaders, labor, civic, social, business and D.C. government officials, including Mayor Anthony Williams, has come together in an effort to respond to the tremendous outpouring of concern in the Washington Metropolitan area for the victims of Hurricane Floyd in Eastern North Carolina. Plans are now in place to open an area wide drop-off point for specific relief items the victims need on the Mall in front of the National Guard Armory.

I write on behalf of what we are calling the "North Carolina Flood Relief Coalition" to request your assistance in two particulars. First, we request that you provide and assemble for us the largest appropriate tent in your National Guard inventory on the east end of the mall just beyond the center walk together with the generator units such a facility would require. We will need this facility to collect, sort and package the items we expect to be brought there every day for shipping to North Carolina in eighteen wheeler trailers we plan to line up on the north side of the mall. We'd like, if at all possible, to have the tent up and ready for use by Tuesday evening, October 5, 1999, as our plans are to open the operation on Wednesday morning, October 6<sup>th</sup> at 6:00 a.m.

Second, where your scheduling permits, we would appreciate your assigning any available units under your command to assist (and may be even organize) the corps of citizen volunteers that we are recruiting to handle the receiving, sorting, packaging, and packing of goods on the trailers. I have no idea of what that would entail for your operation, but I sure would like to have an opportunity to talk with you about it.

I will call you the late this afternoon to discuss our requests, if you don't mind.

Sincerely,



Walter E. Fauntroy  
Pastor



1739 Ninth Street, Northwest  
Washington, D.C. 20001  
(Office) 202-387-9100  
(Fax) 202-986-0267

# Fax

To: The Honorable William Jefferson Clinton From: Walter Fauntroy

Fax: 456-1210 Date: 10/1/99

Phone: \_\_\_\_\_ Pages: 3 (including cover sheet)

Re: \_\_\_\_\_ CC: \_\_\_\_\_

- Urgent
- For Review
- Please Comment
- Please Reply
- Please Recycle

•Comments:

If total number of pages are not received, please call (202) 387-9100 immediately.

2nd Copy

10-4-99  
To Burkhardt  
for Reply

**New Bethel Baptist Church**

1739 Ninth Street, Northwest  
Washington, D.C. 20001  
(Office) 202-387-9100  
(Fax) 202-986-0267

# Fax

ATTN. Mc CURRIE

99 OCT 4 AM 8:36

To: The Honorable William Jefferson Clinton From: Walter Fauntroy

Fax 456-1210 Date: 10/1/99

Phone: \_\_\_\_\_ Pages: 3 (including cover sheet)

Re: \_\_\_\_\_ CC: \_\_\_\_\_

Urgent  For Review  Please Comment  Please Reply  Please Recycle

•Comments:

If total number of pages are not received, please call (202) 387-9100 immediately.

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Dr. Dorothy I. Helght  
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The Honorable Mervyn M. Dymally  
Secretary

Joseph E. Madison  
Treasurer

Eulas Dortch  
Assistant Treasurer

October 1, 1999

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The President  
The White House  
Washington, D.C. 20500

Dear Bill:

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I'd appreciate if you would make contact with General Freeman today to encourage him to honor our request.

Thank you, again, for your caring and compassionate leadership in so many areas of our lives both domestically and internationally. Your two terms of office as our President have truly enriched the public service and exalted the public life. May God continue to bless and keep you.

Sincerely,



Walter E. Fauntroy

NEW BETHEL BAPTIST CHURCH  
1739 - 9th Street, NW  
Washington, DC 20001

Voice: (202) 387-9100 Fax: (202) 986-0267

WALTER E. FAUNTROY  
Pastor  
MELVIN W. LEEPER, SR.  
Chairman, Deacon Board

October 1, 1999

JAMES H. WILSON, JR.  
Assistant Pastor  
LAVONIA LINDER  
Chair, Trustee Board

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2001 South Capitol Street  
Washington, D.C. 20003

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I will call you the late this afternoon to discuss our requests, if you don't mind.

Sincerely,



Walter E. Fauntroy  
Pastor

10/22  
December 7, 1999

Mr. Jody Carter  
National Youth Action Council  
Foundation of America  
Suite D  
43 Malaga Cove  
Palos Verdes, California 90274

Dear Jody:

Thank you for your letter and the materials regarding the National Youth Action Council. I appreciate your invitation to attend a press conference this Spring and the Youth Convention 2000. Although I never know what my schedule may hold, I have passed along your correspondence to my Scheduling Office for consideration.

I was pleased to have the opportunity to meet with representatives of the National Youth Action Council, and I am inspired by their commitment to the search for concrete solutions to the challenges they see in their communities. By working together, we can counter the culture of violence and build in its place a culture of values. I am deeply grateful for your involvement in this important endeavor, and I send my best wishes to all the members of the National Youth Action Council.

Sincerely,

**BILL CLINTON**

BC/RMS/DA/DC/pfs-ws-ckb (Corres. #7029599)  
(11.carter)

cc: ~~DWB/SPM, 94 OEOB~~  
w/copy of inc Carrie Street, 184 OEOB  
w/copy of inc and out Karin Kullman, 207 OEOB  
John Wertman, 97 OEOB

JODY CARTER

10-21-99

10/22

Copied  
Cahill  
Podesta

# YOUTH INAction

Los Angeles

Kansas City

Washington D.C.

CAMPAIGN

October 19, 1999

President Clinton  
White House  
Washington, DC

*Many thanks to  
we need to reply  
do a press conference if possible  
try to do their banquet  
BC*

Dear Mr. President,

I would like to take this opportunity to thank you for taking time to visit with the representatives of the National Youth Action Council. We have been working diligently since the Presidential Summit for America's Future to publicize the positive happenings of groups of young people around the nation. I apologize for my last minute absence in this gathering; the Arkansas Department of Higher Education is sending over 150 representatives to Henderson State University to observe our school and Dr. Charles Dunn, the President of the University, has requested that I, along with a group of student Ambassadors, escort our guests around the campus for the day.

I appreciate your time in reading these few humble words I have to say concerning the importance of the voice and actions of the youth of America. The news focuses so often on the negative aspects of the young people of the nation, the gang violence, the drug problems, the homicides. There are, though, countless gatherings of our nations future who are intentionally attempting to make a difference in their communities. Classrooms are gathering, assembling, and distributing gift baskets for the less fortunate. Student Councils are holding peace rallies crossing across not just racial and economic lines, but across to other schools. Religious organizations are organizing free summer camps for the underprivileged children of their communities.

What we are asking is for your support, both verbal as well as physical. There will be press conferences held periodically throughout the year to announce the recipients of our \$1,000 Action Award Grants. If you could make an appearance with us this spring to recognize these groups, more attention and resources would be focused towards young people. Also, there will be a Youth Convention 2000 in the summer of 2000 and we are requesting you aid our cause with your presence, which will attract the media as well as other support.

I thank you for your time in both reading this letter, as well as speaking with representatives from the National Youth Action Council. Together, we can achieve more.

Sincerely,

Jody Carter  
Internal Liaison  
National Youth Action Council

*10-21-99  
After you have seen we  
will send to Burkhardt for  
reply*



a project of

FOUNDATION OF AMERICA 43 Malaga Cove, Suite D, Palos Verdes, CA 90274

(310) 373-3359 • fax (310) 791-2003 www.Youthlink.org

Enclosures

### NATIONAL YOUTH ADVISORY COUNCIL

- Jill Asmus, National 4-H Council
- Jody Carter, Hugh O'Brian Youth Foundation
- Marie Celestin, Youth On Board
- Nicole Childers, University of Pennsylvania
- Tami Colon, Campfire Boys and Girls
- Brenda Curry, Berea College
- Mark Ferguson, Youth On Board
- Zach Goldberg, YMCA
- Shanna Paddock, United National Indian Tribal Youth
- Benjamin Quinto, Founder, UN Youth Assembly
- Erin Seltzer, Guilford College
- Perren Thomas, National Urban League
- Frank Vivacqua, NY State Commission & National Community Service

### BOARD OF DIRECTORS & STAFF

- Kurt Albershardt, President Advanced Transit Solutions
- Robert Fellmeth, Executive Director Childrens Advocacy Institute
- Gerald Marcell, President Palos Verdes Developers
- Sandra McBrayer, National Teacher of the Year, 1994
- Blair Sadler, CEO, Childrens Hospital San Diego
- Brian Smith, Founder, UGG Holdings
- Laura Swanson, Senior Director, National Publicity, A&M Records
- Peter Raducha, Executive Director, Foundation of America
- Kelly Ellison, Development Director, Foundation of America

### NATIONAL AFFILIATE ORGANIZATIONS

(partial list)

- American Academy of Pediatrics
- American Association of School Administrators
- Camp Fire Boys and Girls
- Hugh O'Brian Youth Foundation
- Junior Achievement
- National Association of Secondary School Principals
- United States Conference of Mayors
- YMCA National State Office Network
- Youth Service America
- YWCA of the USA
- National 4-H
- National Governors Associations
- UNESCO
- National Network for Youth
- National Education Association
- Kiwanis International

# Constitution of the National Youth Action Council

## Article I: Purpose and Mission

### Section 1:

We shall be known as the National Youth Action Council

### Section 2:

#### Mission Statement:

The mission of the National Youth Action Council is to enable youth to effect positive change on community and national levels by valuing, sustaining, and representing their diverse values, ideas, and solutions. To create financial support and recognition for the diverse voices, ideas and concerns of young people.

### Section 3:

The National Youth Action Council (NYAC) recognizes that they are sponsored by Foundation of America, and that they shall reserve the power to review and veto any and all National Youth Advisory Council decisions and actions.

## Article II: Membership

### Section 1:

The National Youth Action Council is a diverse group composed of 16 to 24 year old young Americans from youth serving groups and organizations.

### Section 2:

The NYAC reserves the right to make recommendations concerning regulation for potential NYAC membership in order to create a diverse group of young people.

### Section 3:

NYAC members must be present at NYAC functions and meetings.

### Section 4:

#### Term Limits

- a: Each member is committed to serving a term of 3 years. In order to fulfill a 3 year commitment, a member must be selected on or before their 22nd birthday.

## Article III: Meetings

### Section 1:

General meetings shall be held no less than two (2) times a year.

### Section 2:

Emergency general meetings of the NYAC shall be convened:

- a: by the Executive Director of Foundation of America
- b: by the Board of Directors
- c: by a majority vote of NYAC members

### Section 3:

Meetings will also be conducted by e-mail.

- a: All members of the NYAC are required to check-in at least once a week.
- b: The week check-in day will be determined by the members.

## **Article IV: Voting**

### Section 1:

A quorum shall consist of 60% of the membership.

- a: Voting can be done either on-line or at a face to face meeting.

