

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001a. letter	To constituent from Margaret A. Williams re: letter (partial) (1 page)	05/17/94	b(6)
001b. letter	To Margaret Ann Williams from constituent re: United States Military Academy (1 page)	04/15/94	b(6)

COLLECTION:

Clinton Presidential Records
 First Lady's Office
 Maggie Williams (Correspondence)
 OA/Box Number: 17604

FOLDER TITLE:

[Correspondence from 1994]: M [1]

2013-0359-S

rv1326

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

THE WHITE HOUSE

WASHINGTON

October 4, 1994

Ms. Jeanne M. Menapace
Box 7 127 Main
Vulcan, Michigan 49892

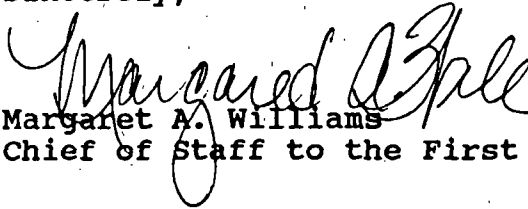
Dear Ms. Menapace:

Thank you very much for your letter of August 3. I regret the delay in sending you a response, but thousands of wonderful, concerned individuals like yourself have taken the initiative to write in to express their thoughts and concerns. I am trying to answer each and every one.

I appreciate your kind and thoughtful words of encouragement. On behalf of the President and Mrs. Clinton, thank you for your continued support and good wishes.

Again, thank you for writing and for your years of service as a teacher of our nation's children.

Sincerely,



Margaret A. Williams
Chief of Staff to the First Lady

8-3-94

Dear Margaret Ann,

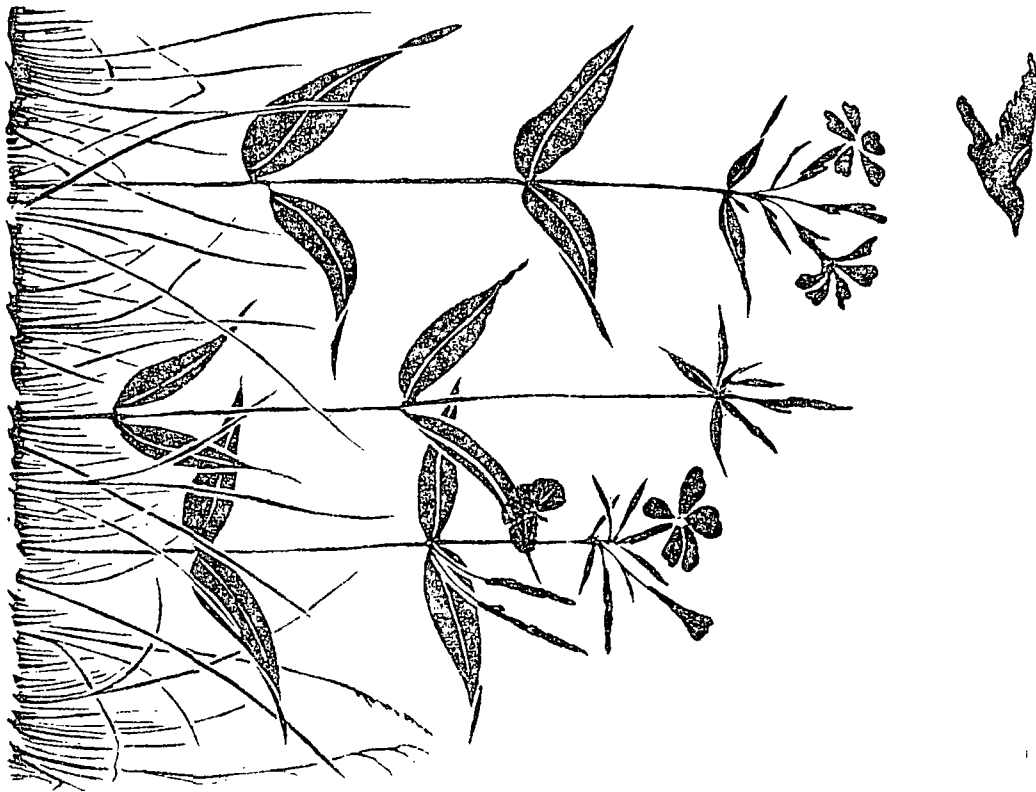
What a pleasure it has been to read about you in my Chicago Tribune, Monday's issue, August 1, 1994. Congratulations on your reply to Rep. Peter King - Rep. N.Y.!

Margaret Ann, I am a retired teacher, 38 years of service in Michigan schools. I am ashamed at the outrageous conduct of most of the Republican Representatives & Senators. I always taught respect for others - never interrupt, learn to be a good listener, be honest, be fair. Most of those who did the questioning were extremely rude - I am wondering about their constituency & how they ever elected such venomous people to Congress. Even Barbara Boxer - (Dem. - Cal. f.) shocked & disappointed me - I did not approve her line of questions in many instances. I am so very happy that you have shown such loyalty to President Clinton & our lovely first lady. I admire & love both of them, & want to wish them well. I have been a supporter from the very beginning, & will do as much as possible for the Democratic Party.

Thank you Margaret Ann for having done all you've been able to, to lessen Mrs. Clinton's burdens, May God Bless & keep both of you in His care. Best Wishes & Love,

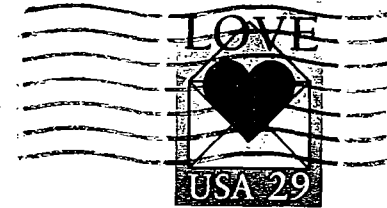
Send note of encouragement

from,
Jeanne Menapace
Bx 7 127 Main
Ulcun, Michigan 49892





Jeanne M. Menapace
 Box 7 127 Main
 Vulcan, MI 49892

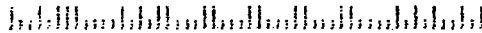


Margaret Ann Williams
 The First Lady's Chief of Staff
 The White House

16c

Was.

1600 PENN1 50140A06 ** DR COOL
 ***** AUTOMATED MAIL (MUM) *****
 THE WHITE HOUSE
 1600 PENNSYLVANIA AVE NW
 WASHINGTON DC 20500-0005



THE WHITE HOUSE
WASHINGTON

April 26, 1994

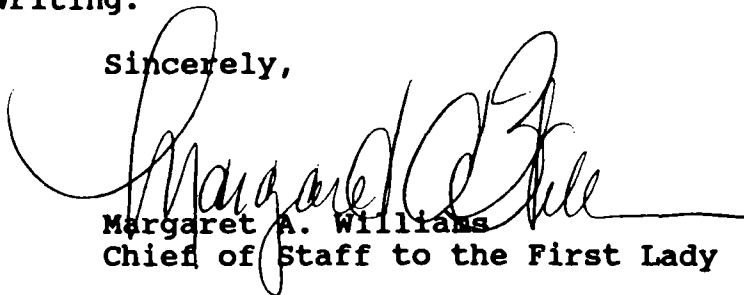
Gary S. Mendoza
Department of Corporations
Office of the Commissioner
3700 Wilshire Boulevard, Suite 600
Los Angeles, California 90010

Dear Mr. Mendoza:

Thank you for your letter about the managed care industry in California and the Department of Corporations' experience as the managed care regulator in the State. I appreciated reading about the role of your department in the development of managed care in California. I am passing your manuals along to others on the health care team for their review.

We share your commitment to provide high quality health care at an affordable price. Thank you again for writing.

Sincerely,



Margaret A. Williams
Chief of Staff to the First Lady

DEPARTMENT OF CORPORATIONS

OFFICE OF THE COMMISSIONER

3700 WILSHIRE BOULEVARD, SUITE 600
LOS ANGELES, CALIFORNIA 90010

IN REPLY REFER TO:

FILE NO: _____

*Good
Please
ask
Jennifer
I'll clean to
answer for me*

February 1, 1994

Ms. Margaret Williams
Chief of Staff
Office of the First Lady
West Wing
The White House
Washington, D.C. 20500

*Info concerning
CA's managed care
industry and the
Dept. of Corporations'
experience as managed
care regulator in CA*

Dear Ms. Williams:

As the national health care debate unfolds, I think it is important to provide national policymakers with information concerning California's managed care industry and the Department of Corporations' experience as the managed care regulator in California for the past 18 years. I would also respectfully suggest that national health care reform provide states with appropriate flexibility to accommodate those states with strong managed care experience and effective, consumer-oriented regulation, build on these states' successes and consider their regulatory programs as models when designing any national system of regulation.

California has the largest and perhaps the most sophisticated managed health care industry in America. Currently, approximately 16,000,000 Californians (or more than 50% of the State's population) receive their health care from the 38 full-service health care service plans (more commonly referred to as HMOs) operating within the State and regulated by the Department of Corporations. Despite the scope of the Department's responsibilities in this area, the Department's Health Care Service Plan Division currently operates with a budget of less than \$5 million and a staff of fewer than 80 people.

CALIFORNIA'S HISTORICAL EXPERIENCE

In the 1960's, major problems in managed care arose when a number of new prepaid health plans were established to provide care to Medi-Cal beneficiaries. In an effort to avoid plan insolvencies and the questionable business practices which could result from inexperienced management operating in an unregulated managed care environment, the California legislature passed the Knox-Mills Health Plan Act in 1965. This Act provided essentially a laissez faire regulatory scheme that proved to be ineffective, and major scandals, including blatant marketing fraud, the unavailability of promised health care services and facilities, and fiscal mismanagement, ensued.

Ms. Margaret Williams
February 1, 1994
Page 2

The Waxman-Duffy Act, enacted in 1972, provided greater regulatory authority over plans contracting to provide prepaid Medi-Cal services. Unfortunately, this Act also proved to be inadequate to stem the tide of fraud, abuse, and broken promises from the "bad actor" companies.

This history illustrates the potential problems that the national debate should consider as policymakers seek to assure the public that managed care is a cost-effective, appropriate means to provide quality health care. California's regulatory framework has successfully met this challenge and may provide guidance to the rest of America.

THE DEPARTMENT'S EARLY MANAGED CARE REGULATION

To address these problems and create an environment to foster the responsible growth of managed care, in 1975 the California legislature enacted the Knox-Keene Health Care Service Plan Act ("Knox-Keene Act"), a comprehensive regulatory scheme to promote the delivery of health care to the people of California. The Department promptly and vigorously enforced the Knox-Keene Act to remove the "bad actors" from this industry and to address the major problems of managed care that prompted adoption of the Knox-Keene Act. This effort was successful, and most people have only a dim recollection, if any, of the serious problems which the Knox-Keene Act effectively addressed. Unfortunately, this has not necessarily been the experience in other states. For example, the recent Nunn Committee hearings identified health carriers in other states that had mismanaged funds intended to pay for health care coverage by diverting these funds to questionable investments and activities in the interest of plan management rather than plan enrollees.

THE GROWTH OF MANAGED CARE IN CALIFORNIA

During the past 18 years of steady, predictable regulation by the Department of Corporations, the managed care industry has developed from a fledgling movement to a sophisticated, well-financed industry with a solid overall record of achievement. As I noted before, approximately 16,000,000 people, or more than 50% of California's total population of 31,552,000, receive their health care through a full-service health care service plan regulated by the Department of Corporations.¹ By way of contrast, no more than 4,000,000

¹ Although this letter focuses on full-service plans, you should also know that the Department currently regulates 34 dental plans, 8 vision plans, 16 mental health plans and one pharmacy plan. Approximately 23,000,000 Californians are enrolled in these specialty plans.

Ms. Margaret Williams
February 1, 1994
Page 3

Californians receive their health care benefits from insurance companies regulated by the Department of Insurance.

This disparity has not been driven by any government mandate. Rather, it is a market-driven, private sector recognition of which system of providing health benefits best delivers the quality, cost-effective care that payors and patients are seeking. Managed care has simply done a better job containing premium cost increases, decreasing hospital admissions and costs and providing more benefits to consumers than nonmanaged care within the State.

KEY FEATURES OF THE DEPARTMENT'S MANAGED CARE REGULATORY PROGRAM

Financial Stability. The Department has established financial reserve requirements (referred to as "tangible net equity") that have successfully ensured the financial viability of health plans in California. While other states have set up guaranty associations, California has resisted this as a costly approach that forces strong plans to underwrite less capable plans. The Department reviews regular financial reports to ensure the plans' ongoing financial viability, conducts periodic financial audits and has the authority to place plans with certain indices of potential trouble on a close watch. The Department can put a plan into receivership or take other enforcement action if the well-being of the enrollees is imperiled.

