

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. list	re: Events [partial] (1 page)	ca. 1998	P6/b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Shirley Sagawa
OA/Box Number: 16423

FOLDER TITLE:

Save America's Treasures - Bobbie Greene [2]

2013-0124-S

rc1192

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]

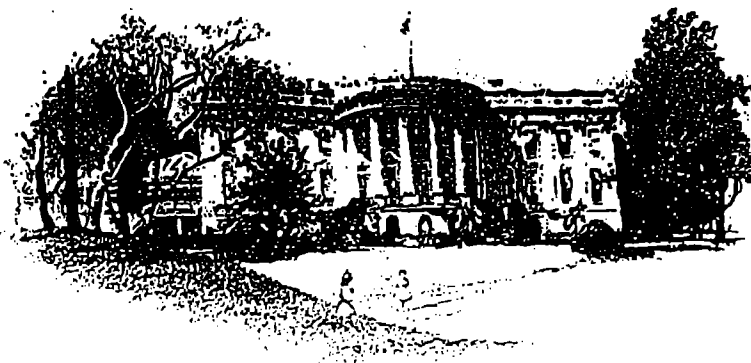
C. Closed in accordance with restrictions contained in donor's deed of gift.

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]



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TELEPHONE NUMBER: 202-456-7136FAX NUMBER: 202-456-6771NUMBER OF PAGES, INCLUDING THIS PAGE 15DATE 4.20.98To NoaFAX NUMBER 66244FROM Kim WiddessMESSAGE _____

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PROGRAM

Welcoming Remarks
Mrs. Clinton

Remarks and Slide Presentation by
Mr. Richard Moe
President, National Trust for Historic Preservation

Historical Reflection by
Dr. Michael Kammen
Professor of History, Cornell University

Save America's Treasures Examples

Master Sergeant Thomas G. Williams
89th Squadron, Andrews Air Force Base
The volunteer effort to clean up Congressional Cemetery

Ms. Rebecca W. Rimel
President, The Pew Charitable Trusts
The Preservation of the Star Spangled Banner and the Nation's Charters of Freedom

Mr. David Altschul
Vice Chairman and General Counsel, Warner Brothers Records, Inc.
The "Celebration CD" Project

Closing Remarks
Mrs. Clinton

••

Luncheon to follow

SAVE AMERICA'S TREASURES *MILLENNIUM PROGRAM*

"This year, Hillary and I launched the White House Millennium Program to promote America's creativity and innovation, and to preserve our heritage and culture into the 21st century. Our culture lives in every community, and every community has places of historic value that tell our stories as Americans. We should protect them. I am proposing a public-private partnership to advance our arts and humanities, and to celebrate the millennium by saving America's treasures, great and small....Nearly 200 years ago, a tattered flag, its broad stripes and bright stars still gleaming through the smoke of a fierce battle, moved Francis Scot Key to scribble a few words on the back of an envelope --the words that became our national anthem. Today, that Star Spangled Banner, along with the Declaration of Independence, the Constitution and the Bill of Rights, are on display just a short walk from here. They are America's treasures, and we must also save them for the ages. I ask all Americans to support our project to restore all our treasures so that the generations of the 21st Century can see for themselves the images and the words that are the old and continuing glory of America."

*President William Jefferson Clinton
1998 State of the Union*

One of the best ways we can imagine the future in the new millennium is to preserve what we value of our past. But our important historic sites, documents, monuments, and art are deteriorating. As America changes, we must carry forward the heritage that embodies our nation's memory to inspire future generations

President Clinton proposed a Millennium Fund to "Save America's Treasures" to Congress in his Fiscal 1999 budget. The fund would be administered through the U.S. Department of the Interior. Half would be allocated for the most urgent preservation projects of regional and national significance, identified by Federal agencies and institutions. Half would go to the states, through the State Historic Preservation Officers, for the most important preservation projects identified by them after broad consultation.

"Save America's Treasures" should stimulate new private efforts to preserve our heritage. Historic preservation in America has always been a public-private partnership. The National Trust for Historic Preservation is offering leadership by inviting individuals, foundations and corporations to participate in this great initiative by serving on a Millennium Committee to Save America's Treasures. First Lady, Hillary Rodham Clinton, has agreed to serve as Honorary Chair of this committee.

As we know, the millennium will occur no matter what anyone does. Save America's Treasures will succeed because of what each of us does.

WHITE HOUSE MILLENNIUM COUNCIL

We stand at the convergence of a new century and the next millennium—a milestone in human history. That is why the President and First Lady created the White House Millennium Council—to set some themes, engage the federal agencies and invite all Americans to participate in meaningful activities through the year 2000.

The overall theme of the White House millennium activities is “Honor the past; imagine the future.” The President and First Lady are inviting states, communities, nonprofit organizations, federal agencies, youth groups and all citizens to participate in activities that strengthen our democracy, improve communities and give lasting gifts to the future. The President has invited governors, mayors and other elected officials to involve citizens in marking the Millennium; many cities and towns are creating “Year 2000” committees to plan events. The Council works with Federal agencies, which are creating millennium projects consistent with their missions.

One of the best ways to imagine the future is to preserve what we value of our past for the new millennium. The President has proposed a Millennium Fund to “Save America's Treasures”—a public-private partnership to preserve the nation's documents, artifacts, monuments and historic sites most in danger of deterioration. The President has also proposed funds to re-encase the Declaration of Independence, the Constitution and the Bill of Rights before those precious founding documents are at serious risk. The restoration of the Star-Spangled Banner is the highest priority millennium project at the Smithsonian Institution.

The Millennium Evenings at the White House are a series of lectures and cultural showcases that highlight creativity and inventiveness through our ideas, art and scientific discoveries. The lectures present prominent scholars, creators and visionaries and are accessible to the public via broadcast and cybercast. As the oldest, continuous venue of significance for the arts in America, the White House will continue to showcase the nation's recognized masters and our new talent.

The year 2000 also coincides with some important American anniversaries: the 200th anniversary of the White House; the 200th anniversary of the first meeting of Congress in the new Capitol, the establishment of Washington D.C., and the bicentennial of the Library of Congress.

Although the White House Millennium Council celebrates American achievements, it will also mark the international significance of the millennium. To further international communications and understanding, the President has announced that the United States will participate in Expo 2000, the World's Fair in Hannover, Germany. The White House Millennium Council communicates with other countries about their programs, identifying common ideas and projects, and encouraging the opportunity to explore the state of democracy around the world at the end of the 20th century.

The White House Millennium Council, 708 Jackson Pl, Washington, D.C. 20503, 202-395-7200
www.whitehouse.gov/Initiatives/Millennium



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The Millennium Committee to Save America's Treasures

The National Trust for Historic Preservation has invited corporate and other national leaders to join the Millennium Committee to Save America's Treasures. First Lady Hillary Rodham Clinton has agreed to serve as the Honorary Chair of the Committee.

Save America's Treasures is a new public-private partnership created to address our nation's urgent preservation needs. The President's Fiscal 1999 budget proposes \$50 million to stimulate conservation activities. At the same time, the Save America's Treasures Committee is being established to promote the private partnership efforts.

The purpose of the Committee to Save America's Treasures is to help stimulate support to ensure the protection of places, artifacts, and documents that embody American heritage, culture, and experience. The Committee's role is to:

- provide strategic guidance on the program;
- create partnerships for public education activities; and
- seek funding to save and restore priority treasures.

Committee members will be apprised of major developments in the program through communication updates. The first briefing is taking place May 4, 1998, and will be followed-up in writing and by personal contact. Mrs. Clinton and the National Trust anticipate two gatherings of the Committee a year, with ample communication about projects in between meetings.

The guidance of Committee members will be sought regarding strategies and potential opportunities to save important symbols of the American experience. Their assistance will be requested in developing partnerships that will provide support for saving priority treasures and carrying out public awareness initiatives to engage Americans in saving treasures in their communities for future generations.

The Save America's Treasures office at the National Trust will provide staff support for the Committee. The staff will also coordinate partner relationships and program elements to ensure the integrity of the program. The staff will oversee all Save America's Treasures public relations, communications, and advertising activities.

(Over)

The National Trust will work closely with two principal nonprofit partners, Heritage Preservation, Inc., and the National Park Foundation. All three nonprofit organizations will build upon their relationships with individuals, foundations, and corporations, as well as with the media, to develop participation in the program.

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National Trust for Historic Preservation

1785 Massachusetts Avenue, N.W.
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(202) 588-6000 / FAX (202) 588-6038 / TTY (202) 588-6200

The National Trust for Historic Preservation

Protecting the Irreplaceable

Chartered by an act of Congress in 1949, the National Trust for Historic Preservation is a nonprofit organization dedicated to preserving historic buildings, promoting community revitalization and encouraging economic redevelopment in America's neighborhoods. As the leader of the preservation movement, the National Trust provides guidance, education and advocacy to save America's diverse historic places. It has six regional offices, owns 19 historic sites and works with thousands of local community groups in all 50 states to achieve preservation goals.

With more than 270,000 members, the National Trust works to help protect the irreplaceable by:

- helping local groups save buildings, neighborhoods and rural areas by providing technical and financial assistance;
- demonstrating how preservation can revitalize communities through programs such as the National Main Street Center and Community Partners;
- teaching people about preservation through workshops and other educational programs, including the nation's largest preservation conference, a lively Internet web site and the award-winning *Preservation* magazine;
- working on Capitol Hill, state legislatures and city halls to encourage the adoption of laws and policies that support preservation; and
- going to court to ensure that preservation laws are implemented.

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Richard Moe

When Richard Moe became the seventh president of the National Trust for Historic Preservation, he brought to the position a lifelong interest in history and a career-long commitment to public service.

A native of Duluth, Minn., Moe graduated from Williams College, Williamstown, Mass., in 1959. Soon thereafter he launched the public-service career that led to administrative positions in city and state government and the chairmanship of the Minnesota Democratic-Farmer-Labor Party. During this period he also received a law degree from the University of Minnesota Law School.

In 1972 he moved to Washington to be administrative assistant to Senator Walter F. Mondale. Five years later he was named chief of staff to Vice President Mondale and a member of the Carter White House senior staff. He was a partner in the Washington office of the Davis Polk & Wardwell law firm from 1981 until he assumed the presidency of the National Trust in January of 1993.

A member of the Committee for the Preservation of the White House and the board of the Civil War Trust, Moe is also the author of *The Last Full Measure: The Life and Death of the First Minnesota Volunteers*, a Civil War history published in 1993, and (with Carter Wilkie) *Changing Places: Rebuilding Community in the Age of Sprawl*, a study of the causes of urban decline and the use of historic preservation as a tool for revitalization, published in 1997.

Chartered by Congress in 1949, the National Trust is the largest nonprofit preservation organization in the United States. It has approximately 270,000 members nationwide, operates 6 regional offices and owns 20 historic sites. As president, Moe is responsible for leading the organization in its mission to provide leadership, education and advocacy to save the nation's diverse historic places and create more livable communities for all Americans. Under his direction, the National Trust has become an outspoken and effective advocate of controlling sprawl, has launched efforts to demonstrate and document the effectiveness of preservation as a tool for community revitalization, and has reaffirmed its commitment to strengthening the organized preservation movement.