### Section 2:

A 3/4 vote of members present must pass a proposal.

### Section 3:

A fist to five will be taken before all votes when possible.

## **Article V: Governing Structure**

### Section 1:

It is hereby established that the position of NYAC Liaison:

- a: who shall be elected from the body of the NYAC by a simple majority;
- b: who is responsible for maintaining contact between all NYAC members and the Executive Director or Foundation of America.
- c: whose term of office shall be one (1) year.

### Section 2:

It is hereby established the position of the Recording Secretary:

- a: who shall be elected from the membership of the NYAC by a simple majority;
- b: who is responsible for recording the minutes of all meetings, and distributing them to the members;
- c: who is responsible for turning in all documents to the Executive Director for the purpose of record keeping;
- d: whose term of office shall be one (1) year.

### Section 3:

It is hereby established the position of Meeting Co-ordinator:

- a: who shall help organize face to face meetings;
- b: who creates a loose agenda to work with, including answering the 5 W's;

- c: work with local people to finalize all arrangement for the meeting.

#### Section 4:

It is hereby established the position of Local Co-ordinator:

- a: who shall help organize the meeting;
- b: who shall establish and confirm all plans for the NYAC face to face meeting;
- c: who office shall rotate depending upon meeting place.

#### Section 5:

It is hereby established that the position of NYAC Friends Co-ordinator:

- a: who shall facilitate how to involve other youth;
- b: who shall send packets and information to interested people;
- c: who shall keep a running record of interested volunteers to build a broad base of support.

### **Article VI: Committees**

#### Section 1:

The NYAC is empowered to form temporary and standing committees as deemed necessary to the group.

- a: Structure is left open to the body of the committee.
- b: A committee spokesperson shall be designated by the committee to report back to the NYAC.
- c: All committees shall be approved by a simple majority of the membership of the NYAC.

#### Section 2:

The Nomination Committee

- a: consults with the Executive Director of FOA to present nominations to the council;
- b: conducts in-depth interviews with the NYAC applicants.

### **Article VII: Amendment Procedures**

#### Section 1:

A proposed amendment to the Constitution shall only be considered when:

- a: in written form;
- b: cosponsored by one third (1/3) of the voting membership.

#### Section 2:

A two thirds (2/3) vote of NYAC membership is required for adoption of a Constitutional amendment.

#### Section 3:

Approved amendments shall take effect upon closing of the meeting, or when all on-line votes are tallied and reported to the NYAC.

10/29

December 7, 1999

PERSONAL

Mr. Joe Kuonen  
Mr. Royce Lewis  
Ms. Karen Walker  
Comfort Diagnostics and Solutions, Inc.  
Suite A  
4250 Rixey Road  
Sherwood, Arkansas 72117

Dear Joe, Royce, and Karen:

Thank you for your letter regarding ways in which your company is working to implement solutions that promote environmental protection and strengthen America's economy. I appreciate knowing about your efforts, and I'm sorry I was unable to respond sooner.

I believe that by increasing our energy efficiency, U.S. consumers and businesses will be able to cut energy costs and reduce greenhouse gases. These are important goals, and if we do it right, we can create new entrepreneurial opportunities and make our world healthier for our children. Be assured that my Administration is working hard to promote these approaches.

As we continue our efforts to strengthen the economy and protect our environment, I'm glad to know I can count on your help.

Sincerely,

**BILL CLINTON**

BC/TFS/JW/SH/JW/DA/DC/efr-efr (Corres. #7041043)  
(12.kuonen.j)

~~cc: John Wertman, 97 OEOB~~  
~~cc: SPM/DWB, 94 OEOB~~  
cc: Tracy Sisser, 97 OEOB

December 7, 1999

Mr. David Leopoulos  
5409 Hill Boulevard  
North Little Rock, Arkansas 72116

Dear David:

Thanks for passing along Joe Kuonen's information about his company and its efforts to increase home and business energy efficiency. This is an important issue, and I have responded directly to his letter.

It's always great to hear from you, and I hope we can get together soon. All the best to you and Linda.

Sincerely,

**BILL CLINTON**

BC/TFS/JW/SH/JW/DA/DC/efr (Corres. #7041233)  
(12.leopoulos.d)

cc: John Wertman, 97 OEOB

~~cc: SPM/DWB, 94 OEOB~~

October 5, 1999

**JOE KUONEN**

10-20-99  
JTB  
10/20

Nancy

President Bill Clinton  
The White House  
1600 Pennsylvania  
Washington, DC 20500-2000

Dear Mr. President,

I would like you to read this letter written by Joe Kuonen. You know him because of the band he plays in, however, I know him for his companies ability to help homeowners and businesses to save drastic amounts of energy. Their processes of insulating and sealing up structures is in the minority in this country. They use methods that everyone should use. Most homes today are not built using these methods of construction and this causes literally tons and tons of wasted energy in heating and cooling costs. The up front costs are a little more, but they are swallowed up by the long term gains in energy savings.

Bill, I would not be sending this to you unless I thought it was a very significant way for this country to save energy for the future of this country. If you use the power of your office to communicate this to the public, it will be of great service to our future.

You see most builders today only care about making a quick buck, knowing that the homeowner will buy the house not checking into what the utilities will be and dealing with them after the sale. I the builder practiced these energy saving building techniques they could guarantee low, very low utilities. Joe said they could guarantee way under \$100 monthly electric bill for a house up to 3,000 sq.ft. Can you imagine the savings??? Even very large \$500,000 and above homes are not built correctly for energy savings.

There is a movement towards this type of technology, however, it is just in pockets around the U.S.. It is not a really hot topic I know, however, it is an important one. Just imagine, thousands of homes being built that use 50 to 60 percent less energy for decades, never mind huge buildings and the like.

Just thought you might be interested.

David Leopoulos

*Help Homeowner + Business Save  
Drastic Amounts of Energy Country Could  
save energy future of country. Wants photos  
use power eye to communicate to public.*

*Comfort Direct Solutions*

10-19-99

Send to Burkhardt?



Yes

No

letter to P. Leopoulos

letter to Joe Kuonen, et

all  
-sc-

**COMFORT DIAGNOSTICS AND SOLUTIONS, INC.**  
4250 RIXEY ROAD, SUITE #A • SHERWOOD, AR 72117  
(501) 833-8000 • FAX (501) 833-8222

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August 16, 1999

The Honorable Bill Clinton  
The White House  
1600 Pennsylvania Ave.  
Washington, DC

Dear Mr. President,

Your friend and our repeat customer, Paul Leopulous, has asked us to write this letter explaining how we, at Comfort Diagnostics and Solutions, are creating a new industry by using state-of-the-art technologies and an entirely new work force to reduce home and office energy usage by 30-70% while greatly increasing indoor comfort, air-quality and safety standards. We hope this information will be useful to you in formulating our country's energy strategy for the 21<sup>st</sup> century.

Our experience has shown that customer education is the key to creating the change necessary and that it is not just possible, but true, that you can cut residential energy usage by 30%, or more, in every home in America. Furthermore, these energy savings can be accomplished with existing technologies and skills at a cost-effective price.

Previous energy saving efforts in the public and private sector have been geared towards manufacturers and builders. Unfortunately, energy usage continues to climb. The FTC rules of 1991 mandated minimum efficiencies for household appliances, including heat and air systems. The Department of Energy efforts have been aimed at instituting minimum energy codes, home energy rating systems and tax credits. Industry responses have been to try and educate the builders, suppliers, contractors, installers, real estate agents and bankers. However, our testing has proven that almost no installed heat and air system meets federal minimums because of gross installation errors. Almost every new home built has design and installation errors which negate savings from minimum energy code requirements. In other words, energy ratings are still almost non-existent as are the Energy Efficient Mortgages they are supposed to facilitate. More unfortunately, each and every industry involved has found its own historic inertia too much to overcome, and regardless of education and knowledge, change becomes impossible.

The founders of Comfort Diagnostics and Solutions helped create and develop one of the first Home Energy Rating systems in the country, Energy Rated Homes of Arkansas, which you were instrumental in starting, and have been deeply involved in all of the above

ventures. *It became an exercise in frustration which then led to the development of our company which does not make use of any of the above efforts.*

Instead, we took our knowledge directly to the people with a weekly radio show that educates and answers home owner questions about their comfort and efficiency problems. Additionally, we provide a private business that not only tests the home, but also fixes the home to standards well above the federal minimums.

We have proven that the public, when informed and educated, does want and will pay for the improvements necessary to make their home comfortable, efficient and healthy.

We often hear the political question of whether it is possible to reduce our residential energy usage significantly while maintaining our current standard-of-living. The clear, proven answer is not just yes, it is in fact, the only way we can cut energy usage. A home with high utility bills is always the most uncomfortable home of all. A home with truly high comfort and indoor air quality is always going to have the lowest energy usage, because the comfort and environmental quality is only possible if everything is done correctly. Moreover, the research on how to do it right has already been done by institutions such as Oak Ridge National Laboratory, the National Research Energy Laboratory, Florida Solar Energy Center, and Lawrence Berkeley Laboratory. Likewise, the results and recommended practices are regularly published in periodicals and books such as *Energy Design Update* published by Cutter Information System and *Home Energy Magazine* published by LBL.

We have merely taken these known and existing technologies and techniques and put them together into a single business that has succeeded beyond our imagination with no end in sight.

Comfort Diagnostics and Solutions started about four years ago with three people, one truck, and a “blower-door” which tests house pressures and leakage rates. We now employ over 30 people with over a dozen trucks, an array of scientific testing instruments, and are rapidly approaching \$2 million a year in sales. All of the jobs created are well-paying, skilled positions with a tremendous future.

We have tested almost two thousand homes and have scientifically demonstrated how each and every one of them can slash their utility costs and improve their indoor environment at the same time. Home owners who have retained our services have consistently reported utility savings beyond their expectations as well as greater comfort. Those with allergies have been amazed at the difference in their air-quality after we finished and almost everyone reports that their home now has less dust, mold and humidity.

The most amazing thing, however, is that we are doing this with readily available equipment and materials that other contractors are already using. And, we are marketing ourselves without utility subsidies, government contracts, or any other kinds of rebates.

We are truly a private sector business, self-started, self-taught and self-supported. The differences between our methods and theirs explain why they cannot reduce bills or improve indoor environments while we consistently do so in every home that we touch.

First of all, “they” invariably do only one thing and do it the same way their predecessors did 20-30 years ago. The carpenter builds the shell of the house, the insulator insulates it, the heat and air man installs the system and duct work, the builder provides the windows, the roofer installs the roof venting, the concrete or brick layer installs the foundation insulation and/or venting, the electrician provides the kitchen and bath vents and lighting, the plumber selects and installs the water heater, and usually, two or three people have their hands in selecting and installing the fireplace.