Plans are required to provide the Department with a complete description of the methods of payment to providers. The Department scrutinizes the plan's various insurance policies and other provisions for extraordinary losses. A plan's administrative costs are capped to prevent unreasonable amounts of enrollee premium from being diverted from the actual provision of health care. If the plan wishes to go into another line of business separate from its health care business, it must seek approval from the Department. Again, this safeguard is designed to prevent health plan premiums from being diverted and the financial strength of the plan from being compromised.

Benefits. The Knox-Keene Act explicitly mandates the scope of services that must be provided or offered to enrollees. Full-service plans are obligated to provide all medically necessary care, including: (a) physician services, including consultation and referral services; (b) hospital inpatient services and ambulatory care services; (c) diagnostic laboratory and diagnostic and therapeutic radiologic services; (d) home health services; (e) preventive health services; and (f) emergency health care services, including ambulance services and out-of-area coverage. In addition, plans can negotiate with employers and individuals to expand this basic package according to their resources and needs.

Ms. Margaret Williams
February 1, 1994
Page 4

Quality Assurance. The Knox-Keene Act regulations promulgated by the Department implement the Act's strong emphasis on assuring the quality of care provided to enrollees. These regulations have been enhanced over the years in the direction of stronger requirements, through a collaborative process including input from the health plans themselves.

The institutionalization of quality assurance distinguishes health plans in California from the more traditional means of monitoring the quality of care, which for all practical purposes relies upon state professional licensing boards for policing quality. These licensing boards handle individual professional complaints and enforcement cases which come to their attention, but they do not have the authority to insist upon systematic procedures to assure the delivery of quality care. Quality assurance systems are among the most important features of managed health care, and the historical record in California illustrates their efficacy.

Integrity of Medical Decision-Making. The Department goes to considerable lengths to ensure that medical decisions are not inappropriately influenced by administrative or fiscal considerations. While California HMOs have proven to be cost-effective compared to alternative models of health care delivery, it is critical that these savings be realized without compromising the quality of care. The structures of plans are scrutinized to ensure this protection, and the quality of care that HMO network providers furnish is far more carefully analyzed and assessed than that of traditional fee-for-service providers.

Enrollee Grievance Systems and Disclosures. Every plan is required to have a detailed procedure that allows enrollees to effectively register complaints or grievances against the plan. These procedures include appeals processes that provide for the Department of Corporations to be the final arbiter. There are detailed requirements governing the content of informational materials that must be given to plan enrollees. The text of these documents is carefully reviewed by the Department and changes necessary for full and fair disclosure are regularly insisted upon. Advertising by plans in California is subject to review by the Department, with a heavy emphasis on clear and full disclosure and the absence of deception.

Provider Networks; Contracts and Controlling Corporate Documents. A managed health care plan is frequently woven together by a vast web of contractual relationships. The Department scrutinizes in detail the adequacy of a plan's provider networks, including referral patterns and procedures, to assure the accessibility of these providers to the places of work or residence of the enrollees of the plan. All plan contracts are subject to prior approval by the Department, whether provider contracts, subscriber contracts, contracts for administrative services or solicitor contracts. All are carefully reviewed by the Department to ensure that they are reasonable and satisfy regulatory requirements.

Ms. Margaret Williams
February 1, 1994
Page 5

Staffing and Enforcement. The Department relies on a broad spectrum of professional disciplines to carry out its managed care regulatory responsibilities, including medical and other healing arts professionals, financial examiners, attorneys, investigators, health analysts and consumer service representatives. The Department also has a broad range of disciplinary and enforcement powers to exact compliance with the requirements of the Knox-Keene Act. For example, the Department can issue orders prohibiting marketing of a plan's services and can seek civil penalties, and, where appropriate, plan license revocation.

NEW REGULATORY INITIATIVES

As you know, the health care industry is one of the most dynamic in America. The Department has a series of initiatives to respond to ongoing developments in the managed care industry and to keep abreast of market forces.

I have enclosed a copy of an article written by Alain Enthoven (the founder of the Jackson Hole Group) that appeared in the January 17, 1994 edition of The Los Angeles Times. As that article indicates, it is possible to improve the quality of the health care that patients receive and lower the costs of that care through, among other things, integrated delivery networks and the development of better information systems that identify those organizations or entities that provide quality health care.

The Department has formed two task forces to deal specifically with these issues. In September, the Department convened the first meeting of a task force it formed to review the Department's regulatory policies with respect to risk sharing arrangements. Increasingly, medical groups and hospitals are seeking to develop integrated delivery networks to assume greater financial risk for health care services and more effectively manage patient care. This task force has been asked to help the Department develop appropriate operational and financial safeguards to make certain that the public remains protected if the Department's policies in this regard are revised.

Building upon our historical emphasis on the importance of quality care, the Department has convened another task force to help the Department develop performance benchmarks that would increase the ability of the Department, and purchasers of health care, to determine if enrollees are receiving appropriate, quality care. This initiative began in January 1994.

CONCLUSION

As you can see, California has a great deal of experience and success with managed care, and the Department of Corporations has more regulatory experience in this area than perhaps any other state regulatory body in the United States. With this strong record, I believe the

Ms. Margaret Williams
February 1, 1994
Page 6

Department can provide important insights during the critical debate on national health care reform, and we would welcome the opportunity to share our experiences with the nation as a whole.

Very truly yours,

A handwritten signature in black ink, appearing to read 'G.S. Mendoza', with a long horizontal flourish extending to the right.

GARY S. MENDOZA
Commissioner of Corporations

GSM:ad

Commentary

PERSPECTIVE ON HEALTH CARE

Raise Quality by Lowering Costs



Incentive for providers now is to use the most costly treatment. There's no reward just keeping people healthy.

By **ALAIN C. ENTHOVEN**
and **SARA J. SINGER**

To improve quality in health care, cut costs. Sounds counterintuitive, but in health care, as in most businesses, quality and economy go hand in hand. One of the biggest misconceptions in the health-reform debate is that if you cut the cost, quality will suffer.

Right now, providers—hospitals, doctors and other practitioners—work in a system in which everyone is rewarded for providing more, not necessarily better, care. This traditional fee-for-service, remote third-party-payer model pays per procedure, regardless of the outcome. In a world such as this, providers, no matter how ethical, have an unavoidable incentive to provide the most costly treatment.

Wide variations in practice patterns among physicians suggest that more procedures are not necessarily related to better outcomes. A medical director of an East Coast health-maintenance organization studied practice patterns and observed a fivefold to tenfold difference in the costliness of practice patterns of different doctors, usually with no evidence of difference in outcomes.

Since the traditional system does not

hospitals purchase expensive equipment even if they cannot fully utilize it, and beds go unfilled while hospitals continue to build capacity. There is no incentive to keep individuals healthy because there is no reimbursement for it. Providers are paid less for pursuing a less invasive, but equally effective, non-surgical treatment.

In the current system, there is no match between resources and needs. This country has trained too many specialists and too few primary-care physicians. A surfeit of specialists is bad for your health and bad for your pocketbook. If there were fewer, we could pay them well and give them full schedules. They could care for the same population at less cost. Because they would be proficient, their work would be of high quality. Because they would be busy, there would be less unnecessary surgery.

To make matters worse, there is no accountability for cost or quality because providers are not paid on the basis of either. Problems in health-care delivery, such as lack of immunizations and other preventive measures, are viewed as isolated issues. They are not. They reflect a systemic problem: No one is accountable for getting the job done.

Even physicians have come to dislike the traditional fee-for-service model because it sets them up in an adversarial relationship with payers. Physicians routinely must respond to calls from lesser-qualified insurance company representatives who question their choice of treatments.

Better care at less cost is possible through integrated financing (that is, insurance) and delivery systems (hospitals and physicians). Under the new rules of the game, all would benefit by keeping individuals under their care healthy, or, once sick, by making them well in the most efficient way possible. Such a system would give providers responsibility for individuals' comprehensive care for a fixed periodic payment set in

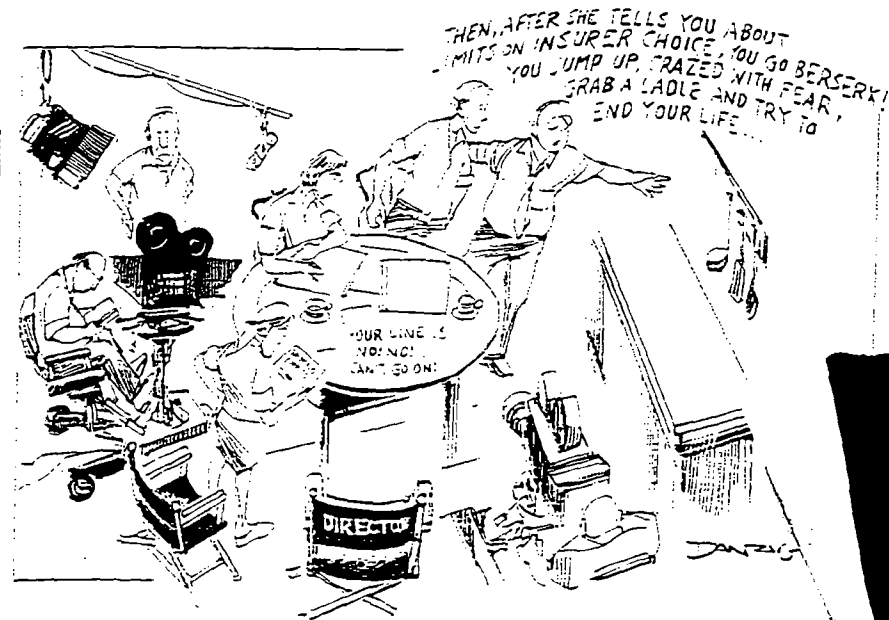
advance for the cost of care and, therefore, for the "cost of poor quality," and hold providers accountable for quality outcomes.

With this new set of incentives, accountable health plans would seek to attract committed and responsible physicians. Finding, training and retaining the most qualified group possible in the right quantities and specialty mix for the population served would be key to financial success. Accountable health plans would give doctors incentives to provide high-quality, low-cost care and the tools they need to do so.

Information systems could be used to identify and adopt cost-effective care. Quality management and improvement techniques would be employed routinely. Providers would study variations in practice patterns to determine and adopt what makes sense. They would be held accountable for quality outcomes because the remuneration of the entire group would be at stake. Technological redundancy would be eliminated.

Costly specialized procedures would be concentrated in efficient regional centers where physicians are busy enough to maintain proficiency and achieve administrative economies of scale. There is a well-documented correlation among high volumes, low mortality and low cost. The Pennsylvania open-heart surgery study, for example, studied 35 hospitals doing coronary artery bypass graft operations. The procedure at the hospital with the best risk-adjusted mortality rate cost \$21,000; at the worst it was \$84,000, and on average was \$44,000. If every hospital performed at the level of the most proficient hospital, Pennsylvania alone could save \$350 million in one year for this one procedure. A similar result could be true for other states.

We do not mean to suggest that any means of cutting costs is acceptable. Arbitrary cuts put quality at risk. The Clinton Administration's proposal for health-care reform sets unrealistic limits on health-plan premium increases, given the incentive scheme and time frame for



JEFF DANZIGER, Christian Science Monitor

Filming those anti-health-care commercials.

other reforms they propose.

Price controls would limit premium increases to the consumer price index plus 1.5% in 1996, phased down to the index plus zero in 1999. Such targets and better could be met a few years later by a thoroughly reformed competitive system with the strongest possible market incentives, without price controls.

There is a great deal of waste in the health-care system and big opportunities for cutting cost without cutting the quality of care. To realize potential savings, the industry needs time to reorganize, restructure, retrain and install programs of continuous quality and productivity improvement. This cannot happen overnight.

If the Clinton plan succeeded in meeting its cost-containment goals, likely consequences would be arbitrary cutbacks in service and care, then queues and rationing in the form of spending reductions not thought through for lack of time and incentives, especially in the short run. Quality of care would suffer.