November 1997

HERITAGE PRESERVATION

SAVING AMERICA'S TREASURES

Heritage Preservation is the leading advocate for ensuring the preservation of America's heritage, including, works of art, books, documents, film and video, historic objects, architecture, anthropology, and natural science specimens for present and future generations.

Heritage Preservation works with its members to inform the public of the role of museums, libraries and archives, historic preservation groups and historical societies in preserving our collective heritage; and to provide information on how to preserve family heirlooms. Heritage Preservation assists our diverse membership by identifying preservation issues and needs, formulating strategies and solutions, and initiating programs and projects.

Programs include—

- ~~2000~~^{SOS!}, Save Outdoor Sculpture!, a grass-roots program to prompt local groups to preserve sculptures and monuments as their gifts to present and future generations in commemoration of the new millennium. SOS! is cosponsored with National Museum of American Art, Smithsonian Institution.
- *Caring for Your Historic House*, to be published fall 1998, and *Caring for Your Collections*, books for individuals about how to care for their family heirlooms and homes. A joint program with the National Park Service.
- Workshops for collecting institutions on how to use preservation as a fund-raising tool.
- Pilot program of public awareness video and print media for use by local cultural institutions to raise funds for preservation.
- Conservation Assessment Program (CAP), funded by the Institute of Museum and Library Services, grants that provide general conservation surveys for museums with small- to medium-sized collections.
- Emergency Response Project provides essential information to individuals and institutions in time of crises. In cooperation with the Federal Emergency Management Agency and the Getty Conservation Institute.

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(formerly National Institute for the Conservation of Cultural Property)



National Park Foundation

The National Park Foundation is the official nonprofit partner of the National Park Service. Created by Congress in 1967, the foundation raises support from corporations, foundations, and individuals to preserve and enhance America's national parks.

The foundation is governed by a board of 25 distinguished national, civic and business leaders appointed by the Secretary of the Interior who are committed to supporting the national parks. By congressional charter, the Secretary of the Interior is the foundation's chairman of the board; the Director of the National Park Service serves as its Secretary.

The National Park Foundation has raised \$53 million in the past 30 years for the parks -- through donations from both concerned individuals and special partnerships that have developed with corporations and private foundations.

PROGRAM

Welcoming Remarks

Mrs. Clinton

Remarks and Slide Presentation by

Mr. Richard Moe

President, National Trust for Historic Preservation

Historical Reflection by

Dr. Michael Kammen

Professor of History, Cornell University

Save America's Treasures Examples

Master Sergeant Thomas G. Williams

89th Squadron, Andrews Air Force Base

The volunteer effort to clean up Congressional Cemetery

Ms. Rebecca W. Rimel

President, The Pew Charitable Trusts

The Preservation of the Star Spangled Banner and the Nation's Charters of Freedom

Mr. David Altschul

Vice Chairman and General Counsel, Warner Brothers Records, Inc.

The "Celebration CD" Project

Closing Remarks

Mrs. Clinton

••

Luncheon to follow

SAVE AMERICA'S TREASURES MILLENNIUM PROGRAM

"This year, Hillary and I launched the White House Millennium Program to promote America's creativity and innovation, and to preserve our heritage and culture into the 21st century. Our culture lives in every community, and every community has places of historic value that tell our stories as Americans. We should protect them. I am proposing a public-private partnership to advance our arts and humanities, and to celebrate the millennium by saving America's treasures, great and small....Nearly 200 years ago, a tattered flag, its broad stripes and bright stars still gleaming through the smoke of a fierce battle, moved Francis Scot Key to scribble a few words on the back of an envelope --the words that became our national anthem. Today, that Star Spangled Banner, along with the Declaration of Independence, the Constitution and the Bill of Rights, are on display just a short walk from here. They are America's treasures, and we must also save them for the ages. I ask all Americans to support our project to restore all our treasures so that the generations of the 21st Century can see for themselves the images and the words that are the old and continuing glory of America."

*President William Jefferson Clinton
1998 State of the Union*

One of the best ways we can imagine the future in the new millennium is to preserve what we value of our past. But our important historic sites, documents, monuments, and art are deteriorating. As America changes, we must carry forward the heritage that embodies our nation's memory to inspire future generations

President Clinton proposed a Millennium Fund to "Save America's Treasures" to Congress in his Fiscal 1999 budget. The fund would be administered through the U.S. Department of the Interior. Half would be allocated for the most urgent preservation projects of regional and national significance, identified by Federal agencies and institutions. Half would go to the states, through the State Historic Preservation Officers, for the most important preservation projects identified by them after broad consultation.

"Save America's Treasures" should stimulate new private efforts to preserve our heritage. Historic preservation in America has always been a public-private partnership. The National Trust for Historic Preservation is offering leadership by inviting individuals, foundations and corporations to participate in this great initiative by serving on a Millennium Committee to Save America's Treasures. First Lady, Hillary Rodham Clinton, has agreed to serve as Honorary Chair of this committee.

As we know, the millennium will occur no matter what anyone does. Save America's Treasures will succeed because of what each of us does.

WHITE HOUSE MILLENNIUM COUNCIL

We stand at the convergence of a new century and the next millennium—a milestone in human history. That is why the President and First Lady created the White House Millennium Council—to set some themes, engage the federal agencies and invite all Americans to participate in meaningful activities through the year 2000.

The overall theme of the White House millennium activities is “Honor the past; imagine the future.” The President and First Lady are inviting states, communities, nonprofit organizations, federal agencies, youth groups and all citizens to participate in activities that strengthen our democracy, improve communities and give lasting gifts to the future. The President has invited governors, mayors and other elected officials to involve citizens in marking the Millennium; many cities and towns are creating “Year 2000” committees to plan events. The Council works with Federal agencies, which are creating millennium projects consistent with their missions.

One of the best ways to imagine the future is to preserve what we value of our past for the new millennium. The President has proposed a Millennium Fund to “Save America's Treasures”—a public-private partnership to preserve the nation's documents, artifacts, monuments and historic sites most in danger of deterioration. The President has also proposed funds to re-encase the Declaration of Independence, the Constitution and the Bill of Rights before those precious founding documents are at serious risk. The restoration of the Star-Spangled Banner is the highest priority millennium project at the Smithsonian Institution.

The Millennium Evenings at the White House are a series of lectures and cultural showcases that highlight creativity and inventiveness through our ideas, art and scientific discoveries. The lectures present prominent scholars, creators and visionaries and are accessible to the public via broadcast and cybercast. As the oldest, continuous venue of significance for the arts in America, the White House will continue to showcase the nation's recognized masters and our new talent.

The year 2000 also coincides with some important American anniversaries: the 200th anniversary of the White House; the 200th anniversary of the first meeting of Congress in the new Capitol, the establishment of Washington D.C., and the bicentennial of the Library of Congress.

Although the White House Millennium Council celebrates American achievements, it will also mark the international significance of the millennium. To further international communications and understanding, the President has announced that the United States will participate in Expo 2000, the World's Fair in Hannover, Germany. The White House Millennium Council communicates with other countries about their programs, identifying common ideas and projects, and encouraging the opportunity to explore the state of democracy around the world at the end of the 20th century.

The White House Millennium Council, 708 Jackson Pl, Washington, D.C. 20503, 202-395-7200
www.whitehouse.gov/Initiatives/Millennium



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The Millennium Committee to Save America's Treasures

The National Trust for Historic Preservation has invited corporate and other national leaders to join the Millennium Committee to Save America's Treasures. First Lady Hillary Rodham Clinton has agreed to serve as the Honorary Chair of the Committee.

Save America's Treasures is a new public-private partnership created to address our nation's urgent preservation needs. The President's Fiscal 1999 budget proposes \$50 million to stimulate conservation activities. At the same time, the Save America's Treasures Committee is being established to promote the private partnership efforts.

The purpose of the Committee to Save America's Treasures is to help stimulate support to ensure the protection of places, artifacts, and documents that embody American heritage, culture, and experience. The Committee's role is to:

- provide strategic guidance on the program;
- create partnerships for public education activities; and
- seek funding to save and restore priority treasures.

Committee members will be apprised of major developments in the program through communication updates. The first briefing is taking place May 4, 1998, and will be followed-up in writing and by personal contact. Mrs. Clinton and the National Trust anticipate two gatherings of the Committee a year, with ample communication about projects in between meetings.

The guidance of Committee members will be sought regarding strategies and potential opportunities to save important symbols of the American experience. Their assistance will be requested in developing partnerships that will provide support for saving priority treasures and carrying out public awareness initiatives to engage Americans in saving treasures in their communities for future generations.

The Save America's Treasures office at the National Trust will provide staff support for the Committee. The staff will also coordinate partner relationships and program elements to ensure the integrity of the program. The staff will oversee all Save America's Treasures public relations, communications, and advertising activities.

(Over)

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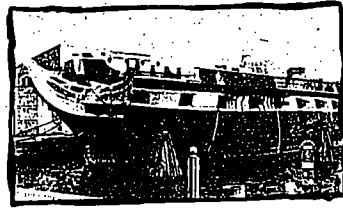
(formerly National Institute for the Conservation of Cultural Property)

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**Rotting planks.
Sagging timbers.
Leaking hull.**

**It's time we put
the U.S.S. Constellation
out of her misery.**

**PHOTOCOPY
PRESERVATION**

By restoring her to the honor she deserves.



She served her country for more than a century.

She rescued hundreds from slave ships. She made the first naval capture of the Civil War.

But at this moment *Constellation* sits in dry dock while her restoration continues.

She needs your help.