None of these individual trades have a clue as to what the other is doing and yet each has an impact on the others work.

How does the heat and air person know what size system to put in without knowing how tight the home will be, how well insulated it will be, what kind of windows will be used, how much air will be sucked out of the house by exhaust fans, and how well the attic will be vented? The traditional answer has been, and still is, to just guess or use an ancient rule-of-thumb (i.e.: install one ton for every 500 square feet of living space). Obviously, an all glass and rock home facing east and west will need a whole lot more cooling than one that uses super-windows, thick insulation and faces north and south. Yet, the rules-of-thumb persist and homeowners pay the price every day.

We, on the other hand, use the “house-as-a-system” approach. This approach has been scientifically developed and tested by such varied institutions as Oakridge National Laboratory, The Florida Solar Energy Center, and the North Carolina Alternative Energy Center (now Advanced Energy). Its success has been demonstrated in cases across the country.

The “house-as-a-system” approach recognizes that almost everything that goes into a home has direct and indirect impacts on everything else in the home. If you change the type of window you use or the type of kitchen exhaust vent installed, you can completely change how much air conditioning tonnage you need and what type of fireplace you can use. Some new windows can reduce solar heat gain by 70% and high volume kitchen exhausts can easily prevent open fireplaces from venting properly.

At Comfort Diagnostics and Solutions, our home energy auditors combine the latest science in all of these fields to produce a plan for each home that coordinates and integrates all of these trades and products so that the home is the most efficient, comfortable, safe, healthy and durable home possible.

Our production crews are trained to work on everything from the vapor barrier in the crawlspace to the venting in the attic. We install the highest efficiency heat and air equipment, totally designed and sealed ductwork, quality insulation, targeted air-sealing of

the house, and whole house ventilation systems. Also, we guide the homeowner on the selection and installation of lights, appliances, windows, water heaters, fireplaces, exhaust vents, and even house shading.

Our new industry is based on two basic principles: "Prescription without diagnosis is malpractice" and "Diagnosis without testing is just guessing".

Before we sell anything for an existing home, we test everything necessary to provide a proven diagnosis of what is wrong. We use a "blower-door" to test the house and duct system to see how much each leaks and where the leaks are located. Studies have shown that house leaks can account for 60-70% of heating bills and 20% of cooling bills. The house leaks are also directly responsible for indoor humidity, dust, and allergy problems. Other studies have shown that duct leakage can account for at least 14% of every homes heating and cooling costs.

At Comfort Diagnostics and Solutions, we test duct systems to verify airflow problems that are caused by improper design and installation practices. Such problems can reduce heating and cooling system efficiencies by as much as 50%, or more.

We examine and measure all insulation levels, window type and orientation to the sun, the effect of exhaust vents on combustion safety within the home, and also determine the age, efficiency and quality of heating and cooling systems. We examine humidity control features of the home, attic venting, and sources of indoor pollutants.

Then, we use computer analysis to determine the adequacy of everything we tested and compile a list of cost-effective measures to improve the efficiency, comfort, health, and safety within the home.

Finally, we work with the homeowner to repair only those things that are necessary to meet such goals. We eliminate the guess work. All of our recommendations are guaranteed to resolve the problem because we have thoroughly tested and diagnosed the problem before prescribing a cure.

New home builders can and do bring their proposed plans to us for analysis so that all of the above described factors can be incorporated from the beginning. New homes that use our services average 50% lower energy use than other new homes of the same type and size and are built without the comfort and health problems normally associated with new housing. And, with almost every builder now making their houses much tighter and better insulated, indoor air quality problems and structure durability problems are inevitable. All of these problems are unnecessary if done correctly using the "house-as-a-system's" approach.

We regularly test brand new homes because the home owner is experiencing high bills, low comfort or indoor environment problems. In every case, we find inadequate insulation in various "difficult" areas, leaky duct systems, with poor air flows which show

a clear lack of design, improperly sized heating and cooling systems with the minimum allowed by law rated efficiencies and installation errors so profound that actual efficiencies are much less than the Energy Guide Labels reflect. Further, we find kitchen vents so powerful that they depressurize the home and suck air down chimneys and flues while exhaust fumes are trying to rise up and out of the home, and dozens of recessed lights that are neither air tight nor designed for insulation contact which results in dozens of un-insulated holes in the ceiling which let the warmest household air out and the extreme attic temperatures in .

Our ability to help homeowners eliminate indoor problems and slash their energy use at the same time has been so successful that we regularly have a two month waiting list for home audits and cannot train people fast enough to keep up with the demand for testing or fixing of these problems.

And although we are competing with large, well-established industries and contractors , we have already become the “experts” in all of their fields. We are regularly called on to solve the problems they can’t fix. Heat and air companies, insulators, builders, utilities, and government agencies regularly send us people they can’t help. We are already one of the largest Bryant equipment dealers in the state, the largest buyer of sheet metal ductwork from our wholesale vendor, and the acknowledged leader in “quality” in all of the fields we touch.

We are training and developing workers with new skills who receive higher-than-average wages and have what appears to be unbelievable job security. Every home in the country needs our services and we are the only company we know that does what we do with such success. In poor economic times, our services will be needed to reduce utility expenses and in good economic times, to provide better comfort, health, and safety in the home and office. Contractors are building homes faster than we can fix them and our ability to provide the solutions is becoming well and widely known.

At the same time, we are still regularly witnessing some of the most irrational and counter-productive efforts of others in the same area which amount to a giant waste of time and energy.

Your instructions to the military to cut energy use led to wholesale changes of heating and cooling systems at L.R.A.F.B. which included removing gas water heaters and furnaces. The efforts to win the contract, of course, was led by our local electrical supplier-Entergy. By last reports, the multi-million dollar effort was a complete bust and they are about to spend millions more to correct the problems. The irrational method of trying to save energy at the base is clear when one realizes that they replaced gas appliances with electric ones while electricity costs five times as much as gas per BTU at Little Rock rates. (Electrical costs are about \$.10 a kilowatt and provides only 3,413 BTUs while gas costs \$.60 a therm which provides 100,000 BTUs.) The entire problem could have been avoided if they had used our techniques of testing and diagnosing prior to prescribing the cure. As it turns out, the high-dollar geothermal heat pumps they installed were connected

to such poor existing duct systems and put into such poorly insulated housing that the energy savings are coming nowhere close to your mandates and occupant complaints have multiplied.

Our state energy office requires heat and air installers to hang their ducts in the attic where they are exposed to the extreme attic temperatures so that ceiling insulators won't miss as many spots. Realistically, logic would dictate that, if you must put the ductwork in the attic, it should be buried in the ceiling insulation so that it could be better protected from the extremely hot attic.

Our state heat and air board has declared that they won't enforce the federally mandated minimum SEER laws because they don't have enough inspectors, but will require anyone who installs higher than minimum equipment to install it properly so that the higher efficiencies are actually achieved. In other words, they will inspect those who try to do it right, but not those who don't even try to meet the minimum standards.

The National Home Builders Association has used all of their efforts to minimize the model energy code's requirements by insisting that "affordability" be the main criteria and have been gleefully successful. Somehow, the concept that lower monthly utility costs combined with building and equipment durability can easily offset the initial costs and increased monthly mortgage payments is completely lost in the argument.

We believe that federally-mandated minimum appliance efficiencies (which is about to be raised under your watch) will continue to fail to deliver their promise until the installers of these appliances (heat and air) are required to use proper installation techniques. Currently, only the manufacturers must meet the law, and installers are under no obligation whatsoever.

We also believe that the road to change is through customer education for which your support is badly needed. Attempts to change the industry from the top is greatly resisted by the inertia of these existing industries. If we had the President and Vice President of the United States preaching the benefits of "house-as-a system" techniques, contractors and retailers would quickly change their course to meet the new demands.

The people in our area have learned through our education efforts that they can have the best of both worlds and are beginning to demand it. The main stumbling block for the public is an availability of low-cost financing of the improvements which we believe the government could be instrumental in providing.

Every home owner we have ever consulted agrees with the need to make the necessary repairs and modifications to their home. Invariably, the thing that stops them from incorporating our recommendations is that they either don't intend to stay in the home long enough to make it cost-effective for them individually or they simply don't have the initial funds. These consumers regularly state that they would make the repairs if adequate

financing was available. Unfortunately, there is almost a complete dearth of such financing.

What is needed is low-interest, long-term financing. Most of the improvements (such as insulation, ductwork and heat and air equipment) will last anywhere from 10 years to the life of the structure. Yet, the little financing that exists is very short-term (five years or less) and carry high interest rates (most over 12% APR). Why should a homeowner, like many today, who only intends to stay 3-5 years pay the entire cost of improvements that will last many years after they are gone? Appraisers don't credit such improvements (they don't even recognize or look for them) and real estate agents and bankers are equally oblivious to them. Currently and sadly, there is little chance to recover these costs.

If low-interest, long-term loans were available through existing mortgage services, the existing owner would only pay their share of the improvements which would make all such repairs automatically cost-effective and wise for everyone. Homeowners would have safer, healthier homes with much lower utility bills and our country's energy usage, and resultant pollution, would be greatly reduced.

We understand that the State of Nebraska has proven such financing will work by using the Exxon settlement funds to finance energy improvements for homeowners. The state has been lending money to banks at attractive rates, who in turn lend it to the consumers. The program has evidently been so successful that they now have more money in the fund than they started with; while the other states who received a share of the money have none left.

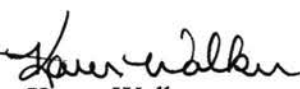
Mr. President, we promise you that this is not smoke and mirrors. Our solutions do work every time and with your voice added to the consumer's education along with proper financing, we can truly have the best of both worlds.

Thank you for your time. We welcome the opportunity to expand on these issues and would be pleased to provide additional information to you and your staff.

Sincerely,

  
Royce Lewis

  
Joe Kuonen

  
Karen Walker

11/15  
December 7, 1999

Mr. Rick Worley  
Meico Incorporated  
Suite 1640  
16945 Northchase Drive  
Houston, Texas 77060-2152

Dear Rick:

I recently learned about your long-distance running streak, and I want to extend my best wishes to you in this endeavor.

Running a marathon is an immense challenge, and for you to have completed a race of marathon distance or longer for more than 180 consecutive weeks is especially remarkable. Your extraordinary quest and your indomitable spirit serve as an inspiring example to all. I applaud you for your great determination and endurance, and I commend you for using this undertaking to foster educational opportunities for young people.

Best of luck in your remaining races.