In addition, expenditure limitations

should not be confused with cost reduction. While a country can limit the cost of treatment, as Britain and Canada have done, by shifting the cost of illness back onto patients in the form of treatments delayed or denied, the only way to reduce the total social cost of illness and its treatment is to improve the efficiency and effectiveness of care delivery. What is best for society is to minimize the cost of illness and treatment.

In general, the rationale that high-quality health care must be expensive is flawed. In fact, often the opposite is true. Mistakes cost lives and dollars. Providers must be given tools and held accountable for doing it right the first time. We believe that this can only be achieved through market forces and accountable health plans.

Alain C. Enthoven is a professor of management at Stanford University's Graduate School of Business and a member of the Jackson Hole Group, an organization of health-care executives and policy analysts. Sara J. Singer is his special assistant.

Withdrawal/Redaction Marker Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001a. letter	To constituent from Margaret A. Williams re: letter (partial) (1 page)	05/17/94	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Maggie Williams (Correspondence)
OA/Box Number: 17604

FOLDER TITLE:

[Correspondence from 1994]: M [1]

2013-0359-S

ry1326

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

THE WHITE HOUSE
WASHINGTON

May 17, 1994

(b)(6)

[0012]

Dear (b)(6):

Thank you for your letter of April 15, 1994. While I am not familiar with all the details of your case, I sense you have gained knowledge from your experience.

I have forwarded your request for assistance in your readmittance proceedings to the Office of Agency Liaison.

My best wishes for you in the future.

Sincerely,



Margaret A. Williams
Chief of Staff to the First Lady

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001b. letter	To Margaret Ann Williams from constituent re: United States Military Academy (1 page)	04/15/94	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Maggie Williams (Correspondence)
OA/Box Number: 17604

FOLDER TITLE:

[Correspondence from 1994]: M [1]

2013-0359-S

ry1326

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

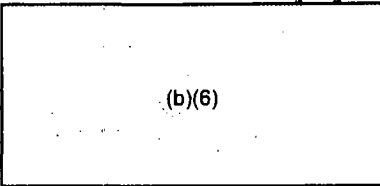
RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

*Send to
Case work
letter of request
from me*

*4/22/94
Request for help to
be re-admitted to
West Point. cc sent
every liaison*



[0016]

April 15, 1994

The White House Office
Margaret Ann Williams
1600 Pennsylvania Avenue NW.
Washington D.C. 20500

Dear Madam,

I am a former member of the United States Military Academy (USMA) Class of 1995. On October 16, 1992 I resigned from the Academy in lieu of final disposition of an honor case heard at a Full Honor Investigative Hearing. Even though the odds were against me I made the decision to reapply to the Academy. Since making that decision I have worked hard to make it happen. This past Thursday, April 14, I was informed that the admissions committee decided that I not be readmitted to the Academy. I am writing this letter to you and other administration officials, including the President, in the hopes that, with your position as Assistant to the President and Chief of Staff to the First Lady, that you can help me in this matter.

I realize that you and all the White House staff are very busy but I would like to meet with someone on the staff to discuss this situation. I am just a young man from Ohio and have a lifetime ahead of me, but I already have developed a great love for my Country, the Army, and especially West Point. The time I spent at the Academy is very special to me, I learned a great many things, and made some lifelong friendships which I will always cherish and that can never be taken away even if I do not return. It is this for this love of my country and the Army that I wish to return to the Academy.

As I said I learned a lot at the Academy and I have also learned a lot since leaving the Academy. The mission of the USMA states that the

THE WHITE HOUSE

WASHINGTON

November 22, 1994

Burton Michaels
2516 Marston Road
Tallahassee, FL 32312-3452

Dear Mr. Michaels:

Thank you for the linen calendars and catalog. We have forwarded them to the First Lady and President for their consideration.

Sincerely,

A handwritten signature in cursive script, appearing to read "Margaret A. Williams". The signature is written in dark ink and is positioned above the typed name and title.

Margaret A. Williams
Chief of Staff to the First Lady



LINEN ASSOCIATES, INC.

GIFT DIVISION

P.O. BOX 95 • DUDLEY, MASSACHUSETTS 01571 • (508) 943-0813 • FAX (508) 949-1847

November 2, 1994

Ms. Margaret Williams
Assistant to First Lady
The White House
1600 Pennsylvania Ave. NW
Washington, DC 20500

Dear Ms. Williams,

I have enclosed for your review and product consideration samples of our linen calendars along with our catalog and price list.

The President and Mrs. Clinton may want to consider sending to their friends and supporters a 1995 linen calendar consisting of the Presidential Seal and a New Year's message.

If after reviewing the enclosed should you have any questions, please contact me.

Sincerely,

A handwritten signature in cursive script that reads 'Nancy Dalrymple'.

Nancy Dalrymple
Vice President of Sales and Marketing

cc: Mr. Burton Michaels
2516 Marston Rd.
Tallahassee, FL 32312-3452
904-385-6625

THE WHITE HOUSE

WASHINGTON

March 7, 1994

Larry Michel
4067 Santa Nella Place
San Diego, CA 92130

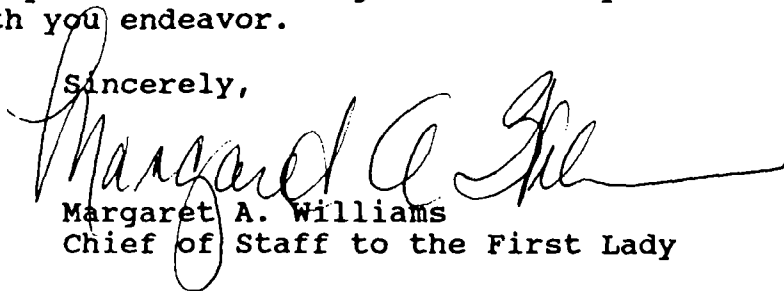
Dear Mr. Michel:

Please accept my apologies for such a late response to your letter. I am always happy to hear, but never surprised to learn, that my staff has treated someone with kindness and warmth.

While your manuscript sounds very much like the literature Mrs. Clinton would like to read I must tell you honestly, she does not have the time to read it. The number of manuscripts that have already been sent for her review are piled high on her desk and while she has every good intention of getting to them, her very demanding schedule makes it impossible.

Thank you very much for writing and I wish you every success with your endeavor.

Sincerely,

A handwritten signature in cursive script, appearing to read "Margaret A. Williams", with a long horizontal flourish extending to the right.

Margaret A. Williams
Chief of Staff to the First Lady

Dear Mr. Michel:

Please accept my apologies for such a late response to your letter. I am always happy to hear, but never surprised to learn, that my staff has treated someone with kindness and warmth.

While your manuscript sounds very much like the kind of thing Mrs. Clinton would like to read I must tell you honestly, she does not have the time to read it. The number of manuscripts that have already been sent for her review are piled high on her desk and while she has every good intention of getting to them, her very demanding schedule makes it impossible.

Thank you very much for writing and I wish you every success with your endeavor.

Sincerely,

maggie Williams

Copy of constituent
Comments Re:
health care
task force
from Cong. Michael
A. Andrews

type up
on
letterhead

SHINETOP PRODUCTIONS

4067 Santa Nella Place

San Diego, CA 92130

T 619.481.6561

F 619.481.6301

January 11, 1993

Ms. Maggie Williams
 Office of the First Lady
 Chief of Staff
 The White House
 1600 Pennsylvania Ave NW
 Washington, DC 20500

Dear Maggie,

It is hard for me to express how anxious I am to send you this fax message. Your staff have been so kind and gracious that it came as no surprise to me when in response to my inquiry about talking to you I was immediately told by one of your team, "Everybody loves her."

I have a very special assignment, of which I have dedicated much of my personal and professional time to complete. One of my tasks is to make it possible for a number of extremely important people to have the opportunity to read a newly completed manuscript.

I truly believe that The First Lady would absolutely love this literary masterpiece

Within your own personal and professional experience how far must you look to find organizations with ineffective leadership? How far must you search to find a discouraged executive, doubting parent, or frustrated teammate? We are hungry for leadership that instills hope, faith, and trust. The truth is there is a great leader inside all of us, and there is a proven simple formula for getting in touch with that person. The formula is the creation of a great coach, John Wooden. For 27 years at UCLA Coach Wooden taught this system of leadership and success to hundreds of young basketball players, compiling a record of achievement that is almost beyond belief. Yet to bring that formula to life outside of the basketball court into our rapidly changing world of corporate make-overs and increasingly challenging family dynamics, an inspired author was needed. In the manuscript which we would like to send to Mrs. Clinton, she would find Brian Biro to be more than inspired. He is a moving story teller willing to peel back the most revealing elements of human nature and with passion, love, sensitivity, generosity, and kindness unveil the true leader and unlimited potential in all of us.

Brian Biro has been one of my dearest friends and a close business colleague for many years. He is an exceptional communicator and a talented writer. Although I was familiar with many of the personal stories and anecdotes Brian shares, his book surprised me. I did not expect the impact and the emotional connection he would make. Somewhere mid way through the book I knew I was reading an extraordinary manuscript. By the end I had made a clear decision to dedicate a portion of my personal and business time and resources to this book's success. That is why I am faxing to you now on Brian's behalf.

I wish to send this manuscript in the hope that The First Lady will find the time within her very demanding schedule to experience a book that will lift her soul, ignite her spirit, and warm her heart. Our primary goal is to give her a gift, which is received through

Direction
 Studio Arts
 Program Design
 Product Research
 Project Management
 Executive Production
 Promotional - Agent - Management

Pt.

"The achievement of glowing success from original concepts and designs."

SHINETOP PRODUCTIONS

experiencing the rich content of this manuscript. Additionally, we would be honored with her honest feedback and hopefully her valuable endorsement.

I would like to share with you the contributions we have recently received from a few very notable authors and celebrities.

"In his Relay Paradigm: A Guide to the Wooden Way of Leadership Brian Biro has captured the essential essence of my Pyramid of Success and the reason behind each block in the ascension to the apex, which is success according to my way of thinking.

It is my feeling that success is not the accumulation of material possessions or the attainment of a position of power or prestige. But rather, it is peace of mind that is attained through self-satisfaction that comes from making the effort to do the best you are capable of doing at any task in which you are engaged. Brian Biro brings this feeling to life.

Success is not trying to be better than someone else — which may be impossible — but learning from others and trying to reach your own level of competency. Only you alone can determine whether or not you made that effort. Never permit yourself to become so involved with things over which you have no control as that will adversely affect the things over which you have control.

Brian Biro has shown the strength of each block in the Pyramid by using captivating and inspiring analogies from his own experience after careful study of each block and its placement within the structure. I am very pleased with this outstanding work.

It is my hope this fine book will be of great and lasting value to people of all ages and stations in life."
John Wooden

"Brian Biro's book brings to life the timeless philosophies of John Wooden — something all of us need to focus on. I have been blessed to know Coach Wooden for twenty-five years. This fine book allows everyone else the privilege of learning how to apply a true genius' way of life to their everyday experiences. A terrific read from a hard working author."
— Bill Walton

"An inspiring and uplifting guide to personal effectiveness by an inspiring and uplifting human being. Brian Biro is a leader for our time." —John Robbins

We are very honored to have received these kind comments. It is my hope that the First Lady will find as much enjoyment in Brian's manuscript as the notable names above have indicated.

Maggie, I need your help. Your team describes you as a kind and exceptionally intelligent person. It maybe an impossible dream for us to think that Mrs. Clinton would be willing to look at the manuscript, but I hope not. If there is a way, could you and would you please tell me how. There is no question in my mind that she would get great enjoyment from reading Mr. Biro's book. In fact, from the way your team talks about you, I'm sure you would love it as well.