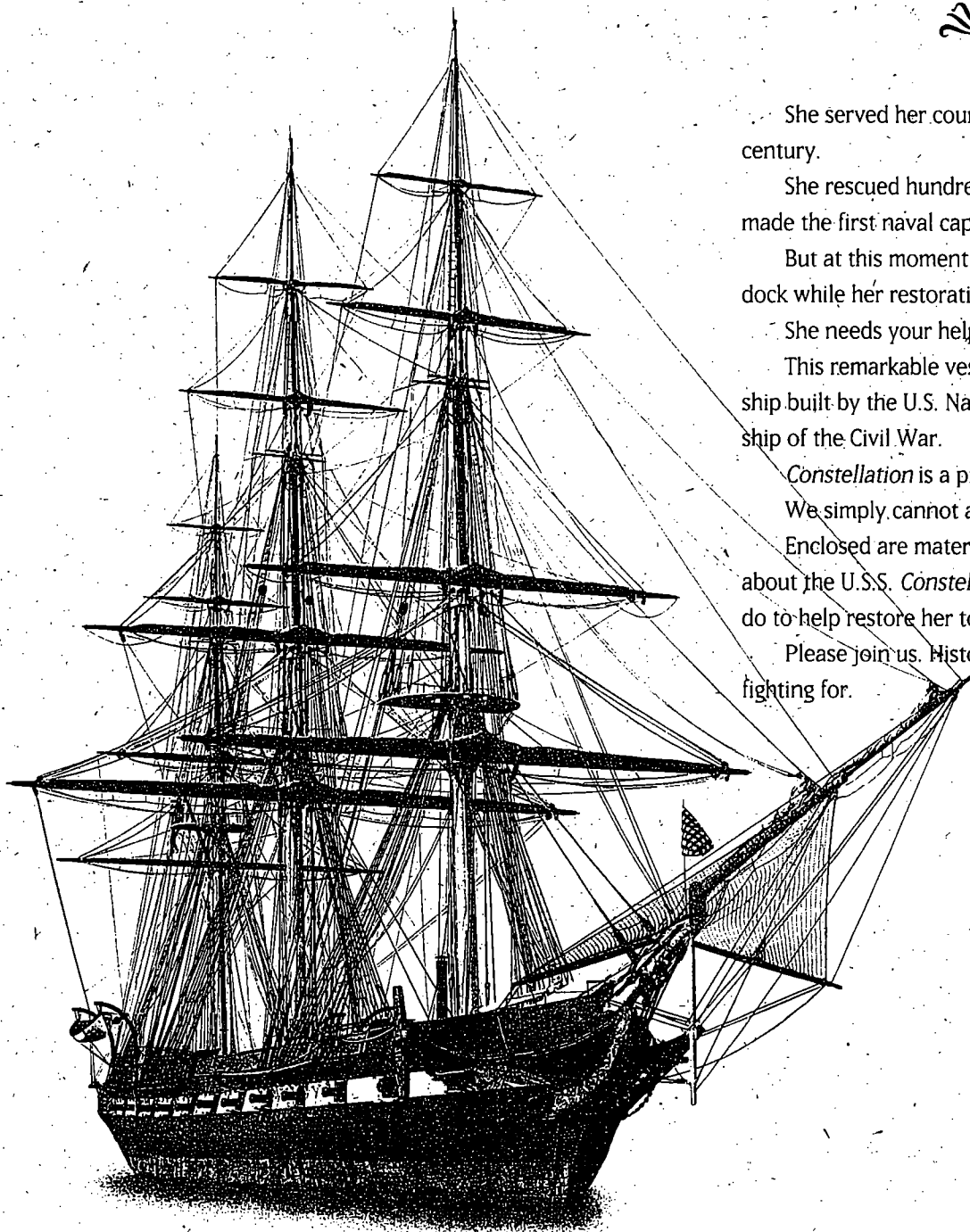
This remarkable vessel, the last all-sail war ship built by the U.S. Navy, is the last surviving ship of the Civil War.

Constellation is a piece of American history.

We simply cannot afford to lose her.

Enclosed are materials that will tell you more about the U.S.S. *Constellation* and what you can do to help restore her to the honor she deserves.

Please join us. History this precious is worth fighting for.



PHOTOCOPY
PRESERVATION



**Some Things Are
Worth Fighting For.**
U.S.S. CONSTELLATION RESTORATION EFFORT

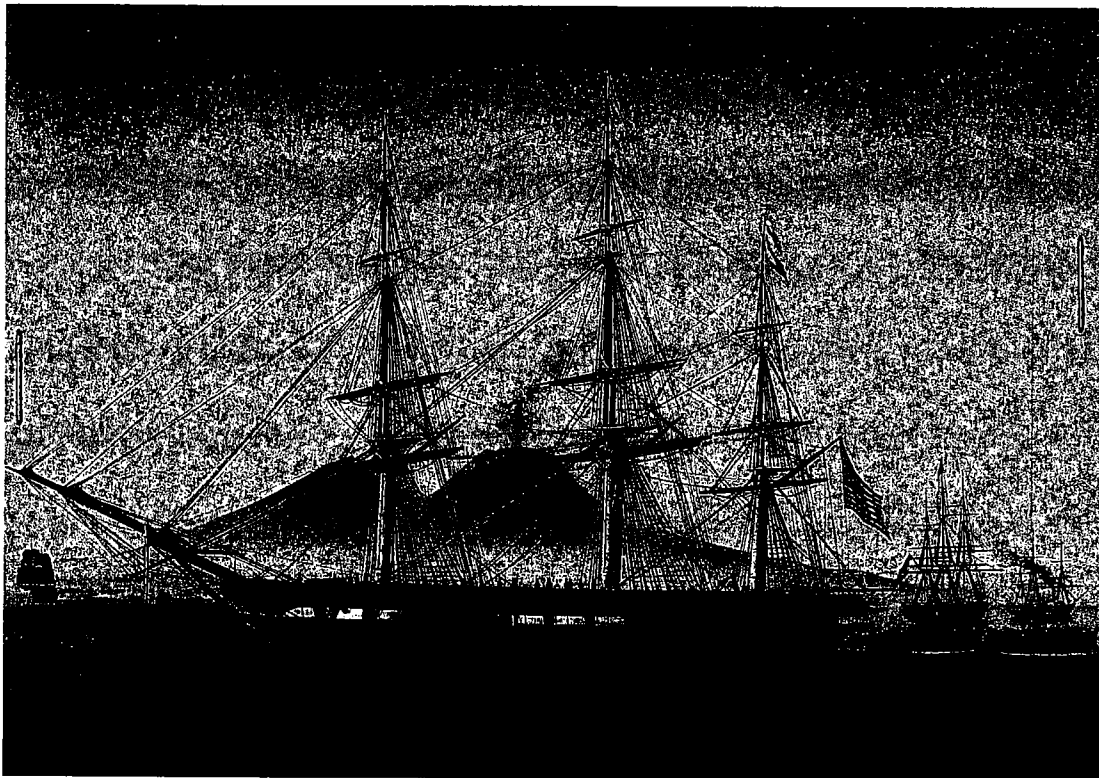
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Pier One 301 East Pratt Street
Baltimore, Maryland 21202-3134

e-mail: webcentral@constellation.org

410-539-1797

fax: 410-539-6238

**PHOTOCOPY
PRESERVATION**



U.S.S. CONSTELLATION at Anchor, Naples
Oil on canvas painting by
Tomaso de Simone, *circa 1856*

POST
CARD
RATE

Litho in U.S.A.

POST CARD

U.S.F. Constellation Foundation, Inc. Baltimore, Maryland 21202



35126005

**PHOTOCOPY
PRESERVATION**

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Some Things Are Worth Fighting For.

U.S.S. CONSTELLATION RESTORATION EFFORT

CONSTELLATION'S HISTORY

U.S.S. *Constellation* was launched at the Gosport Navy Yard in Norfolk, Virginia in 1854. For many years *Constellation*, currently residing in Baltimore's Inner Harbor, was believed to be the eighteenth century frigate, the first ship of the Federal Navy. Constructed with funds appropriated to rebuild its namesake, the U.S.S. *Constellation* is, in fact, an 1854 sloop-of-war (this means she carries her 22 guns on one deck.) She is the only surviving Civil War era Naval vessel and the last all-sail war ship ever built by the U.S. Navy.

Her original battery was comprised primarily of 8" muzzle-loading shell guns. The ship is 179 ft. long on deck with a maximum beam of 41 ft., and draws 21 ft. of water. She displaces approximately 1400 tons and is the largest sloop-of-war built by the Navy. *Constellation* is "ship" rigged: each of her three masts carries squaresails with a fore'n aft sail or "spanker" on her mizzen mast and she set 20,000 square feet of sails.

In her years of active service, *Constellation's* speed served her well. From 1859 to 1861, she was assigned to an international fleet off the west coast of Africa. Nicknamed the "Misery Station" for the heat and tropical diseases the ship's company had to endure, its mission was to intercept slave ships as they sailed from African ports. *Constellation* intercepted three slavers bound for the new world, saving more than 700 men, women and children from the horror and defilement of slavery. One slaver, *Triton*, was the first Union naval capture of the Civil War.

During the War Between the States *Constellation* also served in the Mediterranean, and briefly with Farragut's West Gulf Blockading Squadron prior to the battle of Mobile Bay. She spent her final war days in Norfolk and Philadelphia. Throughout the war, African-Americans formed a significant portion of her crew, rising to nearly 50% by 1866.

The *Constellation* performed other, non-military roles. When she was retired as a combatant, midshipmen literally "learned the ropes" aboard her as a training ship. In 1878, she was chosen to carry works of art to the Paris Exposition. Two years later, she took desperately needed food to famine-stricken Ireland. In 1941, Franklin Delano Roosevelt chose her as a symbol around which to rally the American people for the war against fascism. She served as relief flag ship of the Atlantic Fleet and later as flag ship of Battleship Division Five.

OVER

In 1955, barely more than one hundred years after her launching at the Gosport Navy Yard, *Constellation's* dilapidated hull was delivered to Baltimore in a Navy floating dry dock. Decommissioned by the Navy, she was donated to a local non-profit foundation created to care for her. With little money and no government support, it was nearly a decade before volunteers restored her enough to allow the public aboard. At that time she was configured to resemble the 1797 Frigate *Constellation* which was built in Baltimore.

In 1969 the ship was installed in her permanent berth in the Inner Harbor. When Baltimore began its revitalization effort the *Constellation* served as the centerpiece for the Inner Harbor. The height of the pavilions at Harborplace was dictated by the height of her jib boom. More than seven million people have crossed her decks and countless more have been photographed with her towering wooden hull as the backdrop.

In 1993, a Navy survey showed *Constellation* to be in an advanced state of deterioration. Her masts were removed and she was closed to the public. Mayor Kurt L. Schmoke immediately appointed a Blue Ribbon Committee to save the *Constellation*. The Board of Directors of the U.S.F. *Constellation* Foundation resigned in favor of the Mayor's Committee. The Committee formed the nucleus of a renewed and renamed *Constellation* Foundation, Inc. which has raised more than two-thirds of the nine million dollars needed to save *Constellation*.

Today, the *Constellation* is located at Ft. McHenry Shipyard, dry dock #5 where she is undergoing restoration.



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THE CONSTELLATION FOUNDATION, INC.

The *Constellation* Foundation, Inc. is the steward of the U.S.S. *Constellation*, the only surviving Civil War naval vessel and the last all-sail war ship ever built by the U.S. Navy. The Foundation, originally formed in 1975, was revitalized in 1994 after a U.S. Navy report revealed that the ship's advanced state of decay had left her incapable of safely carrying her rigging. At that time her masts were removed, and she was closed to the public.

Mayor Kurt L. Schmoke immediately appointed a Blue Ribbon Committee to save the *Constellation*. The Committee formed the nucleus of the new Board of Directors, which assumed the enormous task of raising the money needed to dry dock and restore the ship to its original 1854 sloop-of-war structure. Since 1994, more than two-thirds of the nine-million dollars needed to save the *Constellation* has been raised.