Sincerely,

**BILL CLINTON**

BC/CKS/DA/DC/DC/pfs-ws-ckb-ddj (Corres. #7043595)  
(11.worley)

cc: DWB/SPM, 94 OEOB  
cc: John Wertman, 97 OEOB

Darcy

**Rick Worley**

11-15

Interesting story about a man who is aiming to run a 100 mile in 200 days

THE PRESIDENT HAS SEEN  
11-12-99

● Laura K. Demeo 11/10/99 06:09:54 PM

Record Type: Record

To: Betty W. Currie/WHO/EOP@EOP  
cc:  
Subject: Re: read this

A man who is aiming to run a 100 mile in 200 days

hi betty,  
per brian's suggestion below i thought i'd send this to you. this article is amazing - i found it because i am running the Richmond marathon this saturday and this man is running it too! pretty unbelievable! laura

Forwarded by Laura K. Demeo/WHO/EOP on 11/10/99 06:07 PM

Brian A. Barreto 11/10/99 05:57:51 PM

11-12-99

To Burkhardt for reply?

Yes  No

Record Type: Record

To: Laura K. Demeo/WHO/EOP@EOP  
cc:  
bcc:  
Subject: Re: read this

SM

B.

This guy is the Forrest Gump of our time. Amazing - you should send this to Betty to show POTUS - since he used to run so much.  
Laura K. Demeo 11/10/99 05:31:02 PM

● Laura K. Demeo 11/10/99 05:31:02 PM

Record Type: Record

To: Brian A. Barreto/WHO/EOP@EOP  
cc:  
Subject: read this

Rick Worley of Kingwood, Texas, will be wearing bib No. 150 during Saturday's Crestar Richmond Marathon.



It seems like a nondescript number for a nondescript runner. Worley's size is nothing special. He's 5-9, 174 pounds. His speed isn't special. He'll finish in about four hours. Plenty of folks will be ahead of him and behind him. Worley,

52, will be easy to miss.

Nothing about him stands out, until you get to the reason for No. 150. It represents a remarkable streak.

This will be the 150th straight weekend that Worley has run at least one race of marathon distance or longer. He hasn't just run them anywhere. For the past two years, he has run at least once in all 50 states, the District of Columbia and all 13 Canadian provinces and territories. He also has run a few races in other countries.

Richmond is his 183rd race in the streak that Worley plans to end Jan. 16 near his home in Houston. That will be race No. 200.

"There is an end in sight," Worley said via phone from his Houston office. "I am looking

forward to that, although I think it is going to be a little bit of be careful what you wish for, you

might get it.

"I've done this for so long now, made so many friends and been to so many places that I might have some regrets that first weekend I don't run."

Worley, who ran his first marathon in 1982, never intended to break what was believed to be a record of 74 straight weeks with at least one marathon. He never intended to use running as a way to see all 50 states and Canada.

He did a few marathons here and there and planned to try to do one as he celebrated each new decade of his life.

Then he heard about a fellow who ran one a week for 50 weeks to celebrate turning 50.

"I set out to do that," Worley said. "The first one was at Disney World; the second was here in Houston. At both of those races, I saw a shirt that is the official club shirt of the 50 states and D.C. marathoners. I figured if I was going to be running anyway, I wonder if I can do that?"

In 1997, Worley did. He was close to 74 straight weeks, someone told him, so he decided to keep going. In 1998, he added Canada to his list of stops. By then, he was raising some money for scholarships at an orphanage near his birthplace. So he decided to make the rounds another year. By year's end, he'll have run on all but two continents in addition to the U.S. and Canada.

"I knew it had to end sometime, so I decided to run through the new millennium for the Boys Ranch," Worley said. "Companies and individuals have made contributions. The first year, we gave an \$1,800 scholarship. Last year, we gave two of that size. Hopefully, when this is over, we'll be able to give enough for an endowment to give two a year."

This will be Worley's first appearance in Richmond. It goes down as a "duplicate" state on his running chart. The Shamrock in Virginia Beach is the

Virginia notch on his arrow. He's here, he said, "because I've heard good things about it and I wanted to get there once."

Planning his running year takes as much or more time as running a marathon. Worley sits down in late November with Runner's World magazine's annual list of upcoming marathons. He makes a list by states and a list by dates and figures out what works for him when. He spends, he estimated, about \$20,000 a year on his running.

"You have to be pretty precise with your scheduling," Worley said.

Worley will fly to Baltimore Friday afternoon and arrive in Richmond about 10 p.m. After the race, he'll drive back to Baltimore and fly to a marathon in Narragansett, R.I. Next weekend, he'll be in Tulsa, Okla., on Saturday and Overland Park, Kan., on Sunday. He'll be in Atlanta on Thanksgiving and in Seattle the following Sunday.

Later in the year, he has a 50-miler in Louisville, Ky., and a marathon "six pack" in Ohio Dec. 26-31 -- six marathons in six days.

Friends, associates, doctors . . . they've all told him he's nuts. The body can't take so much pounding. He has been injured, he said, but nothing has caused him to miss a weekend.

Worley said he runs three times a week between races. He'll do one speed workout that covers about 5 miles and a pair of 5-mile training runs "and 52 on the weekends."

"Something happened recently that kind of made me think this isn't as bad as people have told me," Worley said. "On Oct. 2, I ran in New Hampshire, a very hilly run, a tough run. The next day, I had another hilly race in Johnstown, Pa., and the only way I could get there was to drive 600 miles. I didn't get there until 2:30 in the morning, and I ran that one faster than I had the day before. That made me not worry so much."

Worley said he's a plow horse in a sport filled with Thoroughbreds. His weekly plowing has brought him attention in such places as People magazine. A French newspaper did a story on him in Quebec, and his plow-horse comment translated to "plodding donkey."

"That could have been worse," he said with a laugh.

He's not sure he'd advise anyone to try to match his streak, although he won't advise against it, either.

"For the memories, yes, I'd recommend it. For the health and what it does for you, yes," Worley said. "It will exact a heavy toll on your personal life. Things that you get caught up on at the office and at home on a weekend, things like fixing a door, that gets left in the wings. That's the price you'll pay."

"But the memories, the people you'll meet, the places you'll see . . . that's worth it."

21/23  
December 7, 1999

Mr. Weldon H. Latham  
National Coalition of  
Minority Businesses  
2300 N Street, N.W.  
Washington, D.C. 20037-1128

Dear Weldon:

It was great to see you at the National Coalition of Minority Businesses dinner. Thanks for your kind note. You are always so thoughtful, and Hillary and I are grateful for your continued friendship and support.

We hope to see you and Connie again soon, and we send our best for a happy and healthy holiday season.

Sincerely,

BC/JHO/SH/DC/ddj-ckb (Corres. #7052112)  
(12.lathamwh.doc)

**BILL CLINTON**

cc: DWB/SPM, 94 OEOB

cc: John Wertman, 97 OEOB

cc: Jeffrey Oakman, 97 OEOB

cc: w/copy of inc. to Alice Pushkar, 17 OEOB

11-23

**WELDON H. LATHAM**

2300 N STREET, N.W.  
WASHINGTON, D.C. 20037

202-663-9228

11/22/99

November 11, 1999

Send to Burkhardt for reply?

Yes   
No

**Via Hand Delivery**

Honorable William Jefferson Clinton  
President of the United States  
The White House  
Washington, DC 20501



**Re: NCMB First Annual Awards Dinner**

Dear President Clinton:

Thank you so very much for making the First Annual Awards Dinner of the National Coalition of Minority Businesses ("NCMB") such a tremendous success. It was truly an honor to present you with our first Legacy Award. The unprecedented number of major accomplishments achieved by *your* Administration have set a standard for future Presidents, that not even your staunchest detractors can overlook.

You have been a truly extraordinary President, a great American and I am proud to call you a friend!

Again, thank you for making the Dinner such a memorable evening for each and everyone in attendance.

With warmest personal regards,

*Weldon*  
Weldon H. Latham

WHL:abn 838298

*P.S. Connie and I as native N.Y.ers would love to work with you and Hillary next year. Let's get together and talk about how we can help!  
Thanks!!!*

10/31

December 7, 1999

The Reverend and Mrs. Roger Story  
National Leadership Ministries  
Post Office Box 9683  
Washington, D.C. 20016

Dear Lin and Roger:

Thank you for your heartfelt letter describing your spiritual experience and the lesson it taught you. I am deeply grateful for your prayers. As we prepare for the challenges of the 21st century, we must continue to rely on our faith -- faith that is rooted in the assurance of things hoped for and the conviction of things unseen. Those of us who share that faith must recognize that it calls us to a lifelong effort not only to deepen our understanding of the soul, but also to bring our actions, thoughts, and feelings into harmony with God's will. I want to thank you for sharing your wisdom and for all you do to help foster an atmosphere of compassion and fellowship in our country.

Hillary and I send our best.

Sincerely,

**BILL CLINTON**

BC/WMW/JW/SH/DC/pfs-ckb (Corres. #7051117)  
(12.story)

cc: DWB/SPM, 94 OEOB  
John Wertman, 97 OEOB

THE PRESIDENT HAS SEEN

11-8-99

*Rev. Mrs. Roger Story*  
National Leadership Ministries

11-8

October 31, 1999

11-8-99

THE PRESIDENT HAS SEEN

11-8-99

The President  
The White House  
Washington, DC

*After you have seen,  
we will send to*



Dear Mr. President,

*Beerhardt*

Recently I was reminded of an experience I had several years ago and I felt that I should share it with you. My husband and I were traveling in a country where there was much darkness and spiritual oppression. While I was praying early one morning I saw what looked like a black veil begin to move across the room. As soon as it appeared I saw a bright light come from the other side of the room. When the two met, the light overcame the darkness. This sort of vision is not a regular experience for me, so I immediately began to pray about what had happened. The understanding God gave me was clear and very simple. The darkness was an illusion and the bright light, which came from God, was reality. The dark illusion which brought with it fear and confusion was dispelled by the light of God which brought truth and peace.

In 1 Peter 2:9-10 we read this wonderful promise, "But you are a chosen generation, a royal priesthood, a holy nation. His own special people that you may proclaim the praises of Him who called you out of darkness into His marvelous light." It was never meant for God's people to dwell in darkness. However, when the darkness comes to bring its oppressive illusion, God sends his gracious gift of light. How good it is to know that we don't have to play a balancing act with darkness. How good it is to know that this light is the true reality for all those who know and love God. It is amazing that when darkness is all around us we can still have the light within us.

I can't imagine any more difficult place of service than the one you have been called to for the last seven years. At this moment in history there is more darkness and spiritual confusion than ever before. Strife, wars and hatred have eaten away at world peace and brought disaster to so many people. But for those who are called out of darkness into his marvelous light, there is a great hope. In the scriptures there is a reference to the Son's of Issachar. It is said of them, "they had an understanding of their times, and they knew what Israel should do." Our prayer for you today, is that you would have the same clear understanding of the times our nation faces and that you would know what to do. There is however, only one way to have such clarity, you must walk in the light.