Respectfully Yours,

Larry A. Michel

THE WHITE HOUSE
WASHINGTON

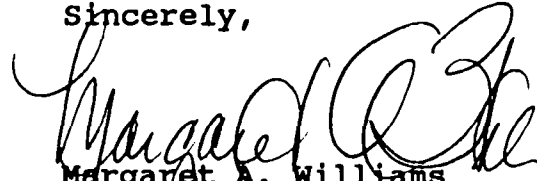
June 12, 1994

Mr. James Millan
P.O. Box 457
N.D.G.
Montreal Quebec, Canada
H4A 3P8

Dear Mr. Millan

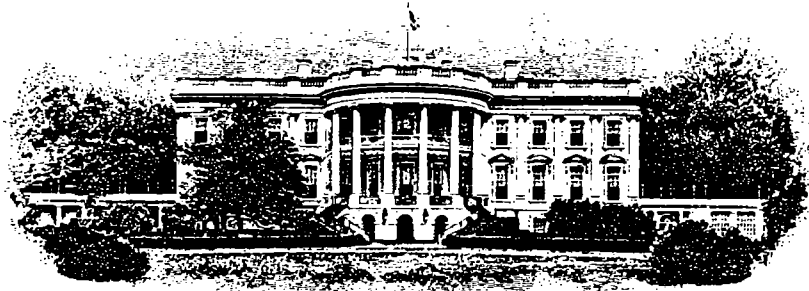
Here is the autographed card you
requested for your collection. I hope you
enjoy it.

Sincerely,

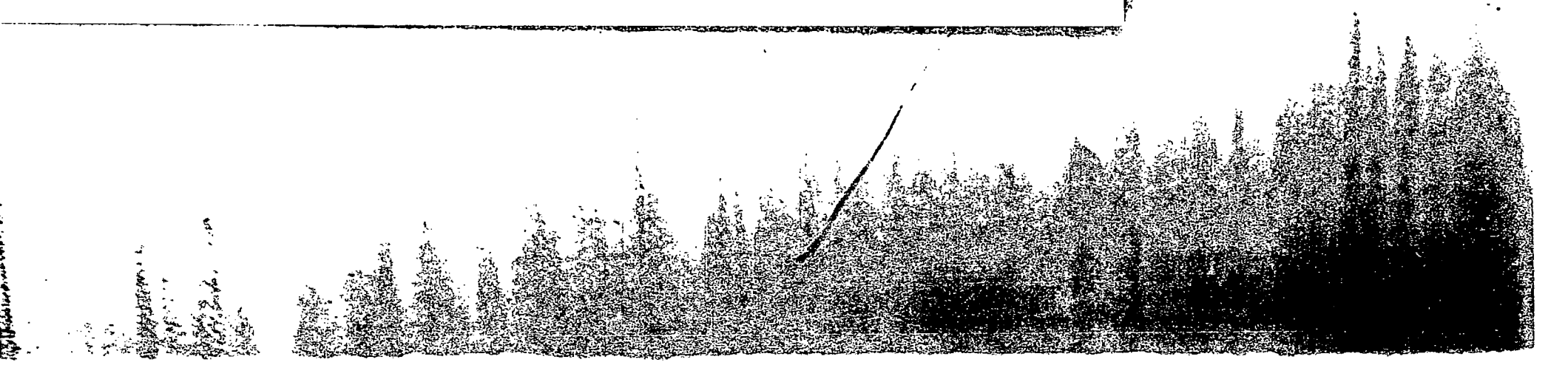


Margaret A. Williams
Chief of Staff to the
First Lady

Ditely B Ford



Hillary Rodham Clinton



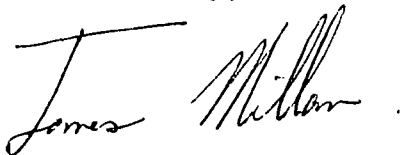
Mr. James Millan
P.O. BOX 457
N.D.G.
Mtl. Quebec, Canada
H4A 3P8

Dear Ms. Williams,

I would like your help. Enclosed is a card, already signed by Betty Ford. I would like Mrs. Clinton to also autograph it for my collection.

Thank you very much.

Sincerely,

James Millan.

Pam -
we should
do this

THE WHITE HOUSE
WASHINGTON

June 10, 1994

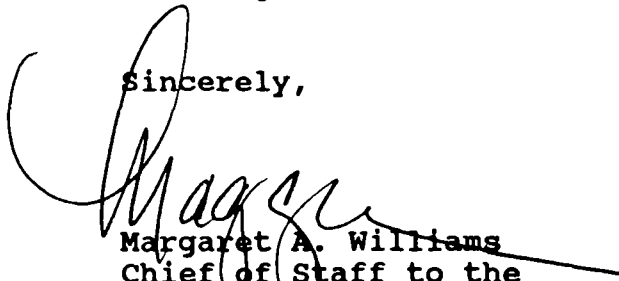
Russell Millin
2621 Holmes
Kansas City, Missouri

Dear Russ:

This has to be a short note, but I did want you to know how much I appreciated receiveing the materials about your plans for "The Center for Global Community."

Thanks and best regards.

Sincerely,



Margaret A. Williams
Chief of Staff to the
First Lady

THE WHITE HOUSE

WASHINGTON

June 10¹⁰, 1994

Russell Millin
2621 Holmes
Kansas City, Missouri

Dear Russ:

This has to be a short note, but I did want you to know how much I appreciated receiveing the materials about your plans for "The Center for Global Community."

Thanks and best regards.

Sincerely,

Margaret A. Williams
Chief of Staff to the
First Lady

LAW OFFICES
MILLIN & TRADER
2621 HOLMES
KANSAS CITY, MISSOURI 64108
OFFICE: (816) 474-7874
FAX: (816) 474-6517

F. RUSSELL MILLIN, P.C.
JOHN H. TRADER, P.C.

OF COUNSEL
SANDRA C. MIDKIFF

*Free Talk to me
about this
I guess I have
to write
back*

April 26, 1994

*Re: Center
for Global
Community
in Kansas City
Can you help us?*

Margaret Williams
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20004

Dear Margaret,

Jay gave me permission to address you thusly, rather than as Ms. Williams!

I'm sure he has acquainted you with The Center For Global Community that we have established here in the heartland of this great nation.

When the First Lady was in Kansas City last fall I gave her a small packet of information about The Center.

As a follow up to that, and to acquaint you and she and whoever else in the White House might be interested in what we are about, I am sending with this letter the following:

1. Remarks of Fred Culver, visionary extraordinaire, made at the Unitarian Forum in Kansas City on March 6.
2. Copy of the Development Plan for the Center.
3. Some brief statements describing programs and projects that are underway.

I hope you can find the time in your busy schedule to take a look at these enclosures, and perhaps give us your views as to how we might best proceed in our efforts to provide a resource for the children of the world.

From what I have read about you in the Washington Post, the New York Times, and the Wall Street Journal--and from what Jay has told me--I am one of your admirers afar. Hopefully, it will be my privilege to meet you personally at some point down the line.

Yours very truly,
Russ
F. Russell Millin

FRM:mw

Encl.

Dear Russ (Mr. Willin??):

This has to be a short note, but I did want you to know how much I appreciated receiving the materials about your plans for The Center for Global Community."

I hope you will continue to keep me informed as to your progress.

Thanks and best regards.

Sincerely,

OK

Unitarian Forum

Fred Culver, Speaker

Date: Sunday, March 6, 1994

RUSS MILLIN:

Our speaker this morning is Fred Culver. Many of you may already know Fred. He lives in the neighborhood, is a community activist, and also a theologian. He doesn't want me to say too much about him this morning. He says the message is what's important, not the messenger. But I will tell you that Fred's a graduate of Princeton, and at one time a Presbyterian minister. He's a visionary extraordinaire we believe..we who have worked with him on the project that he is going to talk to you about.

Let me read a short paragraph from a new book called "Reinventing Government".

"We have chosen an audacious title for this book. We know that cynicism about government runs deep within the American soul. We all have our favorite epithets about government..."feeding at the public trough". "I'm from the government - - I'm here to help." "My friend doesn't work, she has a job with the government.

"Governments are in deep trouble today.

"This book is for those who are disturbed by that reality. It is for those who care about government, because they work in government or work with government or study government. They simply want their governments to be more effective. It is for those who know something

is wrong but are not just sure what it is. For those who want a better way, but are not sure just how to bring it to life. For those who have watched successful experiments but have watched those in power ignore them. For those who have a sense of where government needs to go but are not quite sure how to get there.

"It is for the seekers. If ever there were a time for seekers, this is it."

It is my great pleasure to introduce a seeker, Fred Culver.

FRED CULVER:

Thank you very much.

First of all I want to put you at ease and tell you that I am not here to tell you that I have answers. I believe that today the more urgent concern is whether or not we even know what the questions are.

The changes that have happened within my lifetime, and yours, are enormous.

What are the questions, and can we matter?

For the last several years, I have held to three quotations to organize the way I involve myself in our community.

The first quotation is from Pierre Teilhard deChardin, a paleontologist. He would say that what we call human history is about that long (a snap of the fingers).

The quotation is "The future of the earth is in our hands". And this means a whole lot more than that we have to take care of

the earth. Certainly that. But also that we represent evolution waking up.

Think about us. We don't leave anything alone. We're looking into the black holes in space. We're probing DNA. We seem to be restless and relentless. We have tremendous powers of being inventive and reflective. And we are becoming altogether dangerous with our power. And the thing is, we should not shut down our capacities - - - it is more a matter of maturing into them. It is as if we have to catch up with who we are.

The second quotation is from the noted anthropologist, Margaret Mead. We have all heard this quote by now. "Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it's the only thing that ever has."

And the third quotation comes from Robert Muller, former Assistant Secretary General of the U.N. It is a short poem. he says,

"See the world with global eyes
Love the world with a global heart.
Understand the world with a global mind.
And merge with the world with a global spirit."

These three quotations are the parameters. First, the fact that we as individuals are incredibly important and have tremendous power. Second, that as small groups of people, we can effect change. And third, it is time for us to begin to be global people.

In February, Rae and I and others went into Washington to a Global Structures conference.

A term that they used often was 'paradigm shift'. And I have for a long time, wanted to understand what paradigm shift means. And I have come to understand that what it means is that nobody knows what's going on and we hope that it's going to be okay.

The changes are so profound and fundamental that the old categories that we've lived with are just not adequate anymore. The structures that we have relied upon are actually structures that come out of 17th Century world. Very mechanistic. Very linear. Very controlling. Those structures aren't keeping up. Those structures are coming apart. And it is scary.

One of the speakers at the conference was Tim Wirth, former Senator from Colorado, who will soon have a new position in the State Department called Under Secretary for Global Affairs.

I found him to be very challenging and very real. One of his greatest concerns is that we get the price right. Because the way we are sustaining ourselves in this earth is too costly.

The way you and I live our lives is really a threat to the viability of this earth. If everybody on this earth lived as we live, this earth would not sustain itself.

We are four percent of the world's population using up a third to half of the world's resources. So we got to get the price right. We can't just go out and cut down the trees and have this extractive mentality and this consumer attitude. We're just using up this earth to somehow satisfy the insatiableness that we feel.

He suggested that we read the then current issue of The Atlantic Monthly, the February issue. He said that is was worthy

of our attention. So we quickly got a copy and on the way home on the plane, I read it. And I almost am prepared to say I wish I had not. And I was really hesitant to even encourage people to read it.

There is an article written by Robert D. Caplan who's been a correspondent primarily in Africa, but also in the Middle East, for many years. And from this article, he will in fact write a book.

The title of the article is "The Coming Anarchy".

"Nations breakup under the title flow of refugees from environmental and social disasters."

"As borders crumble, another type of boundary is erected. A wall of disease."

"Wars are fought over scarce resources especially water, and armed bands of stateless marauders clash with the private security forces of the elites."

"It is a preview of the first decades of the 21st Century."

And so the picture on the cover is the earth, a little plastic ball, on fire, burning up.

There is even thought that we may have to quarantine Africa, that the diseases that everybody has there are now beginning to be airborne. And we may have to just cut them off. This kind of reality is scary. And it isn't going to be contained within Africa.

So we are looking today at chaos, certainly. And in many places, perhaps even in areas of our own community, there's

anarchy.

Our capacity to form community is not keeping up. We live behind defended boundaries of fear.

Somehow we are going to have to overcome the failure of intimacy that is probably the greatest problem on this earth.

We've got to learn how to build relationships, not structures.

We've got to come into a new kind of consciousness, not based on dominance and control and authority and linear analytical thinking.

We're going to have to draw upon levels of ourselves that go way beyond our ability to give answers to each other.

One time Sigmund Freud was lecturing, and a man named J.L. Moreno interrupted his lecture, which in Vienna was not to be done. J.L. Moreno, who later created what was called psycho-drama, said to Dr. Freud, "You analyze people's dreams, but I feel that what is needed today is to encourage people to dream again."