The Foundation's stewardship has two objectives. The first is the restoration, care and long-term maintenance of this irreplaceable piece of our national patrimony consistent with the Secretary of the Interior's Standards for Historic Vessel Preservation Projects. The second is to promote the use of this unique artifact as a cultural and educational resource.

The U.S.S. *Constellation* restoration effort has attracted significant community and professional leadership. The chair of the Foundation's board, **Gail Shawe**, is a life-long resident of Baltimore and formerly the Executive Director of *Pride of Baltimore, Inc.* After the loss of *Pride*, she was tapped by Governor (then Mayor) William Donald Schaefer to lead the *Pride of Baltimore II* fundraising and construction effort. She was appointed by Mayor Kurt L. Schmoke in 1994 to Chair the Mayor's Blue Ribbon Committee to Save the *Constellation*.

G. Peter Boudreau, builder of such noted large schooners as *Pride of Baltimore II* and *Lady Maryland* and rebuilder of the 500-ton barquentine *Gazela of Philadelphia*, is in charge of the technical aspects of the ship's rehabilitation. Formerly a Captain of *Pride of Baltimore*, he was recently awarded the design contract for *Amistad*, a new schooner being built by the Mystic Seaport Museum.

Louis F. Linden, Executive Director of the *Constellation* Foundation, Inc., is a veteran of the internationally acclaimed *Elissa* restoration project and, like Mr. Boudreau,

OVER

CONSTELLATION FOUNDATION, INC.

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holds a Merchant Marine Master's Certificate for auxiliary sailing vessels. He has extensive experience sailing square rigged ships and large schooners. A graduate of the University of Texas School of Law, he was formerly the Executive Director of the National Association of Criminal Defense Lawyers.

With the commitment of the *Constellation* Foundation's board of directors and its hard-working staff, the *Constellation* Foundation will restore the U.S.S. *Constellation* to her original glory and provide a long-term endowment for her future. As an historic site unlike any other, she will provide education, entertainment, culture, and history to the people of Baltimore, Maryland and to visitors from around the world.



Some Things Are Worth Fighting For.

U.S.S. CONSTELLATION RESTORATION EFFORT

CONSTELLATION RESTORATION

Fact Sheet

- The 1854 sloop-of-war U.S.S. *Constellation* is the only surviving Civil War era Naval vessel and the last all-sail war ship ever built by the U.S. Navy.
- In the United States there are only two all-sail war ships left -- The Sloop-of-War U.S.S. *Constellation* and the Frigate U.S.S. *Constitution*. The *Constitution* is still in commission and operated by the Navy.
- In 1993, the U.S. Navy determined that the U.S.S. *Constellation* had substantially deteriorated and she was closed to the public.
- Restoration of the *Constellation* will be one of, if not the largest, non-governmental historic ship restorations ever to take place in the U.S.
- The Restoration effort will take 31 months, employ 50 artisans and shipwrights, and support numerous Maryland businesses such as maritime suppliers and contractors.
- The ship will be dry docked for the first 20 months at Fort McHenry shipyard, in Baltimore, Maryland.
- *Constellation* will be rehabilitated using modern wood technologies in appropriate ways to save the maximum amount of the ship's historical timbers.
- The ship will be restored to her Civil War sloop-of-war configuration.
- The restoration will replace the outer hull planking and gun deck with a laminated wood skin of Douglas Fir, forming a three-dimensional monocoque structure.
- The ship's maintenance will be streamlined, extending the major repair cycle by 40%.
- The restoration will cost \$9 million instead of the \$35 million estimated by the Navy for a traditional rebuild.

OVER

CONSTELLATION FOUNDATION, INC.

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- The project is being funded by an even partnership between Baltimore City, the State of Maryland and the private sector.
- The *Constellation* is a unique, living piece of history. She is a national educational treasure and a stalwart reminder of the Seaport of Baltimore's rich maritime legacy. Restoring the *Constellation* will ensure the availability of this historic artifact for future generations.



Some Things Are Worth Fighting For.

U.S.S. CONSTELLATION RESTORATION EFFORT

FINANCIAL FACT SHEET

- The cost of the U.S.S. *Constellation* restoration effort is \$9 million.
- The *Constellation* Foundation, Inc. has raised close to \$6.6 million in cash and pledges.
- The restoration effort is to be paid for equally by the City of Baltimore, the State of Maryland and the private sector.
- Baltimore City Government has appropriated \$3 million for the restoration.
- The State Government has appropriated \$1.8 million in matching funds thus far.
- The private sector Capital Campaign has raised close to \$1.8 million.
- The *Constellation* Foundation will continue to seek another \$1.2 million each from the private sector and the Maryland General Assembly over the next year.



Some Things Are Worth Fighting For.

U.S.S. CONSTELLATION RESTORATION EFFORT

U.S.S. *Constellation*'s Fight Against Slavery

During the Civil War the *Constellation* played an important role in the fight against slavery. From 1859 through 1861, she was assigned to an international fleet off the west coast of Africa. Nicknamed "the Misery Station" for the heat and tropical diseases the ship's crew had to endure, the fleet's mission was to cut off the horrible trade in human lives by intercepting slave ships as they sailed from African ports.

As the flagship of Captain William Inman, Commander of the U.S. African Squadron, *Constellation* captured at least three known slave ships—*Delicia*, *Cora*, and *Triton*. *Triton* was the first Union naval capture for the Civil War. The following are excerpts from the Captain's log during the time of these victories.

At sea off Cabinda on the west coast of Africa, Captain Inman wrote on December 21, 1859:

I have the honor to inform the Department that at 3 o'clock this morning, this ship captured a brig said to be the *Delicia*, without colors or papers, to shew (sic) her nationality.

She was completely fitted in all respects for the immediate embarkation of slaves. The *Delicia* is an extremely fast sailer, and had she not been discovered and closely pursued, during 10 hours by the Flagship, would have immediately taken her cargo of "slaves."

On the same day, in a statement made by the Chief Mate of the Brig *Delicia*, it is written:

The Captain of the *Delicia* landed on the 25th November, at Little Black Point, west coast of Africa, for the purpose of procuring the Slave Cargo.

OVER

Flag Officer Inman writes again September 26, 1860, from the Congo River on the west coast of Africa, that another slaver was captured after a three-and-a-half hour chase.

I have the honor to report the capture of a Barque with no flag and a Cargo of 705 Slaves. The Barque will sail today for Norfolk, Virginia, via Monrovia, Africa, in the charge of Master Thomas H. Eastman, U.S. Navy....

This prize proves to be the Barque "Cora" of New York, of 403 tons, of which I have been advised by the U.S. District Attorney at New York, as having been seized there on suspicion of an intended slave voyage.

In another missive from the African Squadron, Captain John I. Nicholas writes from the Congo River on May 22, 1861:

I have the honor to report to you that I yesterday captured at Puntu da Senha, the American brig "Triton." She had no slaves on board, but every preparation for their reception had been made....

The only other American vessel there was the "Falmouth." She doubtless is going to take in slave cargo, but her preparations were not sufficiently advanced to make it advisable to stop her. Had I been one month earlier, I could have made a great capture, as there were at that time nine slavers at Puntu da Senha, all of which have escaped except the ship "Nightingale," which was captured by the "Saratoga."

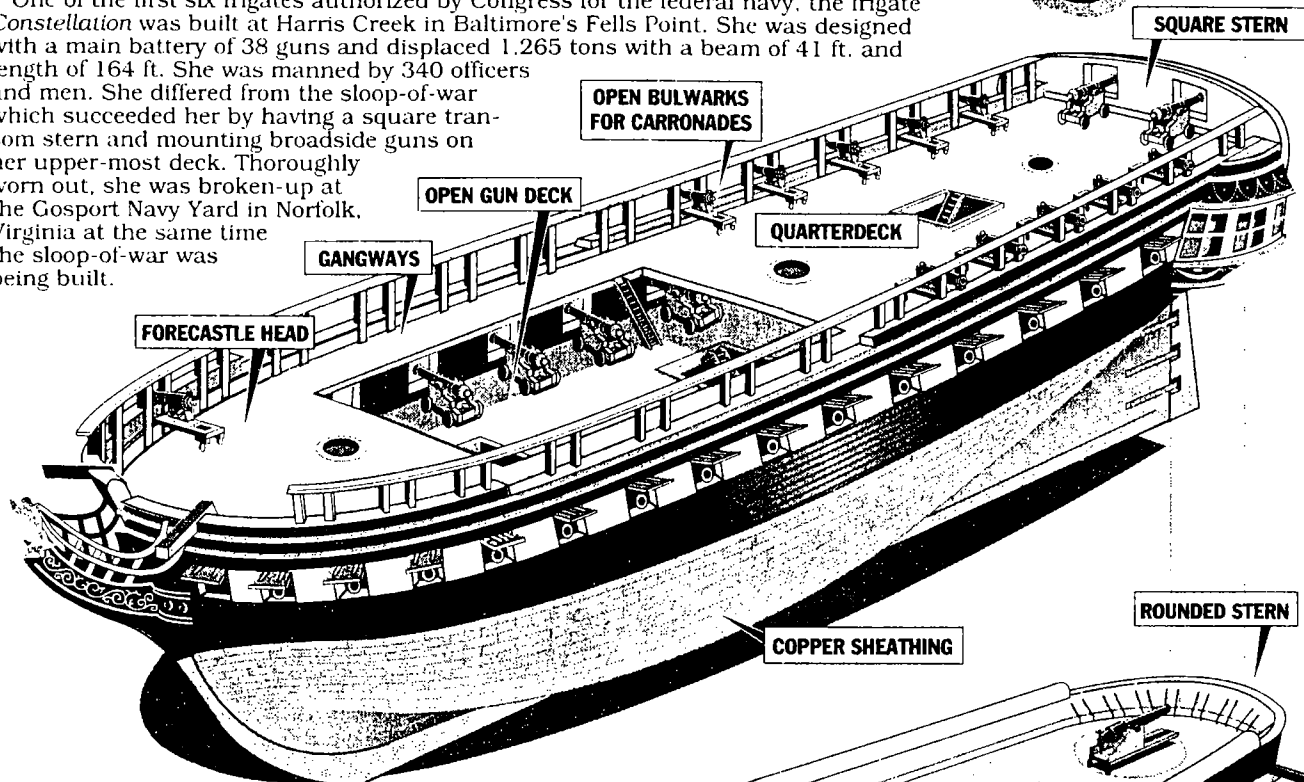
Throughout a long and illustrious career, the U.S.S. *Constellation* performed many vital functions in the service of the United States Navy. The capture of slave ships by the African Squadron remains one of her most critical missions.