Recently I talked with Dr. Lloyd Ogilvie, Chaplain of the United States Senate, and he told me of his recovery from open-heart surgery. As he told his story, he shared a verse of scripture that had impacted his life during this difficult ordeal. It is found in Jeremiah 30:17. "For I will restore health to you, and heal you of your wounds says the Lord. Because they called you an outcast saying, This is Zion, no one seeks her." There is a great encouragement for us as we put our trust in our righteous and loving God. He has promised us healing for our wounds. He has promised us his marvelous light. He has promised that we will no longer be considered outcasts. And he is faithful that promised.

God bless and give you strength as you continue to serve our Lord and our country. I wish you could meet the thousands of people who pray for you on a daily basis. These are the servants who are willing to receive God's heart and pray for you according to God's Word.

Sincerely,

*Rev. and Mrs. Roger Story*

Rev. and Mrs. Roger Story  
National Leadership Ministries

*got at  
Foundry  
MEL MURPHY*

Post Office Box 9683 • Washington, DC 20016 • Telephone 202.237.7356

SEE BACK OF LTR.

per John Wertman,  
Case included in  
large DWB Batch  
on this issue  
12/2

*Richard L. Hamm*12/3 ~~9/20~~

9-16-99

99 SEP 16 PM 5:51

September 9, 1999

*To Burkhardt for reply?**Yes*  *No* *B.*

The Honorable William J. Clinton  
 President of the United States  
 1600 Pennsylvania Ave., NW  
 Washington, DC 20200

Dear Mr. President:

On behalf of the Christian Church (Disciples of Christ) in the United States and Canada, I want to express deep appreciation for having granted executive clemency to the Puerto Ricans that were imprisoned for almost 20 years. We recognize the political risk that you took with this decision in order to do what was right and just. As I wrote to you some weeks ago, when you first offered the clemency, we thoroughly agree with you and all those Human Rights fighters, such as Archbishop Desmond Tutu and Coretta Scott King, in that these prisoners had received excessive and disproportionate sentences for the charges for which they were convicted. We are sure that these Puerto Ricans will be an asset to their community upon their release. They have publicly and privately stated their commitment to non-violence and to continue their goals to resolve the political status of Puerto Rico through democratic processes.

Unfortunately, we continue to be saddened by the fact that three of the Puerto Rican prisoners still face many years behind bars. Our joy will not be completed and our plea with you will not end until we see all of them free. We hope and pray that, before you leave office, you will also grant clemency to Carlos Alberto Torres, Oscar López Rivera and Juan Segarra Palmer.

Mr. President, our most heartfelt gratitude for granting these men and women the opportunity to be back with their own community. But remember, there are still three more waiting to be free.

In the love of Jesus Christ, I remain,

Respectfully,

*Richard L. Hamm*

Richard L. Hamm  
 General Minister and President

Cc: John Podesta, White House Chief of Staff  
 Maria Echaveste, White House Deputy Chief of Staff  
 Dough Sosnick, White House Director of Political Affairs  
 Cheryl Mills, Acting White House Counsel  
 Jeffrey Farrow, Co-Chair, President's Interagency Working Group on Puerto Rico  
 Rev. Ramón G. Goveo, General Minister Christian Church (Disciples of Christ) in Puerto Rico  
 Rev. Paul Sherry, President United Church of Christ



## Christian Church

(Disciples of Christ)

In The United States  
 And Canada

OFFICE OF  
 GENERAL MINISTER  
 AND PRESIDENT

Preferred Mailing Address:  
 P.O. BOX 1986  
 INDIANAPOLIS,  
 INDIANA 46206-1986

Street Address:  
 130 E WASHINGTON ST.  
 INDIANAPOLIS,  
 INDIANA 46204-3645  
 (317) 635-3100

Fax: (317) 635-3700  
 e-mail: ogmp@ogmp.disciples.org

Richard L. Hamm  
 General Minister and  
 President

Michael W. Mooty  
 Moderator  
 Lexington, Kentucky

Zola M. Walker  
 First Vice Moderator  
 Hawkins, Texas

Donald T. Lucey  
 Second Vice Moderator  
 Raleigh, North Carolina

RONALD S. LAUDER  
SUITE 4200  
767 FIFTH AVENUE  
NEW YORK 10153

12/6 + 12/7

November 12, 1999

12/3

11-24-99

Duboi -  
BC sig, Coord w/ NSC

Send to Burkhardt for reply?

Yes

No

The Ho  
President  
The Wh  
1600 Pe  
Washing

Ty  
D

Coordinate with NS

Yes  No

Dear Mr

B.

I ... arisen regarding some of the issues we discussed in our last meeting. In order to be of assistance in clarifying these matters, I have meticulously reviewed all the records of the hours we spent in those intensive five weeks of meetings about relations between Syria and Israel during the summer and fall of 1998. I would like to share with you the last positions of both sides which reflect where our efforts ended.

While great progress was made, the talks were left at a crucial juncture and were not completed because the security zones between Syria and Israel could not be finalized until a map of the June 4, 1967 line was provided by Israel.

During the process, there was much discussion and exchanges of views and, as you can well imagine, the two parties were very far apart on some issues. However, as the talks proceeded, most of those differences were narrowed and real progress on many previously unresolved issues were made.

As I mentioned to you, some of the points dated August 29, 1998, that I shared with you in our previous meeting, were never accepted by Syria. In subsequent visits, we reached agreement on the points attached in the letter. I believe these points still need to be finalized by defining the security zones on both sides of the border.

URN  
per NSC  
Cathy  
D. Amador

**RONALD S. LAUDER**  
SUITE 4200  
767 FIFTH AVENUE  
NEW YORK 10153

12-1

November 12, 1999

11-24-99

Send to Burkhardt for reply?

Yes

No



*Coordinate with NSC*

*Yes  No*

*B.*

The Honorable William J. Clinton  
President of the United States  
The White House  
1600 Pennsylvania Avenue  
Washington D.C. 20500

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**FAX**

Number of pages including cover sheet 6

**TO:** The Honorable William J. Clinton  
The White House

**FROM:** D. Jeffrey Hirschberg  
1225 Connecticut Avenue, NW  
Suite 200  
Washington, DC 20036

RONALD S. LAUDER  
SUITE 4200  
767 FIFTH AVENUE  
NEW YORK 10153

12-1

November 12, 1999

11-24-99

Send to Burkhardt for reply?

Yes

No



Coordinate with NSC?  
Yes  No

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President of the United States  
The White House  
1600 Pennsylvania Avenue  
Washington D.C. 20500

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R.

I am also sending you the points that were agreed to by both sides on September 12, 1998, in the hope that they will assist you and your Administration in your pursuit of a lasting peace between Israel and Syria. I am ready to further clarify any remaining questions in regard to my efforts and to do all that I can to assist you in obtaining the goal we share of peace between Israel and her neighbors.

Sincerely,

  
Ronald S. Lauder

# Treaty of Peace Between Israel & Syria

Israel and Syria have decided to establish peace between them. The peace will be based on the principles of security, equality, respect for sovereignty, territorial integrity, and the political independence of both. The Parties agree to the following provisions:

1. Israel will withdraw from the Syrian land taken in 1967, in accordance with Security Council Resolutions 242 and 338, which established the right of all states to secure and recognized borders in the "land for peace" formula, to a commonly agreed border based on the line of June 4, 1967. The withdrawal will be effected in three stages and completed over a period of 18 months with normalization implemented during the third stage and declaring an end to the state of war during the first phase of withdrawal.
2. Due to the existing agreements between Syria and Lebanon, the two tracks should go simultaneously both in solution and in signing peace agreements between Syria and Israel and Lebanon and Israel.
3. In the framework of the peace process, Syria and Lebanon with other parties will discuss paramilitary activities across the borders with Israel with the aim of finding an appropriate solution.
4. The adoption of the paper reached between the parties during previous negotiations on [Aims and Principles of Security Arrangements] including the establishment of demilitarized zones of limited forces on both sides.

5. In the case of a pressing need for ground early warning station it is agreed that:
- a. EWS can remain on Mt. Hermon for a duration of 10 years after total withdrawal: five years followed by a yearly extension for another five years upon agreement by both sides for a total of 10 years.
  - b. It will be an American-French facility under their total auspices and responsibilities.
6. Peace to comprise of diplomatic and normalized relations including the opening of embassies and various agreements about peaceful relations provided that it is done according to laws and regulations.
7. The issue of water is to be addressed by Syria and Israel according to international laws and norms including the development of new water resources.
8. Syria believes that the achievement of a just and comprehensive peace will solve a lot of problems in the region in the forefront of which is the achievement of real and lasting peace between Syria and Israel.

12 Sept.1998

D. Jeffrey Hirschberg

November 15, 1999

The Honorable William Jefferson Clinton  
President of the United States  
1600 Pennsylvania Avenue, NW  
Washington, DC 20500

re: Syria-Israel negotiations

Dear Mr. President:

I am sending you the attached note with back-up material and a proposed agreement from my friend Ronald Lauder. The proposal is something that is worth your consideration and I suggest that you may want to call President Assad on the issue.

I am aware of the previous exchange of views between you and Ronald. While we are available for further discussion, I request that you call Ronald as he is the best person to speak with. His telephone number is (212) 572-6964.

Enjoy your trip!

Best personal regards,

  
D. Jeffrey Hirschberg

cc: Samuel J. Berger

1225 Connecticut Avenue, N.W.  
Washington, DC 20036

*George  
5772  
Please see  
This is desked  
Probably that  
Sandy*

99 NOV 24 13:28

# FAX

Number of pages including cover sheet 6

**TO:** The Honorable William J. Clinton  
The White House

**Phone**  
**Fax Phone** 202-456-6703

**FROM:** D. Jeffrey Hirschberg  
1225 Connecticut Avenue, NW  
Suite 200  
Washington, DC 20036

**Phone** 202-327-8343  
**Fax** 202-327-6737  
**Phone**

**CC:**

**REMARKS:**  Urgent  For your review  Reply ASAP  Please Comment

11/12

12/6

\*\*\*\*\*Draft/Clearance Record\*\*\*\*\*

Woyneab M. Wondwossen

RECEIVED: 11/16

Drafted & RESEARCHED 11/30  
BASED on 9/14 Press Statement  
To NSC for clearance via interoffice mail

Per Gayle Smith USC Africa  
KIRN

SUBMITTED:

DRAFT OF BC LETTER

INITIALS: BC /wmw	DOCUMENT NAME: \\s_who00010\dos\public\letter\slr\p\wmw \mulunda-nyanga wmw.doc
DRAFT / LETTER DATE: November 30, 1999	CORRESPONDENCE #: 7052171
	CC:
CORRESPONDENCE ADDRESSED TO: The Reverend Ngoy Daniel Mulunda-Nyanga Executive Secretary All Africa Conference of Churches International Affairs Desk Post Office Box 14205 Nairobi	Based on press statement released 9/1.