I suppose that if there's anything I would want to be in a community, it would be a dreamer. And we know that in our world of linear thought, dreamers are not taken seriously.

But I am here to say to you, dreams, your dreams, are essential for this earth.

Live from the inside out instead from the outside in.

Become creative with your life, don't be well adjusted, adapted, conforming, fitting in, appropriate. (These words from mental health in our culture.)

And I am suggesting, don't be conformed. Don't be well

adjusted. Don't be normal. In the name of normality, we make clean hydrogen bombs.

If there is anything that is needed today, it's for the individual to wake up to the capacity to imagine and to create and envision. We cannot afford any longer to submit.

Today is the day when we need to learn how to express outrage.

It is outrageous what is happening to our earth and to our lives.

It is outrageous to realize that the environment is beginning to deteriorate to the point that it is attacking our health.

Population growth is a great concern. Sixteen hundred scientists have signed a petition entitled "Warning". More than half of the living Nobel laureates have signed it. And they are suggesting that we've got to get a new ethic.

A few months ago, I attended the parliament of world religions in Chicago, where they did look at a new ethic that was written by Hans Kung, the noted German theologian.

We don't need one world government.

We don't need one world religion.

We don't need one world ideology.

But we do need a one world ethic.

It's no longer a small world. We're living in an instantaneous world. The distinction of local and global is gone. Money moves around this world in seconds, having a profound effect on the environment and labor.

Most of the issues that concern us are ones that no nation

state can solve any longer. Our world is instantaneous and is going to become more so. And our hope is that somehow, in the depths of who we are - - - that in all of humanity there is a creative force, one that can in fact break in and break through, one that will enable us to mature into a much greater vision.

Pierre Teilhard deChardin also said that after we have mastered the winds, the waves and gravity, we will harness for God the energy for love. And then for the second time in history, we will have discovered fire.

The capacity to dream and to love and to develop our ecstatic reason is essential today.

I recently became aware of a book called "Leadership in the New Science", written by a woman named Margaret Wheatley. The fundamental effort she makes in the book is the shift from the Newtonian world view to the quantum physics world view - - the machine world view to the world of waves and energies and strange attractors and fractals and chaos theory. She is saying that we'd better get out of the structures that contain us and live a much more open, dynamic style in circles of exchange and fluid networks.

Another book I recently have been looking at, is the book called "The Philosophy of Creativity" by a Professor at Wisconsin University. And in it he talks about "Meta paradigms" - - - beyond paradigms.

We have got to open up our minds to the fact that maybe we can not put ideas around reality, that maybe we live in an inherently mysterious universe, and that we've got to learn to be more fluid

and creative and responsive, evoking reality -- not adjusting, adapting and conforming and fitting in. We are called on to be creators, celebrating life, celebrating each other. Which means encouraging each other to be everything we can be.

So many times we think of celebration in terms of having defeated somebody else so we can celebrate. It's a misunderstanding of true celebration. To celebrate is to hold each other up as valuable. It means encouraging each other to do more than we ever thought we could do.

Margaret Wheatley says that "this world that the quantum physicists have uncovered is an abundant world".

The world is full of waves of energy. And she is suggesting that what we need to do is to share information, excitedly, exuberantly, with each other. Even though it seems to overwhelm us, she says go on into that being overwhelmed. Stay with it. And you will see that it will begin to self organize -- that this is the way in which the world is. It is a self organizing system. We don't impose control of it. We don't demand order of it. We learn how to stay open with it and go with it until such time it comes to form and comes to integrity.

She suggests the less control that we have the more order we will have -- that it is our effort to control everything that really creates irrationality, which is reason going bad.

So our capacity to dream and to let life happen and to be open to each other and to communicate openly and freely with a celebrative attitude is maybe what it's going to take to get this

world beyond its destructive tendency to make boundaries everywhere, and to use all of our resources to defend those boundaries.

Margaret Wheatley is saying we must get to boundary-less organizations. It's going to take a new kind of ethic. Not an ethic of rules, but an ethic of spirit. An ethic of creativity.

Albert Einstein defines ethic as "an enabling, unified understanding." Then we can come into a consciousness together by sharing information so that we begin to see that there is a wholeness inherent in life. And that as we allow randomness and unpredictability and indeterminacy in the local level, it will in time cohere into a globally stable system.

Maybe we cannot make a one world order by building from one stable structure to another stable structure to another one. Maybe we cannot impose on this world, but we've got to learn to live with it and to stay open to it. And to let those inner energies come up through us in our dreaming, imaginative capacity.

We can not sit around and wait for the establishment to solve the problems. What's needed today is more and more and more people. Understanding what they do is ultimately significant.

The people who have the World Watch society had a quote.

"What is required is an enormous number of simple acts."

We cannot afford apathy or obliviousness. We need to dream again.

And we don't need to be so afraid.

Look at the environment of Washington today. An environment of fear of attack, of hostility. But it is within our own community as well. I feel we live in a fractionalized community, instead of a community of openness.

So we need a new ethic. There are six ideas that are kind of prescriptive ideas. If they could just be set loose, may be fractals would begin to happen in several different levels of scale. They are (1) a new sense of power, (2) citizen participation, (3) global forum, (4) transcultural dialogue, (5) holistic or systemic consciousness, and (6) spiritual renaissance.

The new sense of power, as I have already said, is an enabling, unified understanding - - - to enable each other instead of coercing each other. To help each other do what we could not do, rather than make each other do what we would not do. If we could just get that one!

Citizen participation. "Never doubt...This is a participatory universe. How we think and how we lives is what evokes the reality that is there.

And this thing of a global forum. This is not simply a matter of 25,000 miles around. It is a fact that we can't think in a flat way anymore. We've got to understand global, a global system, an ecosystem. A system that is interdependent.

I heard the phrase the other day, perhaps you have as well. "The nano nineties". What is a nano second, that the people in the computer science talk about? Russ informed me this morning...one nano second is to a second what one second is to 32 years. In

other words, a nano second is approximately one billionth of a second. That's our world now.

Russ also told me that in the computer world you can down load the entire Encyclopedia Britannica in 2 or 3 seconds.

It is just a new kind of world, and it's going to become more so. And do we have an ethic that is anywhere ready for this kind of power and responsibility that is in front of us?

Transcultural dialogue. What's that mean? Is not multi-cultural. We've got to get rid of that one fast. As long as we are all holding on to our thing and somehow appreciative that they have their thing, we're in trouble. We've got to get to the place where we're excited about each culture, understanding that everyone has a contribution to make.

All the different religions- - - instead of saying "hey, I got the truth, I'll kill you if you don't convert", we've got to understand that all religions are probing the god level of existence. And we need to transcend those boundaries, instead of defending them.

And systemic, what does that mean? Well, a few years ago I arbitrarily said here are ten areas of life. Alphabetically, Art, Communication, Community, Education, Environment, Health, Justice, Resources, Science and Spirituality.

My feeling was that any answer today has to be the interpenetratedness of all of us. Everything is related to everything else. If you work only on the environment, that is not going to get it done. I think we are coming to understand that.

We've got to understand that in relation to resources and business, and so therefore, we better change education. And science isn't the only answer, maybe we better look at spirituality.

And so we've got to become systemic thinkers. Thinking the whole and the dynamic.

And the final one is spiritual renaissance. And the only thing that comes to me to say is to let go of tight control. We are so defended and fearful.

Risk who you are. Because you matter, incredibly.

Now I just want to say just two or three words. We are developing in our community now what we are calling the Center for Global Community. It is a very bold and enormous idea.

It is the idea that maybe the heartland has a contribution to make to this world. Maybe the heartland of the most powerful nation on this earth needs to lead the world with ethics. Maybe we could develop here a center where we could think systemically -
- think globally.

Maybe we begin to work with the some 13,000 international non-governmental organizations. We're already going beyond boundaries. There is a burgeoning of what they call "INGO's".

Can we in fact begin to be a communication center as we were one time a transportation center?

Can we help develop the world, instead of our nation?

Can we wake up and prepare ourselves to sustain a new ethic and a new kind of consciousness?

The essential idea will be that we're developing circles of

exchange in fluid networks. Not new structures. We want people to meet in what we call "act circles". And then when they have an idea or an initiative, they come to an exchange circle and then after it has developed and matured throughout the region, it goes to the collaborative counsel. So everything is thought through with regard to all aspects of life.

You will be hearing more about these circles.

We are renting property soon, and will have a primary presence in the community.

But our purpose isn't us, it's you. We want to support every initiative. Every individual who wants to do something. To encourage people to come together into a collaborative environment. And so it's community we want, that transcends boundaries.

Thank you.

The Center for Global Community

CGC ACQUIRES "PRESENCE" IN UNION STATION AREA

Mr. Jay Williams, owner of Superior Recycling, Inc. and a member of Board of Directors of CGC, has purchased a six story building located at 2420 Broadway.

Jay has made the 2nd floor, 12,000 sq. ft., available to the Center rent free. CGC is obligated to pay a proportional share of the utilities during that first year.

The first floor of the building, formerly known as the Armed Forces Induction Center, will be converted into an exposition area. Mr. Jan Ralph of New York, an international exhibitions and expositions consultant to the United Nations, has agreed to put in a permanent display for the past, present, and future of U.N. Until his retirement last year, Mr. Ralph handled all expositions worldwide for the U.N.

You are cordially invited to visit this space at any time. Telephones have been installed; the telephone number is 816/842-9333, fax 842-5183.

The Center for Global Community

U. N. 50TH ANNIVERSARY CELEBRATION TRAIN

The concept of a United Nations 50th Anniversary Exhibition on a Train grew out of the ideas and initiatives of the Center for Global Community and Gilliam Sorensen, U.N. Under Secretary-General and head of the 50th Anniversary Celebration. Jan Ralph and Luis Sardá, consultants to the U.N. will design a photographic exhibit marking significant events in world and U. N. history in a 12 car train which will leave from Kansas City's Union Station in April 1995.

Over a six month period the train will make stops across the continental United States, enter Mexico and Canada, arriving in San Francisco to be part of the Charter signing celebrations in June, and then end up in New York in October for the finale of the Anniversary Celebration on United Nations Day. The exhibit will return to a permanent location in a CGC site.

It is fitting that the vehicle for this exhibiton will be a train originating in the "heartland". It calls to mind the 'whistle-stop' campaign trains so popular in the era of President Harry S Truman, under whose watch the United Nations was born. The train also elicits nostalgia for the grand era of railroading in which Kansas City played such a notable and historic role. The project joins the past, the present and the future and offers a significant opportunity for the Center for Global Community to share how its network of citizens are improving the quality of life and to encourage other communities' citizens to join us in our mission.

The Center for Global Community

GLOBAL COMMUNICATION NETWORK

The Center for Global Community will connect to world wide information sources through Internet, the electronic networking system that is a cooperative effort between government agencies, educational institutions, and various commercial and non-profit organizations.

CGC is installing a computer network system, and setting up our own "domain". It will be identified by Sysop@Center for Global Community.org.us. (.org=non-profit organization)

Arrangements were being made with a local Internet site to act as a gateway by leasing equipment and band.

Thus will CGC begin the journey into what Russ Millin calls "eternity" by connecting with all of the continents and all of the organizations online in the world.

What information the various domains will have, or will want, or will share is unknown. We only know the journey is beginning!

National Archives and Records Administration

**NATIONAL ARCHIVES-
CENTRAL PLAINS REGION**

2312 East Bannister Road
Kansas City, Missouri 64131

A Leader In The Field
Since 1968



Phone: (816) 926-NARA
FAX: (816) 926-6982

TO: Russ Miller
FROM: D. Duff
DATE: 4/15/94
TIME: 12:10

Special Instructions Of Message

[] FYI [] Comment [] As Requested

Due Date: / /

MESSAGE These plans can change, of course.

I've got another mtg. w/ the STAR
next week.