THE TWO CONSTELLATIONS

1797 - 1853

38 Gun Frigate

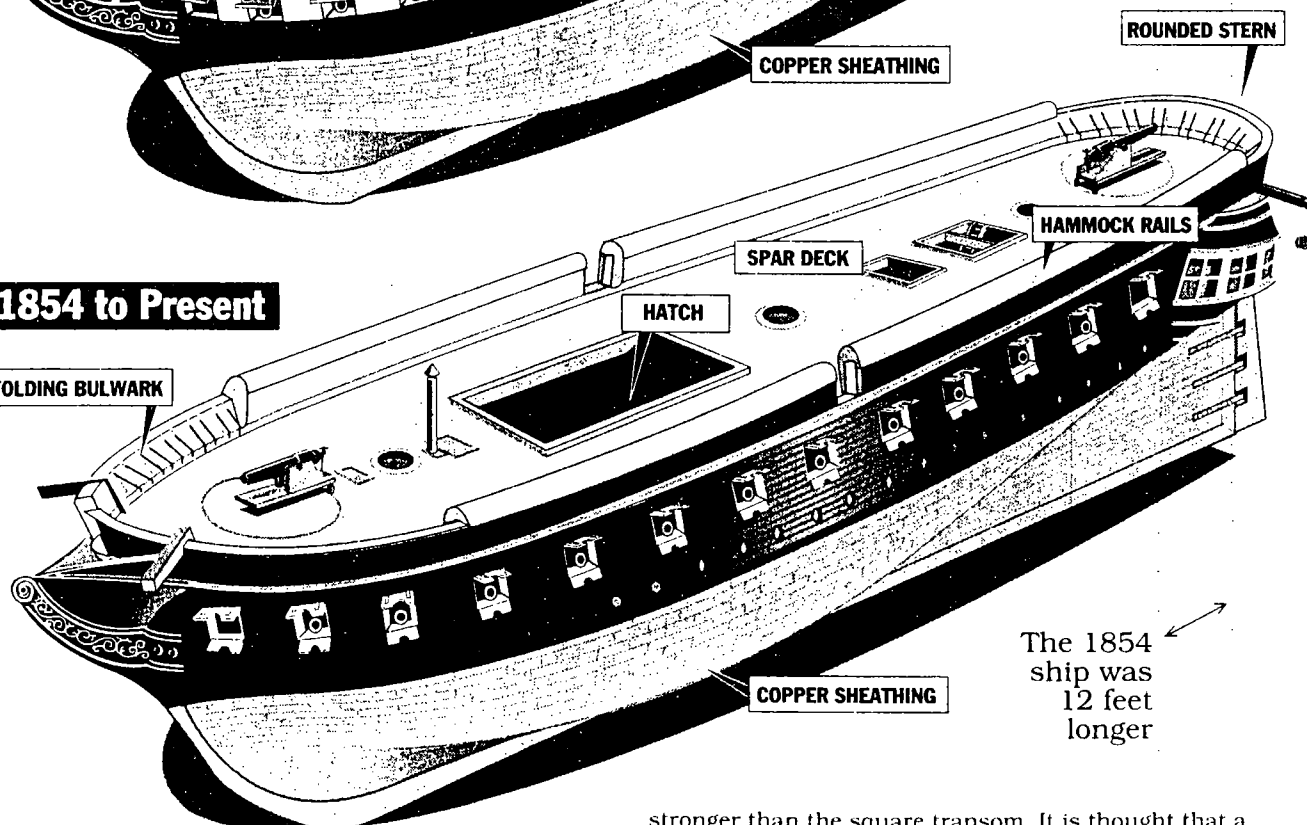
One of the first six frigates authorized by Congress for the federal navy, the frigate *Constellation* was built at Harris Creek in Baltimore's Fells Point. She was designed with a main battery of 38 guns and displaced 1,265 tons with a beam of 41 ft. and length of 164 ft. She was manned by 340 officers and men. She differed from the sloop-of-war which succeeded her by having a square transom stern and mounting broadside guns on her upper-most deck. Thoroughly worn out, she was broken-up at the Gosport Navy Yard in Norfolk, Virginia at the same time the sloop-of-war was being built.



1854 to Present

22 Gun Sloop-of-War

The present *Constellation* was built as the largest sloop-of-war to date. Her main battery of guns was mounted on one deck only. She carried sixteen 8" guns which fired exploding shells and four 32 pounder cannons. She is 176 ft. long, 12 ft. longer than the frigate of the same name, with a beam of 42 ft. and displaces 1,400 tons. She was manned by 240 officers and men. Unlike her predecessor, the sloop-of-war's spar deck (upper deck) completely covers the gun deck and ends in a rounded stern which came into fashion at the time. The rounded stern is significantly



stronger than the square transom. It is thought that a number of timbers from the old frigate were possibly included in the new ship's structure for sentimental reasons.

The sloop-of-war *Constellation* was designed by John Lenthall and incorporates many innovative features such as complex wrought iron spar fittings and 48 wrought iron water tanks holding 31,000 gallons of drinking water. She was also equipped with pivot mounted deck guns on the forecastle and quarter decks. Hinged iron bulwarks that folded down allowed the guns to turn and fire. She is the last all-sail powered warship built by the U.S. Navy and has fine lines below the water line which gave her greater speed than earlier ships.

U.S.S. *Constellation*

Last Surviving Ship of the Civil War

U.S.S. *Constellation* was launched at the Gosport Navy Yard in Norfolk, Virginia in 1854. Bearing the same name as the famous frigate of 1797, she is a sloop-of-war (this means she carried her guns on one deck) of 22 guns. Her original battery was comprised primarily of 8" muzzle loading shell guns. The ship is 176 ft. long between perpendiculars with a maximum beam of 42ft. and draws 21 ft. of water. She displaces approximately 1400 tons and is the largest all sail sloop-of-war built by the Navy. *Constellation* is "ship" rigged: each of her three masts carries squaresails with a fore'n aft sail or "spanker" on her mizzen mast. She set 20,000 square feet of sails and is the last all-sail warship built by the U.S. Navy.

After a deployment in the Mediterranean, *Constellation* interdicted the slave trade off the coast of Africa from 1859 to 1861. She captured three slavers and saved a total of over 700 men, women & children from the defilement of slavery. One of the slavers, *Triton*, was the first naval capture of the War Between the States.

Constellation then spent two more years on the Mediterranean station attempting to capture the Confederate commerce raider *Sumter* (captained by Raphael Semmes of St. Mary's Co., MD, later Captain of C.S.S. *Alabama*). The ship served briefly with Admiral Farragut's West Gulf Blockading Squadron. After the war she saw various duties, carrying famine relief to Ireland and carrying precious American works of art to the Paris Exposition of 1878. She served as a training ship for Naval Academy midshipmen from 1873 to 1893.

During World War Two she served as relief flagship of the Atlantic Fleet and flagship of Battleship Group 5.

In 1955 *Constellation's* dilapidated hull was delivered to Baltimore in a U.S. Navy floating dry dock. Decommissioned by the Navy, she had been donated to a local non-profit foundation. With little money and no government support it was nearly a decade before she was restored enough to allow the public aboard. She was configured to resemble the 1797 frigate *Constellation* which was built in Baltimore. In 1968 she was installed in her present permanent berth in the Inner Harbor. When Baltimore began its revitalization effort in

the late 1970's *Constellation* served as the centerpiece for the Inner Harbor. The height of the pavilions at Harborplace was dictated by the height of her jib boom. Since then over seven million people have crossed her decks and countless more have been photographed with her towering wooden hull as the backdrop.

In 1994 her rigging was removed and she was closed to the public. A Navy survey showed her to be in an advanced state of deterioration. Mayor Kurt L. Schmoke immediately appointed a Blue Ribbon Committee to Save the *Constellation*. The Board of Directors of the U.S.F. *Constellation* Foundation resigned in favor of the Mayor's Committee. The Committee formed the nucleus of a renewed and renamed *Constellation* Foundation, Inc. which has raised more than half of the nine million dollars needed to save *Constellation*.

The *Constellation* Restoration Effort is the largest maritime restoration project ever undertaken by a nongovernmental agency. It is also technically the most innovative. Although much of her planking appears to be sound below the water line, most of the frames to which the planks are attached are dry rotted. To perform a traditional rebuild of *Constellation* would require demolishing and replacing almost all of the historical fabric of the ship and cost over \$25 million. For those reasons such a process is neither historically desirable nor financially possible.

The *Constellation* Foundation's repair plan will replace the ship's outer planking with a laminated wooden shell constructed of Douglas Fir and epoxy glue. This process, known as "cold molding," will restore her structural integrity, her water tight integrity and her historical integrity. She will be restored to the appearance she boasted at the beginning of the Civil War. By using modern techniques and materials in an appropriate way the project will save and preserve the maximum amount of historical fabric. Authentic masts and rigging will once again soar into Baltimore's sky and interpretive panels throughout the ship will provide information about the ship's history and structure as well as information about her designers, builders and sailors.

Some Things Are Worth Fighting For!

Send your tax deductible donations to: U.S.S. *Constellation*
Pier 1, 301 East Pratt Street Baltimore, MD 21202-3134
For more information: (410) 539-1797, fax (410) 625-1426



Constellation as an Educational Resource

Ships as Teaching Tools

Ships are teaching tools par excellence. Ever since the first caveman or woman threw a leg over a fallen log and drifted down-river humans have been fascinated by ships. Ships are the largest moveable artifacts that humans build. Their importance is demonstrated by the well preserved remains of boats taken from ancient tombs. Thought of as important to the afterlife, these funereal boats have been discovered in Viking tombs and the pyramids of the Pharaoh. Ships serve as a paradigm for the interconnectedness of human endeavor. They are shaped by economic, social, political and technological forces coming together with the sciences. In a historical context they demonstrate fundamental aspects of the people and societies that built them.

History can be taught as a seemingly endless string of dates and names. History can also be taught as a complex process of influences and factors resulting in the world as we know it. Both approaches are guaranteed to glaze the eyes of your basic grade-school student. A different tack is to let the student become a part of history, to see and touch artifacts, to be immersed in the fabric of history itself. For three and a half decades that has been the specialty of the *Constellation*.

Aboard *Constellation*, generations of school age children have found that history need not be dry and boring. Between 1986 and 1992, an annual average of almost forty-nine

thousand children from Baltimore and the surrounding counties have come aboard the proud old ship and relived her battles and the lives of her seamen. Their admission was provided *gratis*. Additionally, living history specialists have visited numerous Baltimore City schools as part of an outreach program designed to enhance the learning of American history. Professional actors and educators, the living history specialists portray period officers and seamen bringing to life the trials and triumphs of generations of those who served on *Constellation*.

As America enters the twenty-first, century we need the ship as a teacher more than ever. Recent test results demonstrate that today's school children are largely ignorant of their history. In a time of ever accelerating change, they have been deprived of a sense of where they came from. It is not surprising then that they have little sense of where they are going.

Present programs

The *Constellation* Foundation is committed to expanding its education programs. Indeed, education is a *raison d'être* for saving *Constellation*. Ships must earn their living. Any ship that cannot do so is doomed. *Constellation* is uniquely suited by her structure and her history for the task.

In fiscal year 1996 and 1997 the Foundation has increased the outreach of its living history program presented in the Baltimore City schools. It has also included in the program the opportunity for participating classes to visit the ship in dry dock to learn first hand about her restoration. During fiscal 1997 over 11,000 Baltimore City school children participated either in the classroom and/or at the shipyard.