Dear Reverend Mulunda-Nyanga:

Reverend Wogaman passed along your memorandum on behalf of the All Africa Conference of Churches. Thank you for sharing your concerns about the devastating war in the Democratic Republic of the Congo. I have forwarded your recommendations to my staff at the National Security Council for consideration.

I welcomed the signing of the cease-fire agreement by founding members of the Rally for Congolese Democracy. And, I urged all parties to implement and adhere to the agreement and to act in good faith to enable the citizens of the Congo and neighboring states to pursue their lives in peace, prosperity and democracy.

The continuing effort to build an enduring peace deserves America's support. Be assured that we will work closely with all those

involved to realize the goals of the Lusaka Accord: to achieve a broad-based, democratic, and open political process in the Congo, and to address the security concerns of neighboring states. I hope the agreement will help end the cycle of violence in the region and promote stability and reconstruction across Central Africa.

I'm grateful for the support and involvement of organizations like the AACC. As we continue working to restore peace to the Congo, I appreciate your input.

11-12

W. Sauer

Frank  
Baker

J. Philip Wogaman was glad to see you both in church. He encloses a memorandum from Daniel Mulunda-Nyanga, a former student of his, who is Executive Secretary for International Affairs of the All African Conference of Churches, expressing concern for the deteriorating situation in the Congo. He has high credibility with people like Archbishop Tutu and former President Mandela. You are highly regarded in Africa, and he believes the right word from you might make a difference. (cc Staff Secretary for response)

11/16  
Wayna -  
Please draft response  
Due 12/7

11-9-99

To Burkhardt for reply?  
Yes  No

Coordinate with NSC?  
Yes  No

b.

SPM

11/16

Debi - AA ltr to  
Mulunda - Nyanga

Tx  
D

11-12

Si. Source

Barney  
P. 11-12

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11-9-99

So Burkhardt for reply?  
Yes  No

Coordinate with NSC?  
Yes  No

B.



*J. Philip Wogaman*

*11-12-99*

# Foundry United Methodist Church

*Rev. Ngoy Daniel Mulunda-Nyanga*

J. Philip Wogaman  
Senior Minister

*11-12-99  
for Daniel Mulunda  
J. Mulunda  
Just*

November 2, 1999

'99 NOV 9 PM4:53

Dear Mr. President:

It was good to see you and Hillary in church last Sunday. I'm sorry we didn't deal with the Egyptian airplane tragedy—at the time of the service I simply didn't know it had happened! (It will be a part of our concerns during next Sunday's All Saints service.)

Meanwhile, I have been visited by Daniel Mulunda, an outstanding former student of mine at Wesley Seminary who is Executive Secretary for International Affairs of the All African Conference of Churches. He was also in the service on Sunday and this afternoon visited in my office, expressing the deep concern of the Conference of Churches for the deteriorating situation in the Congo.

He asked me to deliver the memorandum that follows. My inclination is not to bother you with such messages, but this seems different. He is a man of great sensitivity and intelligence, and he has high credibility with people like Archbishop Tutu and (I believe) former President Mandela. I know that you are also deeply concerned about the human tragedies of central Africa. Daniel reports that you are highly regarded in Africa, and he believes that the right word from you might make an important difference.

Grace and peace,

*Phil*



**ALL AFRICA CONFERENCE OF CHURCHES (AACC)  
PO Box 14205  
NAIROBI-KENYA**

**INTERNATIONAL AFFAIRS DESK**  
tel. 00254-2-441483  
fax 00254-2-443241  
email: [mulunda@africaonline.co.ke](mailto:mulunda@africaonline.co.ke)

**MEMORANDUM**

**TO: Mr. William Jefferson Clinton**  
President of the United States of America  
The White House  
Pennsylvania Avenue  
Washington DC

**FROM: Reverend Ngoy Daniel Mulunda-Nyanga**  
International Affairs Executive Secretary  
AACC International Affairs Desk



**COPY: Dr. Philip Wogaman**

**SUBJECT: APPEAL TO INTERVENE IN THE DEMOCRATIC REPUBLIC OF CONGO**

**DATE: November 1, 1999**

Mr. President,

Greetings from the 170 member churches and 20 national councils of churches in 39 African countries who are members of the All Africa Conference of Churches (AACC).

The AACC is deeply saddened by the atrocities that are being perpetrated by the armies of Burundi, Uganda and Rwanda that have occupied much of the territory of the Democratic Republic of Congo since August 2, 1998. The AACC and its member churches have made efforts through meetings, consultations, visits and letters to the political leaders of Congo, Rwanda and Uganda to put an end to this war that has killed many innocent women, children and elderly people.

The AACC welcomed with joy the signing of the Lusaka Agreement by all the parties involved in the conflict and had hoped that this could put an end to the war. It is with deep sadness that we are coming to make a special appeal to you to say a word for this war to stop, as the centurion told Jesus when his son was dying: "If you say a word, my son will be healed. You don't have to go to my house". We are convinced, Mr. President, that a firm position from you would immediately bring an end to this war. You do not have to send troops but only your words will stop the war and save thousands of people who are dying every minute in that vast central African nation.

What we have noticed since the signing of the Lusaka Agreement is that Mr. Paul Kagame of Rwanda and Yoweri Museveni of Uganda are not ready to stop this war.



Mr. President, the AACC would like to propose some of the measures that could be taken to force the leaders of Burundi, Rwanda and Uganda to withdraw their troops once you so order:

*1. Suspension of U.S. military cooperation with Rwanda and Uganda until their troops are withdrawn to the borders. All US military instructors to be withdrawn into Kenya where they will train African peacekeeping forces. Disqualification of the participation of these invading forces in any United Nations peacekeeping force training.*

*2. Suspension of visas to enter the United States of America to Rwandan, Ugandan and Burundian officials until their troops are out of Congo. (Burundian troops are occupying the towns of Kalemie and Moba.)*

*3. Halt of economic cooperation and activities with the above countries and ask all US partners to do the same, especially the United Kingdom.*

*4. Suspension of all financial assistance from the United States, the World Bank and the IMF to Rwanda, Burundi and Uganda.*

*5. Recall the United States envoys from Rwanda, Burundi and Uganda. Such a major step will send a serious signal to these countries and we are sure that in less than three months, the war will end.*

The following indicate that Rwanda and Uganda are not willing to end the war and justify your taking a firm stand:

#### 1. NEW TROOPS AND WAR EQUIPMENT SENT TO THE FRONT LINES

Rwanda, Uganda and Burundi continue to send troops and heavy war equipment to the front lines. Massive killings to intimidate the people continue. The recent discovery of mass graves containing bodies of women and children is an indication of the type of violence and ruthless killings taking place since the Agreement was signed. Attacks in violation of the Lusaka Peace Agreement continue.

#### 2. SETTLING OF UGANDANS AND RWANDANS ON CONGOLESE SOIL

Since last month, many people from Rwanda and Uganda are being taken and settled into the Democratic Republic of Congo, occupying the lands of the people who have been either killed or displaced by the war. According to our member churches on the scene, the occupying forces of Rwanda and Uganda are conducting massive killings to clear villages where their people can settle to make sure that they continue to have access to the Congo. This is why mass killings are being conducted to intimidate and displace the people.

#### 3. RAPE OF WOMEN BY HIV POSITIVE SOLDIERS

It has long been a strategy of Uganda to exterminate the Congolese who live in villages bordering Uganda and Rwanda. Mr. President, as you know, Uganda is one of the most HIV infected countries in the Great Lakes Region. Many HIV positive Ugandan soldiers have been sent into Congo raping women and young girls. Congo is expecting to have villages wiped out by the AIDS pandemic. As death by Aids takes a long time and the Agreement has been signed, now massive killings are being conducted. We cannot hide these atrocities from you Mr. President. As a body of Christians we find it important for you to be informed so that you can make an executive decision to intervene for humanitarian reasons.

#### 4. TENDENCY TO CREATE A NEW REBEL MOVEMENT

Early October, under the instigation of Rwanda, the traditional chiefs held a meeting where they called for the arming of young persons to defend their lands. This may seem all right to somebody who does not know what is happening on the ground. Church leaders in the region told us that Rwanda and Uganda would like to create a new rebel faction which would be made up of young Congolese. This new faction will not be bound by the Lusaka Agreement and will therefore continue the war. This is a strategy that is being used.

#### 5. LOOTING OF CONGOLESE RESOURCES

The scandalous looting of Congolese natural resources goes on unpunished. Gold, diamond, timber, coffee and properties belonging to Congolese are daily taken to Rwanda and Uganda. We want to tell you, Mr. President, that the question of Rwandan and Ugandan border security is an excuse. If these two countries were serious about the claim of border security they should not be 1500 kilometers inside the territory of Congo. Our records show that the security question is not resolved in Rwanda, Uganda or Burundi despite the fact that they occupy the region and control the borders. This is to tell you that the primary reason they are in Congo is to loot the country and settle their people because of scarcity of land in their respective countries.

It is because of conflict over resources that Ugandan and Rwandan forces fought for three days in Kisangani, destroying the infrastructures that were remaining in that area. Today tension is very high in the region between the two armies who might again fight on the Congolese soil to delay the implementation of the Lusaka Peace Accord.

#### 6. STRATEGY TO ANNEX PART OF KIVU TO RWANDA

One of the aims of Rwanda is to annex the Kivu Region to Rwanda or to push it to declare its independence. This is being done through putting in place an administration that depends on Rwanda, a "marriage" between Kivu and Kigali held without consulting the Congolese authorities. The leaders of Uganda and Rwanda enter Congo like it is their own country .

The project to annex Kivu is a real one because President Bizimungu of Rwanda continues to claim that Kivu belonged to Rwanda before the Berlin Conference and that therefore the borders should be reviewed. Many strategies are put in place to either annex the region by force or to push the defenseless population of Kivu to declare their independence.

Mr. President, the above examples are showing that the danger of a long and protracted war is intact and peace will not come unless serious major actions are taken to stop what is going on.

On the side of Congo, the AACC wanted to know where President Kabila stands in the process. It is with satisfaction that we noticed his willingness to see the war end. Recently he allowed church members and civil society representatives from the rebel-occupied territories to enter the capital Kinshasa and organize a meeting to reflect on the Lusaka Agreement. He sent ministers to explain the government position and its willingness to enter the dialogue with the rebels as soon as they were ready. By allowing the forty- five delegates from the rebel-occupied territories, the Government of Congo has implemented one of the clauses of the Agreement that allows people to freely move in the country once the parties sign the agreement.