[Handwritten signature]

Number of pages including this cover sheet

The Center for Global Community

WWII COMMEMORATIVE ACTIVITY VE Day Celebration - Proposal

- I. Tentative Title: *QUIET PLEASE: WE HAVE A SPECIAL ANNOUNCEMENT.*
- II. Date: May 7, 1995
Time: 10:00 am to ?evening??
- III. Location: Union Station
- IV. Activities:
 - A. Exhibits
 1. Invite- KC Museum, Black Archives of Mid-America, VFW Posts, Truman Library, ethnic organizations and other appropriate groups to mount temporary exhibits to be displayed in Union Station.
 2. Invite- Education community and publishers to set up "book tables" with educational publication about WWII era.
 3. Invite- Organizations established in 1945-46, that believe their existence is due to or derived from the war era, to mount displays or promote their activity.
 4. Invite- the citizens of KC to bring a photograph taken of themselves, family or friends at the Union Station 1941-45. The pictures will be mounted on a hugh bulletin board in the station with appropriate captioning.
 - B. Music
 1. Throughout the day feature music (live and/or recorded) of the 40's era.
 2. Invite the Air Force band (successors to the Glenn Miller military band.)
 3. Invite the Glenn Miller Society.
 4. Invite choral gorups, e.g. Kansas City Symphony Chorus, Sweet Adelines, Navy Chorus, etc.
 5. Big Band era groups.
 6. Have a dance area set up.
 - C. USO styled show
 1. Invite the USO (also celebrating their 50th anniversary) to participate.
 2. Contact impressionists and impersonators, dance goups, comics, etc.

The Center for Global Community

WWII COMMEMORATIVE ACTIVITY VE Day Celebration - Proposal

D. Bond Drive activity

1. Contact Treasury Dept. regarding actual bonds (Diana Duff has done that).
2. Contact Federal Reserve Bank of Kansas City.
3. Organize entertainment.

E. Military vehicles display

1. Contact associations and private collectors.

F. Fashions of the 40's

1. Contact reinactor groups.
2. Create a fashion show of clothing of the day.

G. Youth Groups

1. Contact Boy Scout groups.
2. Contact ROTC Drill Units (we have some national winners here in KC).

H. Contact Businesses such as:

1. Hersheys Candy Co. (They already have a commemorative package.)
2. Coca-Cola (very popular during the 40's).

I. Contact the media, electronic and printed.

1. Get radio stations to do "live" broadcast and the "STAR" to print promotional articles, and recreate the "announcement of VE day " activities.

J. Feature color guard sometime during the day.

K. Trains, planes and automobiles.

1. UN train display.
2. Santa Fe Railroad exhibit car.
3. Automobile displays.
4. Fly overs.

The Center for Global Community

PHILADELPHIA II OFFICES ESTABLISHED AT THE CENTER

The World Federalist's, an INGO (international non-governmental organization), has occupied office space at the CGC building at 2420 Broadway.

They are featuring Philadelphia II, a call for a world constitutional convention, similar to the Constitutional Convention called for Philadelphia in 1787. The worldwide effort is lead by former Senator Mike Gravel of Alaska.

The goal of the citizen initiative petition drive is to place Philadelphia II on the Missouri ballot.

More information about this unique project can be supplied upon request.

The Center for Global Community

UNITED NATIONS ASSOCIATION TO ESTABLISH OFFICE AT CENTER

The Kansas City chapter of the United Nations Association has expressed interest in working with the Center for Global Community. (See copy of letter attached.)

It is believed that they will occupy office space at the Center building of Broadway, further creating a "U.N. presence" in the Union Station area.



GREATER KANSAS CITY CHAPTER

**United Nations Association
of the United States of America**

1310 WESTPORT ROAD, KANSAS CITY, MO 64111 (816) 756-5680

March 14, 1994

Jay Williams
Superior Recycling Industries Inc.
P.O. Box 22681
Kansas City, Missouri 64113

Dear Jay:

Thank you for your hospitality last Wednesday. I left with a much clearer idea of who and what the Center for Global Community is.

Per our conversation I have reported to our President Joan Putthoff some of the ideas you and I discussed concerning how the Center and the Association could work more closely together. I have forwarded to her your development plan and she has asked me to address the possibilities at our next Board meeting.

Please remember to forward the job description for the Office Manager and salary ranges. I believe I might have some constructive ideas regarding this search.

I will plan on recontacting you following the May Board meeting. If you wish to communicate with me in the interim you can reach me at 361-8619.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kevin Flattery', with a large, sweeping flourish extending to the right.

Kevin Flattery
Chairperson of the Program Committee

The Center for Global Community

JUSTICE COUNCIL FORUM

The Center for Global Community is in the process of forming a Council on Justice.

The Justice Council is planning a symposium or a forum, to be held in late spring or early summer.

Russ Millin is an Advisor to The Campaign for an Effective Crime Policy, a Washington, D. C. based, nation-wide movement led by law enforcement professionals, in an effort to stimulate a rational dialogue about crime and punishment in this country.

Russ has spoken with Beth Carter, Executive Director of The Campaign about joining together with the CGC Justice Council in sponsoring a Forum here in the heartland that would bring together experienced and knowledgeable persons in the criminal justice system to examine, confer and make recommendations concerning the crime bill pending before the Congress. (See attached letter from Russ to Jimmy Carter, Eliot Richardson, Nicholas Katzenbach, et. al.)

Attorney Genral Janet Reno was apprised of the planned forum, and has asked to be notified of the date.

The Justice Council also plans to formally file grant applications to obtain state, Federal and private funds to help inmates that are released from prison to find jobs.

The Center for Global Community

GRANT APPLICATION

On September 21, 1993 President Clinton signed into law the National and Community Service Trust Act, which created the Corporation for National and Community Service. The Corporation is a new government corporation which will fund a new national service initiative called AMERICORPS. The mission of AMERICORPS is to engage Americans of all ages and backgrounds in community-based service. This service will address the nation's educational, public safety, human, and environmental needs to achieve direct and demonstrable results. In doing so the Corporation will foster civic responsibility, strengthen the ties that bind us together as a people and provide educational opportunity for those who make a substantial commitment to service. Basically, AMERICORPS will provide training and jobs to unemployed 17-25 year olds, both with and without college degrees, and offer educational stipends to further their education upon completion of their term of service. These student participants will gain not only a sense of work ethics, but also of community values and pride.

CGC is currently involved in a grant application in the amount of \$800,000 to the Corporation.

This project could start in September 1994.

The Center for Global Community

GLOBAL FORUMS

The Center for Global Community is seeking to dramatically increase public awareness and to prepare the Heartland for global leadership, as we move rapidly toward the beginning of the third millennium. The Global Exchange teams will be selecting and promoting events in their areas of interest. Numerous potential conferences of global significance have been identified.

JUSTICE

The Campaign For An Effective Crime Policy, a Washington based, nationwide movement led by law enforcement professionals, is being asked to host a symposium in late spring or early summer. (see attached sheet)

EDUCATION

Education For All, an organization formed by UNICEF, UNESCO and the World Bank, is a possible conference in 1995. The Education Council of Project Global 2000 and the Center for Global Community will jointly sponsor the conference in Kansas City, Missouri. This conference will address worldwide education, particularly the U.N. Inter-agency network's effort to develop curriculum dealing with children's issues.

RESOURCE

The Resource Council will focus on social and economic development. We are exploring development of a conference focusing on the idea of 'Open Society' as articulated by George Soros and seeking alternatives beyond Bosnia and *ethnic cleansing*.

ENVIRONMENT

Mikhail Gorbachev, currently President of the International Green Cross, and Noel Brown, Director of the North American Regional Office of the U. N. Environmental Program, will be invited as speakers for the Global Community Kick-Off. A series of seminars and activities celebrating our progress and vision for the future will be held.

COMMUNITY

Women's Leadership in the Global Community will be the focus of a symposium in 1995, possibly with Hillary Clinton as the keynote speaker. Information on the Fourth World Conference on Women to be held in Beijing, China, September 1995 has been requested, and possible linkages will be explored. Also accreditation for CGC is being sought in relation to the Beijing meeting.

DEVELOPMENT PLAN

THE CENTER FOR GLOBAL COMMUNITY

The People of All Nations

CENTER FOR GLOBAL COMMUNITY

The People's United Nations

PROJECT SUMMARY

The Center for Global Community has formed to facilitate the development of worldwide strategies and structures responsive to the threats and opportunities of our time. Capitalizing on the groundswell of successes, models, and momentum in the business world from process improvement through individual participation, CGC will invite diverse partners from around the world to engage in dialogue to share, learn and formulate visions and action plans to change the quality of life and provide hope for future generations. Only through a persistent effort to achieve a unified understanding (ethics), shared meaning and community can we enable our conflicted world to manage itself in a more coherent and sensitive way.

The project headquarters will be located in Kansas City, Missouri, encompassing the Union Station, Liberty Memorial and the Penn Valley Park District. Kansas City is an ideal location for this endeavor not only for its geographic centrality but due to the historical significance of the strength and power of the pioneering ethic and culture and today's parallel need to plow new ground in developing worldwide linkages and collaboration. In addition, Kansas City is the gateway to the Harry Truman and Dwight Eisenhower presidential libraries and the headquarters of People to People International, an organization which has pioneered worldwide understanding for nearly 40 years.

Support for the CGC is accelerating rapidly. Former United Nations Assistant Secretary-General Robert Muller has endorsed the Center for Global Community and efforts "to make Kansas City the heartland of world thinking, world loving, world action, and world celebrations". Personal support has been extended by Mayor Cleaver of Kansas City, former Mayors Wheeler and Berkeley; Governor Carnahan of Missouri and congressional delegation; Ambassador Madeleine Albright; and representatives of the United Nations Secretariat, UNESCO, and members of the White House staff.

APPROACH

CGC has outlined a multi-phased approach to achieving the goals of the organization:

Phase I '94 - '95	Establish CGC Presence - -Link with UN, International Partners Develop Global Exchange process- -Communicate successes Educate the public on global issues/conflict resolution
-----------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Phase II '96 - 2000	Develop World Heritage Site/Global District
-------------------------------	---------------------------------------------

PHASE I

ESTABLISH PRESENCE

Physically, CGC will initially establish presence by locating in the Armed Forces Recruiting Building directly west of Union Station. This conversion from recruitment for the military to recruiting individuals for peace is symbolic of the challenging mission of CGC. The building has four office floors and two parking levels. Two floors will be leased to other "like-minded" organizations; the others will house the CGC offices, conference facility, and public exhibit space.

LINK WITH UNITED NATIONS, GLOBAL PARTNERS

Through Robert Muller and Gerald and Patricia Mische, founders of Global Education Associates and coordinators of Project Global 2000, numerous global partnerships have been established. (See Exhibit A for detailed list) Joint meetings have been held, projects have been identified, and plans are underway for many international organizations to establish offices with CGC in Kansas City.

DEVELOP GLOBAL EXCHANGE PROCESS

"Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has." Margaret Mead

A heartland to heartland, people to people, global forum is being formed to stimulate, encourage, and actively engage participants in searching for new cohesive and sensitive ways to manage our intense and complex world. The process will engage Mid-West regional citizens who will then exchange ideas and information to teams worldwide.

This effort will begin with small groups organizing themselves according to particular focus areas and will draw from participant expertise and experience to pursue ways in which this small group of committed citizens can develop new programs and processes to improve quality of life for our children, the future generations. The focus areas are:

ART	COMMUNITY	HEALTH	
BUSINESS	EDUCATION	JUSTICE	SPIRITUALITY
COMMUNICATIONS	ENVIRONMENT	SCIENCE	

Representatives from each focus area will have forums to communicate and link action plans to formulate a regional and global strategy. These will then be communicated around the world to invite participation and commitment to implementation. Plans are underway to establish extensions of the United Nations World Universities to be in cooperation with the development of CGC's Global Exchange.

COMMUNICATE SUCCESSES

Key to CGC success is the capability for ongoing communication with global partners and the development of an information distribution system about activities and successes. Several means of communication are being developed:

- 1) **Internet Domain** - Internet, the electronic networking system that is a cooperative effort between government agencies, educational institutions, and various commercial and non-profit organizations, now has approximately 20 million users and is adding more at the rate of 10-15% each month. What Internet has become is a grass roots network of hundreds of thousands of ongoing public and private conversations about anything and everything. CGC will create its own address and encourage Internet subscribers to join in our global conversation of ways to improve the sustainability of our earth.
- 2) **Beyond Boundary** - The mission of this publication will be to provide a print forum for sharing information among innovative individuals who are proactively changing the quality of life. The focus will be on success stories from all areas that transcend cultural, organizational, political, and geographical boundaries. This publication will be distributed to all individuals around the world who have become CGC members to keep them abreast of all activities and to provide a forum to exchange views. A newsletter format will be published monthly; a more detailed abstract on global issues will be published quarterly.