In July, 1997 the *Constellation* Foundation entered into a joint venture with the Living Classrooms Foundation to bring the ship's lessons to "at risk youth." Forty students, half from Baltimore County and half from Baltimore City worked through the month in weekly ten student rotations. Their projects revolved around repairing several of *Constellation's* spars and fabricating a new mizzen topmast. (see attached photo) The program is sponsored through the Maryland Tomorrow and Futures Programs and applies the teens academic experience to the real world.

Programs for the future

Large, square-rigged vessels like the *Constellation* are tremendously effective devices for teaching history and much more. When the ship returns to the Inner Harbor *Constellation* will have exhibits and interpretive material to enable visitors to explore the amazing history of this unique vessel. The *Constellation's* interpretation will center on her as the last American sailing war ship built by the Navy and her role in the war against slavery. The materials will also explore her wider context, as ships generally reveal key social,

technological, political, and economic history. The Foundation is determined to make the *Constellation* the finest ship museum on the Mid-Atlantic Coast.

Once restored, the ship can become a floating classroom, allowing participation in maintenance tasks on deck and aloft. Special educational programs and curricula for teachers will allow students from all over Maryland—and throughout the country—to take advantage of the many learning opportunities the *Constellation* provides.

Modeled after a Orange County Marine Institute program, the Constellation Foundation is developing a unique living history program for elementary and junior high school students. The program was developed aboard *Pilgrim*, a full scale replica of the ship immortalized by Richard Henry Dana in his American seafaring classic, "Two Years Before the Mast." The life aboard ship as seen by Dana is dramatically recreated by a crew in costume and in character for the young "green hands." They perform the everyday tasks of a common seaman under the guidance of a stern and sometimes demanding captain. The program aboard *Pilgrim* is fully subscribed and operates more than 250 nights per year. Thus far the program has been successfully adapted for use on *Star of India* (San Diego) and *Balclutha* (Nat'l. Maritime Museum at San Francisco). Students can have the chance to experience life at sea in the 19th century. They will have a chance to learn how shipbuilding has played a critical role in the economic life of Baltimoreans, including African-American freemen who provided skilled labor in the construction of these ships and African-American sailors in her crew. The ship's educational programs will afford a unique opportunity to teach applied elements of physics, geography, mathematics, and navigational sciences based on astronomy.

Continuing maintenance and restoration programs will provide entry level positions for young woodworkers and riggers, both as volunteers and paid staff. Effective volunteer projects are inevitably an important part of ship restoration programs. They enable a broad cross section of the population to participate in a meaningful community endeavor. They also develop a pool of skilled labor and knowledgeable workers for the ship's future maintenance.

Constellation can provide a continuity of education well into the twenty-first century. After she is returned to the Inner Harbor, *Constellation* will continue to provide young people with unique learning opportunities, including working aloft on the main top mast, sixty feet above the deck. These lessons will be lessons learned forever.



Some Things Are Worth Fighting For.

U.S.S. CONSTELLATION RESTORATION EFFORT

DONOR RECOGNITIONS

SUPPORTERS

\$25 - \$129

Constellation Newsletter, Winds of Change, and name displayed outside on Constellation building at the Inner Harbor.

MEMBER

\$130 - \$249

Basic Guardian Package: Newsletter, car window sticker and name prominently displayed outside on Constellation Building at the Inner Harbor and a piece of wood from the ship.

BOSUN

\$250 - \$499

Basic Guardian Package: Newsletter, car window sticker and name prominently displayed outside on Constellation Building at the Inner Harbor and a lifetime admissions Commemorative Coin

MIDSHIPMAN

\$500 - \$999

Basic Guardian Package: Newsletter, Window Decal and an authentic piece of Constellation wood, plus a.) one life time membership Commemorative Coin preserved in Lucite for office display.

LIEUTENANT

\$1000 - \$2,499

Basic Guardian Package: plus a.) ship spike mounted on ship wood for office display, b.) donor's name permanently displayed on ship and all appropriate printed material, and c.) invited to VIP events.

COMMANDER

\$2,500 - \$4,999

Basic Guardian Package: plus a.) famous Simone print of the Constellation framed, b.) annual Captains picnic and ship tour, c.) donor's name permanently displayed on ship and all appropriate printed material, and d.) invited to all VIP events.

CAPTAIN

\$5000 - \$9,999

Basic Guardian Package: plus a.) a framed photograph of the ship in dry-dock, b.) a scheduled private tour of the ship in dry dock for up to 15 people, c.) donor's name permanently displayed on ship and all appropriate printed material, d.) annual Captains picnic and ship tour, and e.) invited to all VIP events.

COMMODORE

\$10,000 - \$24,999

Basic Guardian Package: plus a.) "Bravo Zulu" Company flag flown at Constellation Building once a month for a year, at the end of the year donor will get company flag pack in box made from Constellation wood, b.) Annual Constellation dinner, c.) donor's name permanently displayed on ship and all appropriate printed material and d.) invited to all VIP events.

REAR ADMIRAL

\$25,000 - \$49,999

Basic Guardian Package: plus a.) signed framed limited edition Tom Freeman Print, b.) Bravo Zulu, c.) Annual Constellation dinner d.) donor's name permanently displayed on ship and all appropriate printed material, and e.) invited to all VIP event.

VICE ADMIRAL

\$50,000 - \$99,999

Basic Guardian Package: plus a.) a molded half-hull of the Constellation, b.) Bravo Zulu, c.) Annual Constellation dinner d.) donor's name permanently displayed on ship and all appropriate printed material, and e.) invited to all VIP event.

ADMIRAL

\$100,000 and up

Same as Vice Admiral plus a carved wooden half-hull.

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The
U.S.S. Constellation

Is Going Down

In History.

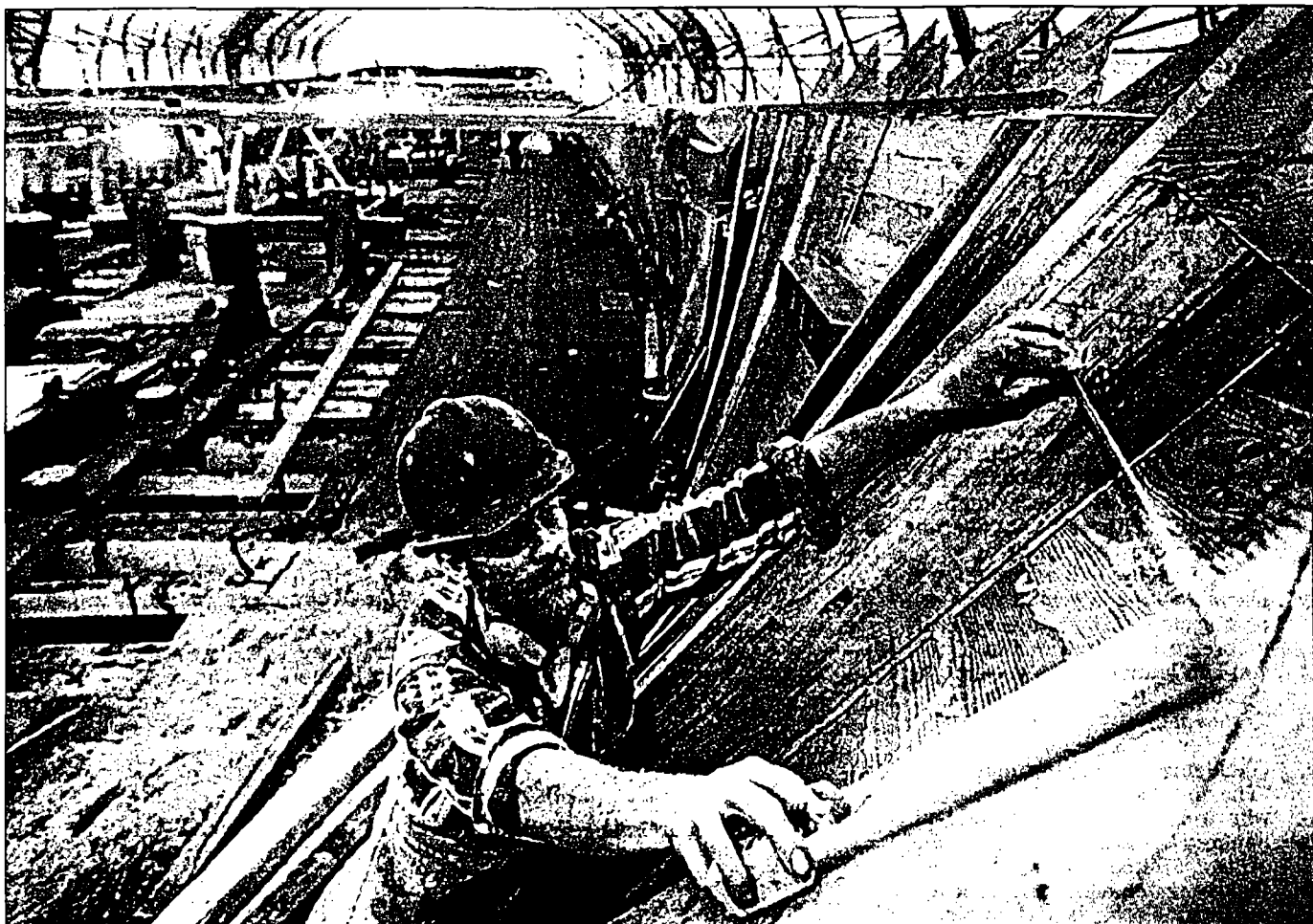
But There's Still Time

To Save Her.

MARYLAND

January 9, 1998

THE  SUN



LARRY C. PRICE: SUN STAFF PHOTOS

Painstaking: Dave Hanold measures the space between the futtocks on the *Constellation* at the Fort McHenry Shipyard.

Repairs sailing along

■ Warship:

Constellation's restoration remains on track for a return to the Inner Harbor in 1999.

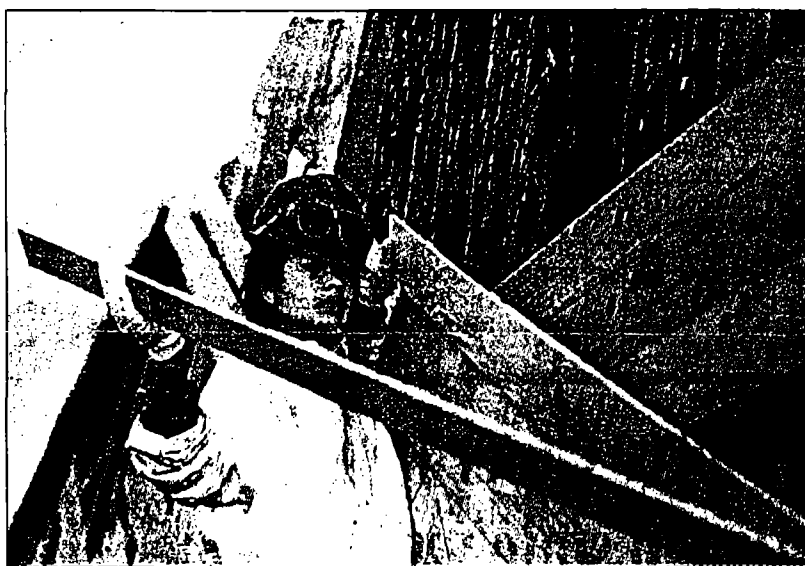
By FRANK D. ROYLANCE
SUN STAFF

The 1854 warship *Constellation* is awash in the sweet smell of new wood as workers at Baltimore's Fort McHenry Shipyard glue and nail fresh planks of Douglas fir to the old ship's sides.