During their meeting the Churches and Civil society called for the political space to be opened. The Government is ready to do it during the proposed inter Congolese dialogue which is another key element of the Lusaka Agreement. We have noted with satisfaction the willingness and openness of President Kabila's government to implement the agreement and start the reconstruction of the country. We think that he needs to be encouraged because Congolese people have suffered.

Mr. President, the AACC is convinced that such a firm stand from you will change the situation in the region and spare many lives. Any delay prolongs the suffering of the people of the Congo and increases the number of dead people and broken families. While we are aware of the tragedy that Rwanda went through and the need to continue helping that nation to reconstruct, it is our Christian belief that the atrocities that country is committing in the Congo cannot be ignored.

Mr. President, we want to acknowledge and thank you for all your efforts that led to the signing of the Lusaka Agreement and continue to encourage you to stand with the Congolese people for them to enjoy peace before your term is over. The greatest gift you will give to the people of Congo in particular and the people of the Great Lakes Region in general is to stop this war while you are still in office. This will allow the people of Congo to enter the new millennium with joy and peace that would have come through you.

We, at the All Africa Conference of Churches, Mr. President, are convinced that God is going once again to use you as his instrument of Peace. It is with you that God is bringing Peace to the Middle East, with you God has brought hope of peace in Northern Ireland on the symbolic day of Good Friday, and we believe that with you God is going to bring Peace to Congo and the Great Lakes Region. With you God is bringing hope and relief to the people of Kosovo. Even though this memo is on the Congo, we ask you to remember the Sudan and to support the IGAD initiatives. Any other initiative would be disruptive and delay the peace process in the Sudan. The recent symbolic meeting between the Secretary of State and the Head of SPLA was very well appreciated. Please support the people of South Sudan and President Moi who is leading the IGAD.

Mr. President, say one word, and peace, hope, and life will come to Congo and the Great Lakes Region. Death will run away.

May God Almighty who chose you to lead this great nation and the world use you now to stop the war and its massive killings, abduction and exploitation of children, and displacement of people in the Democratic Republic of Congo.

Yours sincerely,



Reverend Ngoy Daniel Mulunda-Nyanga  
Executive Secretary for International Affairs  
All Africa Conference of Churches  
Nairobi, Kenya

9/30

December 3, 1999

The Reverend Al Meredith  
Wedgwood Baptist Church  
5522 Whitman Avenue  
Fort Worth, Texas 76133

Dear Dr. Meredith:

Thank you for your thoughtful letter and for the videotape of the young people who were touched by the tragedy at Wedgwood Baptist Church.

Although it is difficult to heal after such a tragedy, I'm confident that the bravery and extraordinary spirit of the people of Wedgwood will help your community rise above the heartbreak and look toward a future full of promise. I want to assure you that I remain committed to doing all I can to end such senseless acts of violence. I firmly believe that the faith community can play a major role in the effort to protect our children from violence, and you have a unique ability to help because of the power of your experience.

I want you to know that you and the entire Wedgwood community remain in my thoughts and prayers. God bless you.

Sincerely, **BILL CLINTON**

BC/RMS/SH/DC/emu-lynn-lynn-ckb (Corres. #7018216)  
(11.meredith.a)

cc: DWB/SPM, 94 OEOB  
cc: John Wertman, 97 OEOB  
cc: Renee Sagiv, 97 OEOB

AL MEREDITH

Corr. 9/30

# BELOVED

9130199

Sent to Burkhardt

September 27, 1999

1600 Pennsylvania Ave.  
Washington, D.C.

Yes  \_\_\_\_\_  
No  \_\_\_\_\_



99 SEP 30 AM 11:28

Dear Mr. President and Honored guests,

I deeply regret that I am unable to attend the President's Annual Prayer Breakfast due to a long-standing prior commitment. As you seek the face of God together please know that our prayers are with you.

The war of violence in our land has risen to such a pitch that new solutions, radical new solutions must be sought. While I have strongly held opinions about the issues of gun control, the extolling of violence, and the treatment of mentally ill, I lack the factual knowledge and expertise to be of much help at this time. Besides that, I am not sure I am thinking all too clearly at the present. We are still in shock at Wedgwood.

What has emerged from the tragic shootings in our church on September 15, is a clear message of hope and faith in our God, even in the darkest of hours.

Enclosed is a tape documenting the faith-filled response of our young people as they went back into the sanctuary only days after the violence. They wrote on the bare concrete floor what they felt and believed in their hearts. They are messages of hope, faith, and forgiveness.

I believe this speaks to the issues far more eloquently than I could hope to.

I have called our people to forty days of concerted prayer for spiritual awakening in our nation. I invite you to join with us.

Lamentations 2:19- "Arise, cry out in the night...Pour out your heart like water before the face of the Lord. Lift your hands to Him for the life of your young children..."

Sincerely,

*Al Meredith*

Al Meredith  
Wedgwood Baptist Church  
Senior Pastor

Dr. Al Meredith  
Pastor

**TAPE ATTACHED**

11/8  
December 3, 1999

Mr. and Mrs. Dennis Shepard  
Post Office Box 4085  
Casper, Wyoming 82604

Dear Judy and Dennis:

I have been thinking about you and pray that the trial verdict has brought you some relief. I realize that this decision cannot ease the pain of your enormous loss, but I hope that you can take comfort in knowing that Matthew's memory will be carried on in the hearts of all who knew and loved him and that his tragic death has invigorated many others in the struggle to ensure that no other family will endure the suffering yours has.

I'm glad you had a chance to meet with John Podesta and other members of my Administration to discuss hate crimes legislation. I am deeply disappointed that Congress did not pass a bill that includes hate crimes provisions, and I will continue to fight for this critical protection.

Hillary and I have been inspired by your courage and compassion throughout the past year. We are keeping you in our thoughts and prayers.

Sincerely, **BILL CLINTON**

BC/WMW/DA/DC/DWB/efr-ckb-pfs (Corres. #7046606)  
(11.shepard.d)

Xeroxed copy of personally signed original to NH through Sean Maloney

CLEAR THRU SEAN MALONEY

PRESIDENT TO SIGN

cc: DWB)SPM, Rm 94

Dennis & Judy Shepard

11-8

THE PRESIDENT HAS SEEN

11-8-99

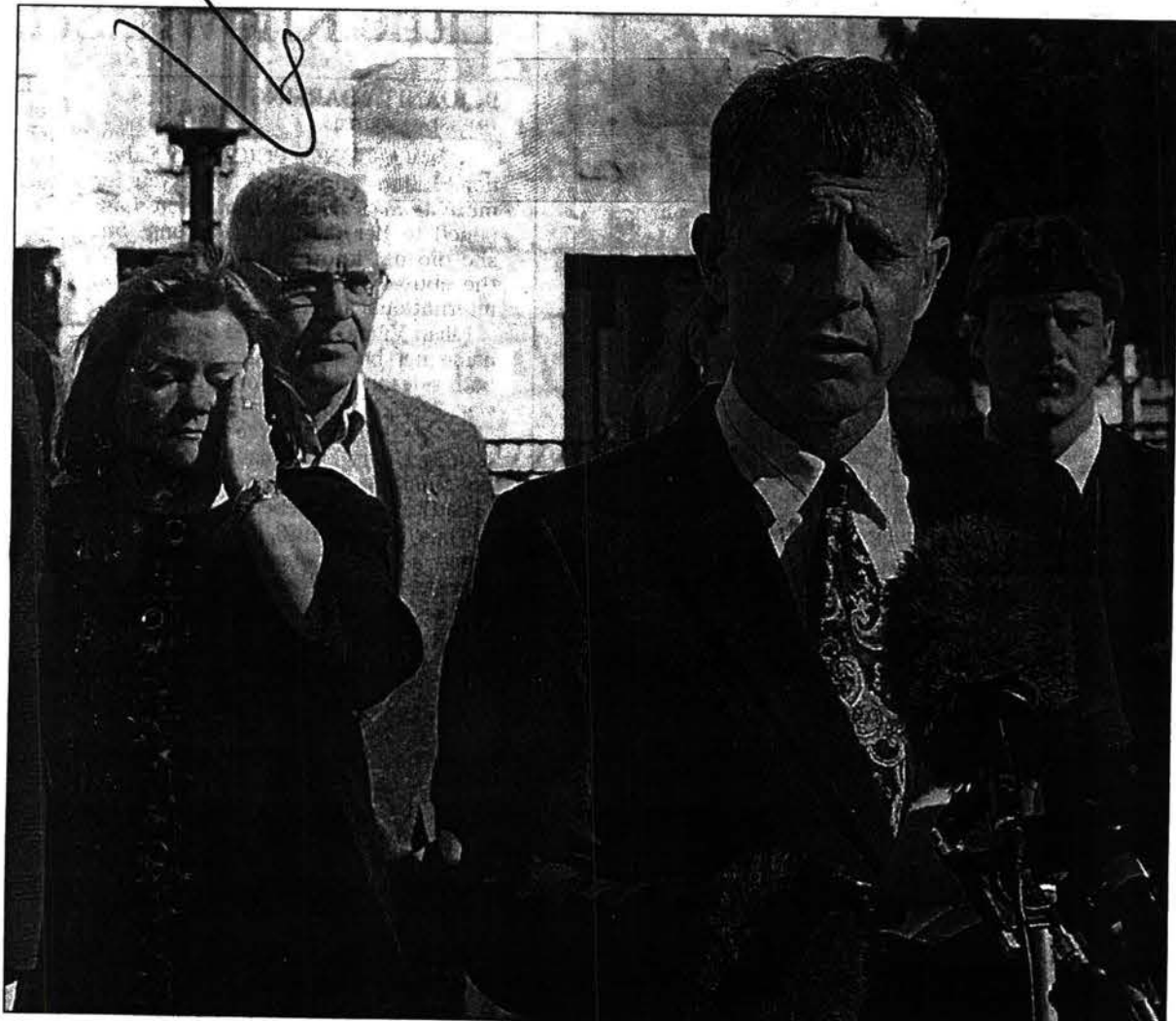
# Los Angeles Times

FRIDAY, NOVEMBER 5, 1999  
COPYRIGHT 1999 THE TIMES MIRROR COMPANY

M. Beth Co.

I probably should  
write the Shepards  
now that they're  
gone

THE INTERNET: WWW.LATIMES.COM  
CULATION: 1,095,007 DAILY / 1,385,373 SUNDAY



Associated Press

Judy Shepard, left, listens as her husband, Dennis, talks to media outside courthouse where Aaron McKinney, the killer of their son, Matthew Shepard, agreed to a plea bargain giving him life in prison.