EDUCATE THE PUBLIC ON GLOBAL ISSUES/CGC MISSION

CGC plans to sponsor events that will accelerate the education and communication of global issues. The Global Exchange Teams will be selecting and promoting events for the public for their areas of interest as well as participating in heartland collaborative seminars. Numerous potential conferences and events for the public have been identified:

Global Community Kick-Off - A series of events are being scheduled to increase public awareness of the vision and mission of CGC. This Kick-Off will begin with a global community festival this summer and continue until a symposium in late September or early October. Keynote speakers of world reknown like Gorbachev, Tim Wirth, George Soros, Henry Kissinger, George Bush, Jimmy Carter, Colin Powell are being considered and will be featured on a Friday night prior to a week-end of seminars and activities celebrating our progress and vision for the future.

Education for All Conference, which will be jointly sponsored with UNICEF, UNESCO and the Education Council of Project Global 2000, will be held in early 1995. This conference, which addresses worldwide education, is a result of the work within the U.N. Inter-agency network to develop curriculum materials dealing with children's issues.

U.N. 50th Anniversary Celebration - In the summer of 1995, the U.N. will celebrate the 50th anniversary of its founding. Formal events are scheduled in San Francisco, site of the original document signing, and in New York City on October 24th. Gillian Sorensen, U.N. Under Secretary-General and head of the 50th Anniversary Celebration, suggested that CGC assist in the creation of a photographic exhibit marking significant events in world and U.N. history over the past 50 years. The U.N. official photographer and archivist will design the exhibit in a 12 car train which will leave from Union Station in Kansas City in April of 1995, then over a six month period make stops across the continental United States, enter into Mexico and Canada, arrive in San Francisco to be part of the special 50th Anniversary Celebration in June, then end up in New York in October for the finale of the Anniversary Celebration on United Nations Day. The exhibit will return to a permanent location in a CGC site.

It is fitting that the vehicle for this exhibition will be a train originating in the "Heartland". It calls to mind the "whistle-stop" campaign trains so popular in the era of President Harry S. Truman, under whose watch the United Nations was born. The train also elicits nostalgia for a grand era of railroading in which Kansas City played such a notable and historic role. This project joins the past, the present and the future and offers a significant opportunity for Center for Global Community to share how its network of citizens are improving the quality of life and to encourage other communities' citizens to join us in our mission.

PHASE II

DEVELOP WORLD HERITAGE SITE/GLOBAL DISTRICT

The dream continues that one day the Center for Global Community will occupy the Union Station as its permanent site. In Union Station, the second largest railroad station in the country, Kansas City possesses a structure that has been synonymous with "a gathering of the people" since its completion in 1914. The building, now vacant, is located adjacent to Crown Center, a multi-use urban landmark developed by Hallmark Cards, and across a broad esplanade from the Liberty Memorial--the only World War I peace monument in the United States.

While there are multiple options being explored by Kansas City for the utilization of Union Station, we believe that the power of this vision will attract significant funding opportunities and excitement to be in a position to partner with other organizations (i.e., Science Museum) to design a mutually agreeable plan.

The Union Station will be the anchor for the planned Global District tourist attraction to include the Liberty Memorial and the Penn Valley Park District. Disney theme park consultants will be hired to design a World Fair atmosphere to excite and attract the world to learn and share the vision of uniting people of all nations. Contacts have been made and discussion continues on the feasibility of incorporating the following in this Global District:

5000 seat Conference Center	Restaurants
United Nations Artifacts Exhibit	Science Museum
Conservatory Garden	Smithsonian Archives and Artifacts
International Archives	Transportation Museum
International Marketplace	Interactive Global Village Exhibit
Heartland Visitors' Center	Global Research and Communications Center
Presidential Libraries	Global Partners Office Headquarters

The status of making this dream a reality is:

Greater Kansas City Community Foundation Planning Grant - July, 1993

The Community Foundation provided a small planning grant to CGC that allowed a planning team to be designated to explore the potential feasibility of an international focus for Union Station.

Kansas City Southern Industries Planning Grant - October, 1993

CGC was awarded a grant to further the investigations of the procurement of United Nations' artifacts and the feasibility of creating a major United Nations museum here in the Heartland. The grant was spearheaded by Paul Henson, Chairman of Kansas City Southern Industries and previously CEO of United Telecommunications, now known as Sprint. He has

provided leadership in the local business and philanthropic communities on behalf of CGC and has been a visible advocate of this concept for Union Station.

United Nations' Artifacts Acquisition

CGC team members have met with numerous U.N. agencies to enlist their ideas and cooperation in relocating U.N. artifacts that possess historical, artistic, or cultural significance to the Union Station on a permanent or temporary loan basis. Kansas City Mayor Emanuel Cleaver and Missouri Governor Mel Carnahan have written letters to Boutros Boutros-Ghali and U.S. Ambassador Madeleine Albright requesting consideration of this proposal.

World Cultures Museum

Robert Moller of the U.S. Mission suggested that CGC send letters to U.N. member nations to request direct donations of artifacts and art to be housed in a gallery at the Union Station. He stated that CGC's idea of communicating "heartland to heartland" would be appealing to many member nations and provided a list of names and addresses. A letter was sent in mid-December to the 185 member nations of the U.N., and responses are arriving daily. Initially, exhibits will be housed at the CGC site prior to final location in the Union Station. The Arts Team will coordinate the acquisition and display process.

UNESCO Exhibits

UNESCO plans to provide CGC a series of mobile exhibits on such issues as education, culture, and the environment. These exhibits will be incorporated into public display spaces at Union Station to complement new local children-centered initiatives such as the COMPASS project and the Partnership for Children.

World Heritage Site Designation

UNESCO recognizes manmade and natural sites that hold special meaning to humanity. Each World Heritage Site is nominated by its respective government and is maintained on a list similar to that of the National Register for Historic Places in the U.S. Application will be made through the U.S. National Park Service to designate the Union Station and Liberty Memorial a World Heritage Site, an honor that will bring attention and prestige to the heartland for its global purpose.

ORGANIZATIONAL STRUCTURE

CORE MANAGEMENT TEAM

- o Develops Strategic/Operating Plan
- o Defines Roles/Responsibilities/Working Relationships
- o Selects/Enlists Global/Community Resource Panels
- o Oversees Integrated Strategy for:
 - Office Facilities/Staffing
 - Enlisting Corporate/Political Leader Support
 - Fund Raising
 - Communications/Public Relations/Media Strategies
 - Forums/Conferences/Events
- o Responsible for design/launch of all "project" areas

INTERNATIONAL RESOURCES

REGIONAL RESOURCES

Key individuals who can support and accelerate achieving the goals of CGC will be selected to be a part of this project.

IMPLEMENTATION TEAM

- o Responsible for implementation/success of all projects

GLOBAL EXCHANGE

GLOBAL DISTRICT

COMMUN/
RES. CENTER

UN 50TH
TRAIN

FORUMS/
CONFERENCES

MARKETING PLAN

PHASE I

Conduct Public Relations Campaign

We will design a multi-faceted approach to raise public awareness of the purpose and goals of CGC:

Media - Articles about CGC and the Recruiting Building development will be featured in the Kansas City Star, Ingram's, and other publications beginning in April. In addition, various CGC core team members will appear on television to discuss the vision and mission. We will also begin publicity for the speaker forums, kick-off celebration, and the UN 50th Anniversary train project to attract attendance and participation in these events.

Corporate/Political Presentations - Presentations to business and governmental leaders will be scheduled to communicate the overall project plans and enlist funding and development support. Included in this schedule will be a presentation at the White House in April.

Launch Membership Drive

Individuals will be invited to join the Center for Global Community beginning in June at the global community festival and will be formally launched in the September publication of Beyond Boundary and at the September Kick-off. The Heartland Train project in 1995 provides a spectacular opportunity to enlist supporters of this vision across the United States, Mexico, and Canada, and information about CGC will be designed and exhibited. Levels of membership and benefits will attract responses at all levels:

		<u>Included in membership level</u>
Visionaries	\$500 +	<u>Beyond Boundary</u> All Forums/Events New Genesis by Robert Muller Free Admission to Exhibits Listed on Charter Member Plaque
Change Agents	\$250 - \$499	<u>Beyond Boundary</u> All Forums 25% discount on Events Free Admission to Exhibits
Leaders	\$100 - \$249	<u>Beyond Boundary</u> 25% discount on Forums/Events Free Admission to Exhibits

Supporters

S25 - S99

Beyond Boundary

10% discount on Forums/Events

Free Admission to Exhibits

Develop Global Exchange Network

The "heart" and true measure of the success of CGC is in the development of thousands of people who capture the spirit and ethic of appreciating diverse partners and communicating in creative ways to achieve the power of "one world". Many enthusiastic supporters of CGC have already met informally to discuss ways in which they can form to generate ideas for improving the quality of life locally and globally, and design continues on ways to assure effectiveness and commitment of all participants.

The initial members are Kansas City metro citizens; however, by the end of 1994, this network will encompass worldwide participants. All exchange circles will be developing documentation of ideas that do work, and communication of all strategies and actions will be accomplished via joint meeting, computer transmission and hard copy publications.

Publish Beyond Boundary

This publication, while providing a print forum for sharing information, will provide a vehicle to continually gain financial and volunteer support. The success stories from all areas that transcend cultural, organizational, political, and geographical boundaries will allow CGC to feature the work of other organizations, thereby forming ongoing networks of "strategic partners". This publication will be distributed to all individuals who have become members of CGC and will also be sold as single copy issues.

Sponsor Events

The Global Exchange Network and the Event Planning Teams will plan and produce events that are critical to furthering citizen knowledge of ways to improve sustainability, understand diverse points of view, and eliminate the conflict so prevalent today.

FINANCIAL PLAN

PROJECTED INCOME - '95/'96

Corporate Donations	\$ 5,000,000
Grants	5,000,000
Office Space Rental	200,000
UN 50th - Train Project	1,600,000
Forums	150,000
Advertising - <u>Beyond Boundary</u>	250,000
Memberships	1,000,000
Exhibits	500,000
Conference	500,000
Globenet (1% of 2 million subscribers @ \$12/yr)	2,400,000
	<hr/>
TOTAL	\$16,600,000

THE WHITE HOUSE
WASHINGTON

June 6, 1994

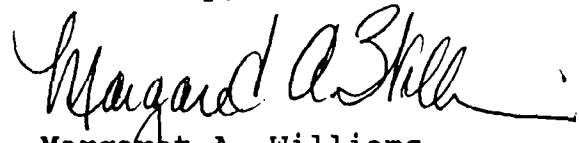
Mr. W. Mitchell
142 Northwood Ave.
Dayton, OH 45405

Dear Mr. Mitchell:

Thank you very much for your thoughtful letter. I appreciate your sharing with me ideas about issues that are important to you and many other people. Your ideas, and those of other individuals, provide valuable insight to the important topics of health care and welfare reform.

Thank you again for taking the time to make your voice count.

Sincerely,



Margaret A. Williams
Chief of Staff to the
First Lady

Attn: Mrs Maggie Williams
re: to Mrs W. C. & Chelsea
The White House

4-12-94

Hello,

The present people in
office still offer great hope.
However that cut-off
of 2) two years for welfare
may be overly optimistic.

As a degree holder former
staff of Leach Blair at West
Point I realize the pet folk, " -
Spfld. also exercise was of Chelsea.
benefit to young ones like Chelsea.

The Thayer Hotel at W.P.
offers a good retreat for a
modest price.

Some say Gladys Knight back
from Stuart, Florida. Am not sure
if Mayor Joann Jefferson still
in office there.

My stay there was quaint.

Of course - Whit Mitchell
Jensen Beach, FL and my Lee
Bryan 402-225-2222 know of
promising estates there.

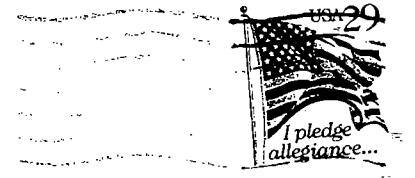
Even though the Dayton Veterans
Hospital needs to turn some away
on old Bethesda Health Ctr. can give
free treatment upon Dayton's re-
quest.