The \$9 million restoration of the ship — which served in the Civil War and in the anti-slavery squadrons off West Africa — has passed the one-third mark and entered its second winter.

Work remains on track for a return to the Inner Harbor in July 1999, according to Louis F. Linden, executive director of the *Constellation* Foundation.

But shipwright Peter Boudreau, builder of the



Ship-shape: Kyoko Richter prepares to bend a strip of fir planking into place along the hull of the *Constellation*. The \$9 million restoration has passed the one-third mark and entered its second winter.

Pride of Baltimore II, is not ready to declare victory over time, rot and the unexpected.

"You know how you feel when you're not quite in the clear yet?" he said this week. "We're trying to make a lot happen in a short amount of time. And the truth is, you don't know how you're doing

until you're done."

Still, barely a year after it was nudged from Pier 1 at the Inner Harbor and tugged tenderly down the harbor to dry dock, the rot-ravaged *Constellation* is beginning to look and smell like a ship with a future.

Viewed from the workers' scaffolding, the ship is a sen-

suously curved wall of new, pink and yellow wood planks.

Behind them, the worst of its crumbling frames, or ribs, have been removed and replaced by new timbers formed of laminated white oak. The new frames have been fastened tightly to the best of the remaining originals. [See Ship, 5B]

Repair sailing along on ship

(Ship, from Page 1B)

"The condition of the original framing improves dramatically as you go down [toward the keel]," Linden said. To everyone's surprise, the ship's keel, frames and planking below the waterline proved sound enough to save. Many of the stern frames remained solid as high as the gun deck.

Although nearly everything visible from outside the ship will be new, nearly everything inside, from the keel to the berth deck, will be original.

"Better than 50 percent of the original [1854] fabric will still be there when we're done," Linden said.

All of Constellation's hull planking, down to a line about 10 feet above the keel, has been removed. In its place, Boudreau and his crews are attaching what they believe is the largest "cold-molded" hull ever built.

Cold-molding uses new epoxy glues that don't require heat to cure.

And, instead of heavy, 5-inch-thick planks that must be made flexible in steam boxes before they can be shaped to the ship's lines, Constellation's new hull consists of four layers of thin fir planks. The first 2-inch-thick layer is attached horizontally to the frames with bronze bolts.

That layer is followed by a $\frac{3}{4}$ -inch layer of strips, glued with the new epoxy and nailed diagonally to the first. Then comes a second layer of $\frac{3}{4}$ -inch strips laid on the opposite diagonal.

Finally, a fourth and final layer of horizontal planks will be fitted to the ship. It will appear indistinguishable from the ship's original planking.

Waterproofing the wood

Together, Boudreau believes, the complex hull system will provide the ship with enough stiffness and strength to support the historic, but weakened 144-year-old timbers inside. The epoxy glue will furnish waterproofing impossible to achieve with conventional wooden construction.

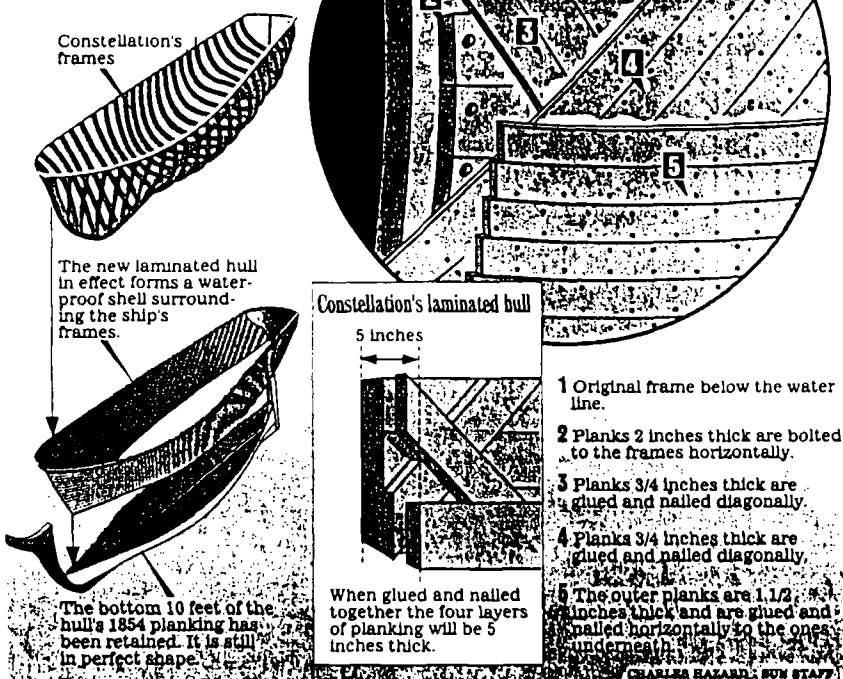
The planking is scheduled for completion by the end of next month. Then, workers will finish the demolition of the gun deck, and begin to rebuild.

Materials matter

Ship's carpenters will construct gun and spar decks. The wood they're using includes nearly flawless, 75-foot lengths of Douglas fir hewn from a 2,000-year-old tree felled in Skagit Valley, in Washington state, and tatiboo and purpleheart — both tropical hardwoods from Guyana, South America.

A hull for all seasons

The historic warship Constellation is being fitted with a new laminated hull to cover its ancient wooden frames. Specially designed fir planking will encase the 1854 ship's ribs, providing strength, support and waterproofing for the remaining original timbers inside.



"This stuff is nearly as strong as white oak, and perhaps more rot-resistant and infinitely easier to work," Linden said.

The long spans of wood, free of joints, and the wood's natural resistance to rot are meant to ensure the Constellation the longest possible life before the next costly restoration.

"Our program is built around the idea that you have to use the best possible materials," Linden said. "If you don't, you're just wasting your money."

Preserving carvings

Elsewhere in the shipyard, workers are restoring the Constellation's original decorative carvings, and forging iron fittings for the ship's rigging.

Mary Staley, a Montgomery College art teacher on leave, has worked since October, painstakingly stripping and restoring the Constellation's ornate, $\frac{1}{2}$ -foot-high fiddlehead — the fancy scroll and leaf carvings that fit beneath the bowsprit.

"It's the real thing," she said, pointing out the detailed carving and traces of gold leaf that had vanished long ago beneath a century of paint, epoxy and auto-body filler.

"There's all kinds of things I've sanded off," she said. "But at least they preserved it."

Summer plans

The foundation plans to have the hull and gun deck completed by the end of summer. The ship will then be floated out of dry dock and tied at a work pier in the harbor for nearly a year of finishing work, including completion of the spar deck and rigging.

The dry dock lease costs \$500 a day, Linden said. "We want to be out of here as soon as we can." The Constellation should return to the Inner Harbor in July 1999, provided the cash keeps flowing.

Linden said the Constellation Foundation has raised more than \$6.1 million in cash, pledges and in-kind donations.

Legislative allocation

"We still need to get \$1.65 million out of the state," he said. The General Assembly will be asked during its session to allocate \$1 million in matching grants for the Constellation. In the past three years, lawmakers have approved \$1.35 million, but no more than \$500,000 in one year.

"It's getting down towards the end, and we can't put things off," Linden said.

To access the state's matching grants, the foundation needs to raise \$1.5 million from the private sector. Linden is continuing his appeals to corporations, foundations and previous supporters.



LARRY C. PRICE: SUN STAFF

Looking good: Jay Ward installs fir planking on the hull of the Constellation. The ship is a curved wall of new pink and yellow planks.

MARYLAND

July 30, 1997

THE  SUN

USS Constellation's hull reveals its true ancestry and year of birth

**Coins minted to raise
\$1 million to help pay
for ship's restoration**

By JAMIE STIEHM
SUN STAFF

As an ancient coin ritual was enacted on the deck of the dry-docked USS Constellation yesterday, the past and future suddenly became clearer.

Now it's official: The wooden vessel in the Fort McHenry shipyard is indeed the one built in 1854 by the Navy as its last ship under sail.

And it is definitely not the frigate Constellation built in Baltimore in 1797 as part of the original six-ship navy.

"There's no doubt about it, because we've surveyed the shape of the hull," said Peter Boudreau, restoration project manager for the Constellation Foundation.

The survey, concluded last week, was conducted with laser beams and compared the surface of the hull to the design drawn in 1853 by John Lenthall, the Navy's chief engineer, or constructor as he was then called.

It was a perfect match.

"It's the same ship. End of story," said Louis F. Linden, the foundation's executive director. "It's the first time she's been measured and compared."

The year, 1854, is emblazoned on the newly minted Constellation coin that was placed in the [See Ship, 5B]



BARBARA HADDOCK TAYLOR: SUN STAFF

Woodwork: Carpenters are at work on the USS Constellation, which is in dry dock at Locust Point.

Constellation coins

Image: Sloop of war.

Date: 1854, the newly proved origin of the ship.

Content (in part): Smelted bronze fasteners original to the ship, which was the last U.S. all-sail warship built.

Price: \$20.

Purpose: Fund-raiser for restoration, expected to cost \$9 million.

Use: Lifetime pass to tour the ship, scheduled to open to the public in 1999 at the Inner Harbor.

Information: 410-539-1797.

SOURCE: Constellation Foundation.



Constellation reveals its authentic lineage and history

[Ship, from Page 1B]

knee (a support block) of the ship's stem, the forward post of the keel, yesterday and "entombed for posterity," as Linden put it.

Along with it were a Baltimore bicentennial coin and an 1854 half-dollar. One after the other, the coins were ceremoniously sealed into the bow at the cutwater.

Beyond observing a seafaring ritual meant to pay the way for drowned sailors across the mythical underworld River Styx, the Constellation coin also has practical purposes.

It was minted as a way to raise another \$1 million for the restoration.

Replicas of the coins are on sale to the public for \$20 and will serve as a "lifetime pass to the ship," said Gail Shawe, chairwoman of the foundation's board of directors.

"It gives citizens a way to support the Constellation," she said.

If the \$9 million restoration goes according to schedule, the Constellation will return to the Inner Harbor as a tourist attraction in 1999.

The coin campaign has echoes of a similar souvenir drive in the 1960s to save the hulk from ruin.