## Gay Student's Killer Is Spared Death

■ **Courts:** Deal brokered by victim's parents means life in prison for man who fatally beat Matthew Shepard.

By JULIE CART  
TIMES STAFF WRITER

DENVER—The parents of slain college student Matthew Shepard interceded to save the life of his killer, brokering an eleventh-hour deal that will send Aaron McKinney to jail for life while sparing him the death penalty.

As the sentencing phase of the murder trial in Laramie, Wyo., was about to begin Thursday morning, Judge Barton Voigt announced the deal: McKinney, 22, is to serve two consecutive life sentences, has no chance for parole and no opportunity to appeal.

Dennis Shepard read a lengthy, emotional statement in court Thursday, calling his 21-year-old gay son his hero and citing his special gift for helping people. As he spoke haltingly, pausing to

wipe tears, many in the courtroom openly wept, including members of the jury.

Addressing McKinney, Shepard said: "I would like nothing better than to see you die, Mr. McKinney. However, this is the time to begin the healing process. To show mercy to someone who refused to show any mercy. Mr. McKinney, I am going to grant you life, as hard as it is for me to do so, because of Matthew."

A jury had earlier convicted the former roofer of felony murder, aggravated robbery and kidnapping in the October 1998 beating death of Shepard, a University of Wyoming student. McKinney and an accomplice, Russell Henderson, lured Shepard from a local bar, robbed him, beat him with the butt of a pistol and left him tied to a range fence on a wind-

swept prairie. Shepard was not discovered for 18 hours, and he died days later in a Colorado hospital, having never regained consciousness.

In an almost identical plea bargain, Henderson pleaded guilty to murder and kidnapping and was sentenced in April to two life terms.

With his jailhouse pallor and a military-style haircut, McKinney remained impassive through much of the trial. He did not testify in the weeklong trial. On Thursday, he spoke for the first time, facing Dennis and Judy Shepard, Matthew's mother.

"I don't know what to say other than I am sorry to the entire Shepard family. There won't be a day that goes by that I won't be ashamed for what I did," McKinney told the court.

The brutal murder of the wholesome-looking Shepard struck a chord across America. It

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# SHEPARD: Gay Student's Killer Gets Life in Prison

Continued from A1

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At the Shepards' request, defense attorneys did not speak with reporters, but prosecuting attorney Cal Rerucha did, blasting the defense's short-lived "gay panic" strategy. The defense tactic, which the judge disallowed, argued that an alleged sexual advance by Shepard triggered memories of McKinney's childhood sexual abuse and caused him to fly into an uncontrolled rage, fueled by drugs and alcohol.

"The defense is atrocious," Rerucha said outside the courthouse. "It should not be used in any court in these United States. It gives people an excuse to harm another person."

The acrimony over the defense strategy, which appeared to blame Shepard for his own murder, caused a rift between the opposing attorneys in the case.

When the defense sought to negotiate a plea bargain Wednesday afternoon, it was the Shepards who worked out the details with defense attorneys.

Rerucha had reservations about the deal, but finally it was Matthew's mother who prevailed upon him to agree to spare McKinney's life.

"I will never get over Judy Shepard's capacity to forgive," Rerucha said.

The trial had been watched closely around the country. The White House issued a statement from President Clinton that praised the outcome.

"This verdict is a dramatic statement that we are determined to have a tolerant law-abiding nation that celebrates our differences rather than deepening them," he said. "We cannot surrender to those on the fringe of our society who lash out at those who are different."

For gay rights groups, the outcome affirmed the ability of

homosexuals to achieve justice.

"Gay and lesbian Americans can now have renewed faith in our justice system," said David M. Smith of the Human Rights Campaign, a gay rights lobbying group. "We can only hope a strong message was sent, that in America hate crimes will not be tolerated and there are severe consequences for violent, hateful actions."

Another gay rights group, which strongly opposes the death penalty, was relieved.

"It was a very bittersweet victory over a possible violent end in execution," said William K. Dobbs of the New York Queerwatch. "This was a brutal, ugly murder, but in this case the death penalty loomed as a lever to extract this sentence."

Many legal experts said that McKinney's negotiated sentence was identical to what the jury would have decided. The decision Wednesday to convict McKinney of second-degree murder—reject-

ing the prosecution's assertion of premeditation—signaled the jurors' reluctance to invoke death penalty, experts said.

For the citizens of Wyoming who have often felt that state's Western philosophies on trial, the end of the year ordeal was welcome.

"This is not a redneck state," Gerry Gallivan, a former law professor at the University of Wyoming,

Dennis Shepard, who is a Wyoming native, thanked the jury said their work made a state about courage and tolerance.

"That statement is that Wyoming is the equality state, Wyoming will not tolerate discrimination based on sexual orientation that violence is not the solution. Dies and gentlemen, you have respect and admiration of the family and friends and countless strangers around world. Be proud of what you accomplished. You may have prevented another family from losing a daughter."

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# Los Angeles Times

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## GRIZZLIES

■ Baiting bears and elk into leaving Yellowstone so they can be taken by hunters has become common. Ranger 'Action Jackson,' who is trying to stop the practice, is both revered and reviled.

By FRANK CLIFFORD  
TIMES ENVIRONMENTAL WRITER

YELLOWSTONE NATIONAL PARK—For 20 seasons, the simple life was its own reward for Bob Jackson, the only resident law enforcement officer in the most remote wilderness outpost of the lower 48 states—this park's Thorofare district.

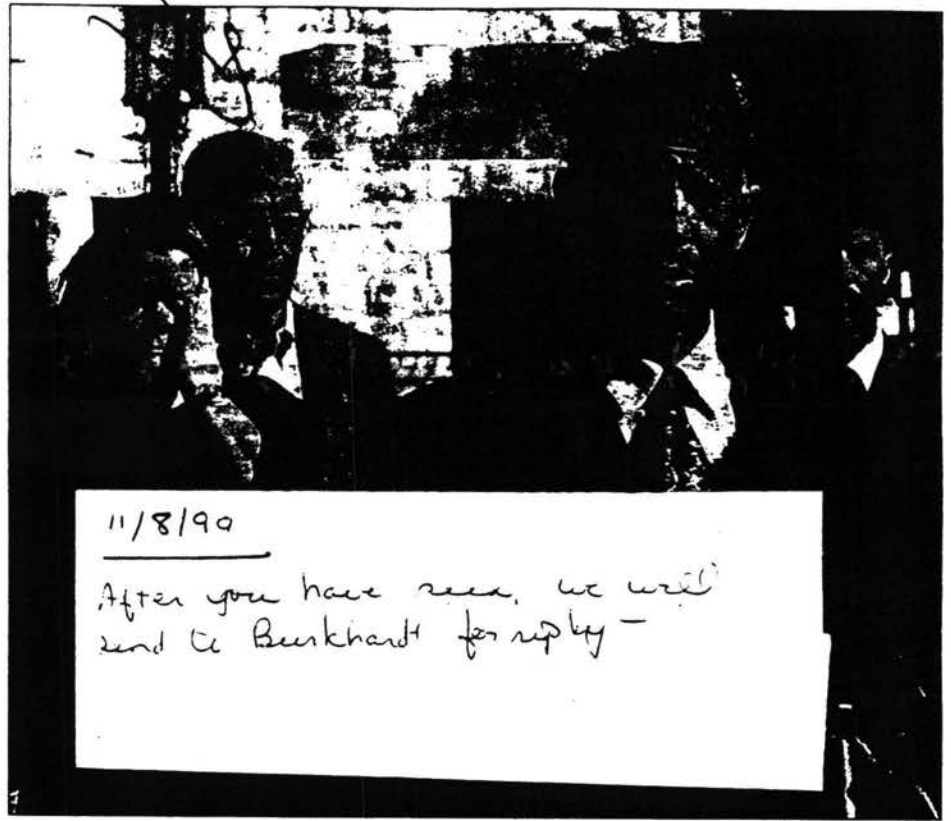
The woodwind echoes of whistling elk, the lacy imprint of grizzly bear tracks in autumn snow, the grandeur and solitude made up for the rest—the two-room cabin, the frigid outhouse, the \$10,000 salary, the lack of pension and medical benefits, the wilderness scofflaws who poisoned his horses and periodically try to get him fired.

It is all part of a mystique he revels in as one of the last lawmen still chasing down outlaws on horseback. "Action Jackson" is perhaps Yellowstone's most revered and reviled back country park ranger, poacher hunter and champion of the grizzly bear.

These days, new threats to the wilds he patrols every summer and fall along the southern boundary of the park have left Jackson with a sense of unaccustomed helplessness.

The Thorofare region is under siege, he warns, by unscrupulous hunters and commercial outfitters operating just outside the park's sanctuary in the adjoining Teton Wilderness, where he has no authority.

Standing at the park boundary near his cabin, he points to dozens of illegal, artificial salt licks and to signs of reckless hunting practices. He says grizzly bears, which are on the endangered species list, and elk are being lured out of the park to their deaths, and the safety of backpackers and horseback riders is also in jeopardy.



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## a Random Act, Police Say

From Associated Press

gun drawn and opened fire without a word.

Peter Giles, 27, and Russell James Brisendine, 43, were killed. The two wounded workers, whose identities were not disclosed, were in serious condition.

The gunman was described as having curly brown hair and a mustache, a baseball cap, sunglasses and a dark overcoat over camouflage clothing.

Police used searchlights through the night as they checked yards, basements and garden sheds. The profusion of porch lights made the neighborhood "so bright you could barely sleep," said Paula Nemzek.

Nemzek was waiting Thursday with her daughter, Cezanne Camacho, for a school bus half a mile from the shipyard.

Although she usually walks her daughter to the bus stop, she noticed that "a lot of other moms are saying they feel a little worried about letting their kids walk to the bus stop by themselves today."

Stamper said detectives are sorting through hundreds of tips and "clearly have a better picture" a day after the attack.

SEATTLE—Residents left their porch lights on and walked their children to school Thursday in the middle-class neighborhood where a gunman clad in military camouflage clothing killed two boat shop employees and wounded two others before vanishing.

Police called Wednesday's shooting a "deliberate, calculated act" and tried to reassure residents of the Wallingford district that they are safe, even with the killer at large. Police said they did not know his identity and had not found the handgun used in the attack.

"We are confident this was not a random act," Police Chief Norm Stamper said. "I think that those who live and work in that area can be assured that they are not at risk. This is not an individual who is going to repeat the act."

He would not say why police think the attack was not random.

Police were searching around Northlake Shipyard for the man in his 30s who entered the building, strode into a back office with