W. Th. best west.

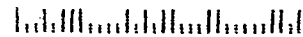
W. Mitchell

Contact via - Unright 47 - 1 Ma Co
807-897-3150 or Prof Inokawa 308-202-
2250 (35 h.r.) or Cha Ken Me Chau 816-
792-0473 / also Coach George Champ -
Renal Academy for Carol Jani Young -
West Point, Pa - welcome Prof Helen
W Ross 619-454-0549 or Prof Bonnie
Beypn 212-532-4014 or Prof Duncless Anne
800-702-5811

PHOTOCOPY
PRESERVATION



Mrs. Maggie Williams
 asst. for Chelsea & H. C.
 Office of the President
 The White House
 1600 Pennsylvania Ave.
 Washington D.C.
 20500



PHOTOCOPY
 PRESERVATION

W. M.
 42 Northwood Ave.
 Dayton Oh 45424

©1994 Carol Wright Gifts, 340 Applecreek Road, P.O. Box 8503, Lincoln, NE 68544-8503

**Silky...Sophisticated...and
Oh-So-Soft to Sleep In!** SATINY
Sleep Shirt

Made in
the U.S.A.

LAVENDER

No collar to irritate, no elastic to bind,
a minimum of seams to shape it - nothing
but soft, simple comfort from your neck
to your knees!

It's almost like wearing a man's T-shirt - but
much, much nicer, because this "T" is made
from smooth, silky nylon satin that feels so
good to the touch!

V-neck, cap sleeves, and a
simple shirt-tail bottom in
a soft, yielding, machine
washable nylon-knit.

Choose Pink, Vanilla,
Lavender, or Blue.

SIZES: S (8-10), M (12-14),
L (16-18), XL (20)

ONLY
\$4.95



CAROL WRIGHT® GIFTS Dept. F531
340 Applecreek Road, P.O. Box 8504, Lincoln, NE 68544-8504

Please send me the SATINY SLEEP SHIRT(s) indicated below.

Sizes: S, M, L, XL

Colors: Pink, Vanilla, Lavender, Blue

ONLY \$4.95, plus \$1.95 postage and handling (total \$6.90)

Qty.	Prod. #	Size	Color
	07H		
	07H		
	07H		

Enclosed is \$_____ Please make check or
money order payable to CAROL WRIGHT GIFTS. Thank you!

Mr. Mrs. Miss Ms. (please print)

NAME _____

ADDRESS/APT. _____

CITY/STATE/ZIP: NE residents please add sales tax. Please allow 4-6 weeks for shipment.

Cut Here



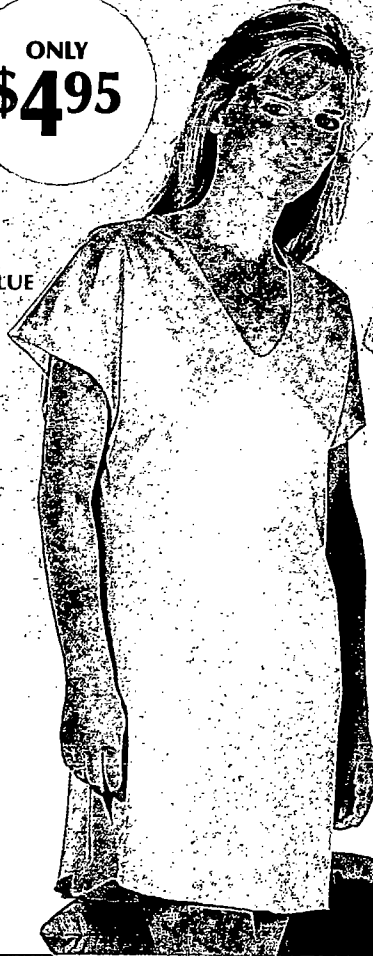
Carol Wright's
UNCONDITIONAL
GUARANTEE

Whenever you buy anything
from us, you must be satisfied!
Or return your purchase any
time for a full refund.



ONLY
\$495

BLUE



PINK



*The silky sophistication of satin...
The comfort of an unstructured "T"!*

SATINY Sleep Shirt

It's a supple little slip of a shirt that cuddles you in comfort all night long. Cut straight and simple, with a deep V neck, short cap sleeves, and a classic shirt-tail bottom.



LAVENDER



VANILLA

Easy to care for, too, because it's a machine-washable, machine-dryable pure nylon knit. Choose from Pink, Vanilla, Lavender, or Blue. Or better yet, order one of each... because this sleepshirt feels so good, you're not going to want to spend a single night without it! Made in the U.S.A.

Order on other side.

SIZES: S(8-10), M(12-14),
L(16-18), XL(20)

**GUARANTEED
TO FIT!**

Or return it for a prompt
refund or replacement!

HEIRLOOM WATCHES

UNBELIEVABLE
VALUE—ONLY
\$12.95 EACH!

*For yourself—or
someone special!*

Turn back the hands
of time with our
lovely Heirloom
watch. You'll marvel
at its ornate,
antiqued silvertone
bezel, encrusted
with faux marcasite
stones. Driven by a
quartz movement,
it's a perfect
combination of old-
time styling with
state-of-the-art
convenience.
Scratch-resistant
crystal, and a
superbly supple
leather strap
complete its
distinctive look.
So beautiful, you'll
want to wear it
everywhere.
Makes a
great gift,
too!

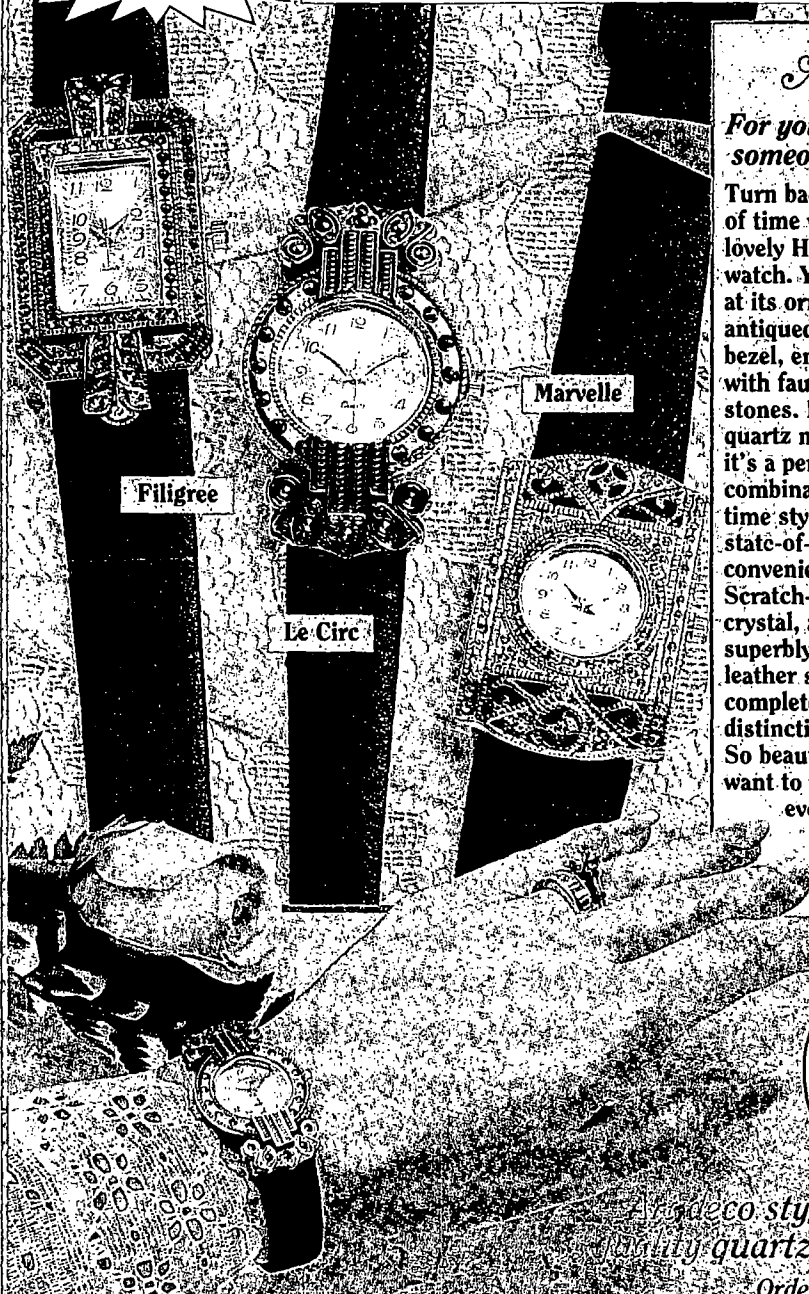
ONLY
\$12.95
EACH

*...high
quartz accuracy!*

Order on other side.

HEIRLOOM WATCHES

UNBELIEVABLE
VALUE — ONLY
\$12.95 EACH!



*For yourself — or
someone special!*

Turn back the hands of time with our lovely Heirloom watch. You'll marvel at its ornate, antiqued silvertone bezel, encrusted with faux marcasite stones. Driven by a quartz movement, it's a perfect combination of old-time styling with state-of-the-art convenience. Scratch-resistant crystal, and a superbly supple leather strap complete its distinctive look. So beautiful, you'll want to wear it everywhere.

Makes a
great gift,
too!

ONLY
\$12.95
EACH

*Art deco styling... high
quality quartz accuracy!*

Order on other side.

PHOTOCOPY
PRESERVATION

DRAFT to Richard Moe (for Maggie's signature?)

Dear Dick (Mr. Moe ??):

A quick note to let you know that your interest in participating on the Committee to Preserve the White House has been forwarded. Needless to say, Mrs. Clinton is very pleased that you are willing to give your time to this effort.

put

Evie - the above does not answer his letter which is a request to photograph the Treaty Room for Historic Preservation.

Deane - Evie says draft please & then put this note on for Maggie to see

9477 SILVER KING COURT FAIRFAX, VIRGINIA 22051 PHONE 703 934-2944 FAX 703 934-2958

**PHOTOCOPY
PRESERVATION**

7/2/93 letter from Richard Moe of National Trust for Historic Preservation to tell you how much he and Julia enjoyed evening at WH last week. He mentions restoration of Treaty Room and the fact that the President uses it regularly. He would like to take pictures of it for publication in their magazine, *Historic Preservation*. If this is still alright with you, he will ask editor of magazine to contact your press office to make arrangements.

to write

DISPOSITION:

CC ~~✓~~ See Direct to Maggie for response
with let's do was



National Trust for Historic Preservation

Bi-Monthly
Hill
Personal

July 2, 1993

Ms. Hilary Rodham Clinton
The White House
Washington, DC 20500

oval office

Dear Hilary:

Just a note to tell you how much Julia and I enjoyed the evening with you and the President at the White House last week. It was a thoroughly delightful affair and it was real treat to be included. As I told you at the time, it was a special treat to be on the residence floor and to see the marvelous job that you have done with it.

I was particularly taken with which the way in which the Treaty Room has been restored to the President's Office and the fact that the President uses it regularly. As I mentioned at the end of the evening, we would be privileged to be able to take some pictures of the Office for publication in our magazine, *Historic Preservation*, the most recent copy of which is attached. There would be a great deal of interest in this amongst our 250,000 members and I can assure you it would be very tastefully done. You were so kind to agree to this request, and I very much appreciate it. If that is still alright with you, I will ask the editor of our magazine, Anne Powell, to contact your press office to make the necessary arrangements.

Thanks so much again for your gracious hospitality and your generosity. Keep up the great work.

Warmest regards.

Sincerely,

Richard Moe
Richard Moe

Eric
Please put on
call list

Eric
Please draft letter
confirming
his interest
in participating
on the Committee
to preserve the
White House

THE WHITE HOUSE

WASHINGTON

August 20, 1993

Mr. Richard Moe
National Trust for Historic Preservation
1785 Massachusetts Avenue, NW
Washington, DC 20036

Dear Mr. ~~Moe~~ *Dick*

A quick note to let you know that your interest in participating on the Committee to Preserve the White House has been put forward. Needless to say, Mrs. Clinton is very pleased that you are willing to give your time to his effort.

Sincerely,

Maggie
Margaret A. Williams
Chief of Staff for the
First Lady