The ship's backers then contended it was the 1797 frigate and put that date on their coins to support their claim that the Constellation was the Navy's oldest surviving ship.

But in recent years, it has been established the historic vessel is instead a sloop of war, the only one remaining from the Civil War navy. Before war broke out, it intercepted slave ships sailing from Africa.

"When you look at the Constellation, you're looking at the end of the sailing navy. That puts her on the map right there," said Margherita Desy, associate curator of the USS Constitution museum in Boston. "It's fun to be the first but just as important to be the last."

In its current state, it looks like a poor cousin of the USS Constitution — the 1797 frigate nicknamed "Old Ironsides" and restored by

the Navy at a cost of \$12 million.

With great fanfare, the Constitution sailed solo last week for the first time since 1881.

Since the Constellation went into dry dock in December, the tall Douglas fir masts are down, the ribs are being rebuilt and every wooden inch is being hand-scraped to make the sloop ship-shape again.

"I know folks in Baltimore feel like the poor old Constellation's got the short end of the stick," said Desy.

"At least she's survived," she added. "There's a lot more of her that's undisturbed, as far as structure goes, than the Constitution. She's unbelievable, really."

"She's been all over the Mediterranean and the Atlantic," said

Linden.

The Constellation delivered artwork to the Paris Exposition in 1878 and food to relieve famine to Ireland in 1880.

For a time after being decommissioned, it served as a training ground for the Naval Academy. In 1955, the ship was given away by the Navy.

The controversy that haunted the ship appears over at last. Re-

ferring to what was "a strange twisting of history," Desy said, "people believed the old story that this was the original [1797 frigate] cut down and refit."

In dry dock, Linden said, the Constellation is "getting her shape back," buttressed by purpleheart, a hardwood from Guyana.

The hull was so badly warped by years of neglect that straightening the keel at first seemed impossible.

Not only experts are at work. High school students involved in the Living Classrooms Foundation — a program designed to discourage them from dropping out

of school — witnessed the coin ritual yesterday and then went back to scraping the masts.

Mishaune Maclin, 16, beamed as she explained why she was chosen to place one of the coins into the stem: "For all my hard work."

Jason Bess, 16, said: "At first, I thought it was just labor."

Now, said Leo Dorman, 15, he and the other teen-agers understand it as part of the march of maritime history.

"How many people get to work on the Constellation?" he said. "I can tell my grandkids I worked on that boat."

Constellation Goes Dry

By FRANK D. ROYLANCE

A private foundation has embarked on the first leg of a restoration effort intended to preserve what remains of one of the oldest naval ships afloat. In late 1996 tugs towed the Constellation to the Fort McHenry drydock in Baltimore for much-needed attention.

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On a raw, steel-gray day in Baltimore Harbor, Paul G. Powichroski stands on the barren spar deck of the 1854 sloop-of-war *Constellation*. Off to port, at a pier across the harbor to the east, he can see the liberty ship *John W. Brown*. Built nearby at Bethlehem Steel's Fairfield Shipyard in 1942, she is the last East Coast survivor of the dowdy but effective World War II cargo fleet that kept the Allied war machine supplied.

Tied up to starboard are the *Cape Alexander* and the *Cape Archway*, two 1940s-era military transports with graceful lines, kept fit and neat in gray paint as part of the Navy's Ready Reserve Fleet. Directly astern of the *Constellation*, Powichroski points out the *Antares* and *Capella*, two hulking, 940-foot Navy freighters resting beside a pier on the north side of the harbor. Also part of the Ready Reserve, they are stark examples of 1980s shipbuilding, with high, flat sides and blocky, utilitarian lines.

The naval history lessons under his feet and docked around him are not lost on Powichroski, a mechanical and project engineer for the *Constellation*'s \$9 million restoration project.

"It is a real interesting spot to be in," he said.

The 179-foot *Constellation*—the last all-sail warship built for the Navy and the last Civil War fighting ship afloat—was moved on 17 November 1996 from her familiar station in Baltimore's glittering Inner Harbor, to the ramshackle Fort McHenry Shipyard less than two miles away.



There, in Dry Dock No. 5, she will undergo the first phase of an extensive reconstruction that is not expected to be completed until June 1999.

With the fragile relic safely moved, "I'm going to get back to where I can devote a lot more of my time . . . to money," said a relieved Louis F. Linden, executive director of the *Constellation* Foundation, the ship's caretaking organization.

Under Linden's guidance, the foundation has so far raised \$5.2 million in state, city, and private donations to support the project. The Maryland General Assembly will be asked this winter to add to the \$1 million it has already allocated. And the foundation's planners are now formalizing a local drive for individual donations and a national direct-mail campaign.

The *Constellation* had been in Baltimore for 39 years, when a team of Navy inspectors in 1993 found the old warship shot through with rot. In spring 1994 her masts and rigging were removed as a safety precaution, and seven months later she was closed to tourists. The *Constellation* Foundation was almost penniless.

Under pressure from Baltimore Mayor Kurt L. Schmoke, the foundation's board of directors was replaced by a hand-picked and well-connected panel of leaders from the city's corporate, legal, civic, and maritime communities. It is now led by Gail Shawe, former executive director of the *Pride of Baltimore, Inc.*, which has successfully built and operated two Baltimore clippers—currently the *Pride of Baltimore II*—as the city's ocean-going goodwill ambassadors.

Baltimore Mayor Kurt Schmoke (right) was one of a long line of speakers whose orations delayed the ship's departure from the city's Inner Harbor by 30 minutes on 17 November 1996.

Tugs towed the pump-laden ship past some of Baltimore's most prime real estate. "It couldn't have gone much smoother," said Foundation Director Louis Linden.



In February 1995, Linden—a Texas attorney, experienced fundraiser, and blue-water sailor—had been picked to run the restoration effort. With seed money from the National Trust for Historic Preservation, Linden has built a full-time staff and lobbied corporate leaders, foundations, and politicians to help save the ship—both for her importance to the nation's naval history and for her symbolism as the centerpiece of Baltimore's downtown renaissance.

But to many potential donors, Linden said, the credibility of the restoration effort would always be suspect as long as the ship remained in the Inner Harbor. She was a patchwork sight there, stripped of her masts and bowsprit and crisscrossed with steel cables and nylon straps installed by Navy divers to stabilize the leaking hulk until she reached dry dock.

Determined not to start a repair that could not be completed, the *Constellation's* board waited until donations and pledges were sufficient to get the ship both in and out of dry dock. They also pressed the Navy's Sea Systems Command to approve an unconventional repair plan. It calls for the ship's hull planks and gun deck to be replaced by a laminated shell much like that once used for minesweepers. The rigid box will support the ship's original but weakened frames, enabling them to be saved. The repair plan rankled purists but offered the only affordable way to save the ship. The Navy finally agreed.

Shaw predicted the ship's growing bank account and the Navy's blessing would demonstrate to potential donors that "we have the will and the support to go forward."

They also had a dry dock. Negotiations with Richard A. Swirnow, owner of the Fort McHenry Shipyard, were protracted. The yard was old and in need of repair. But it was the only functioning dry dock the fragile ship was thought capable of reaching safely. The deal was finally struck. The foundation agreed to pay Swirnow \$500,000 for 24 months in the dock. That did not include at least \$60,000 the ship's engineers have had to invest in repairs to the

dry dock's gate, pumphouse, and other facilities.

But moving day finally came on 17 November, a gloriously sunny and mild Sunday morning in Baltimore. "This is what we have been struggling toward for 22 months," said Linden. A Navy band played, and thousands of people lined the Inner Harbor bulkhead, Federal Hill, and other vantage points around the harbor to see the *Constellation* towed away for the first time since her last major repairs in 1982.

It may have been morbid curiosity that drew some. Linden and Peter Boudreau, builder of the *Prize of Baltimore II* and mastermind of the *Constellation's* repair plan, had made no secret of the possibility that the ship—more than three years after the Navy pronounced her in danger of sinking at the pier—might sink on her way to Fort McHenry.

At a final "captains' meeting" days prior to the move, Boudreau acknowledged, "there is no way to completely eliminate the risk, although we have been able to minimize it."

Tug captains from Vane Brothers Towing had practiced maneuvering around the ship to avoid directing their prop wash onto the *Constellation's* leaky hull.

In addition to the ship's own pumps, each capable of moving 10,000 gallons of water an hour from the bilge, Boudreau had brought on board auxiliary pumps and generators able to boost the flow to 150,000 gallons an hour. If a seam opened somewhere on the way down the harbor, and the leak could not be staunched, everyone agreed the

best move would be to ground the ship in some shallow part of the harbor where she could possibly be salvaged and would not interfere with shipping. But no such measures were necessary; the operation went off without a hitch.

Secretary of the Navy John H. Dalton reminded the crowd of the proud history of the Navy's various *Constellation*'s, from the frigate commissioned by President George Washington and launched in Baltimore in 1797 to today's 36-year-old aircraft carrier, stationed on the West Coast.

The 1854 sloop-of-war that replaced the frigate, Dalton said, was "fast, sleek, and beautiful." One of her first assignments was to join an international patrol off West Africa designed to stop the slave trade. It was dubbed "Miserable Station" because of the heat and disease the sailors endured. But between 1859 and 1861, the *Constellation* intercepted three ships bound for the Americas and freed more than 700 men, women, and children from slavery. The last of those slave ships was the *Triton*, out of Charleston, South Carolina, captured after the bombardment of Fort Sumter. She would turn out to be the first Union capture of the Civil War.

Called back to the States, the *Constellation* took part in the blockade of Gulf Coast ports. After the war, she was reassigned as a training ship and carried famine relief to Ireland in 1880. During World War II, President Franklin D. Roosevelt chose the *Constellation* to be the relief flagship for the Atlantic Fleet.

The ship remains "an enduring symbol of America's place as the great naval power in the world," said Dalton. "Through peace and war, this fine ship has been and done it all, and she has done it all right."

All that history hung in the light breeze that accompanied the ship as the Vane Brothers tug captain pushed her at the speed of a slow walk toward Fort McHenry. An artillery unit from the 29th Infantry Division gave the ship a thunderous 19-gun salute that quickly cleared the harbor area of seagulls. The harbor itself had already been cleared of boats by the Coast Guard and the Baltimore City marine police; the water was calm. Small clots of well-wishers waved and took pictures from piers and parks along the shore. One enthusiast ventured out in a dory, but patrol boats shoed him away.

On board the *Constellation*, Boudreau and his crew of nine monitored the water in the bilge and stood ready to switch on the pumps. But they were never needed. An hour and 48 minutes after leaving the pier, the *Constellation* was tied up at Fort McHenry.

"It couldn't have gone much smoother," beamed Director Linden.

In the following weeks, temporary laborers hauled tons of wood, iron, ballast, and junk from the ship, clearing and lightening her decks before moving her into Dry Dock No. 5. The process yielded a treasure trove of iron fittings—

mast hoops, lifeline stanchions, hammock irons, and more—believed to date from the 1850s. Project Engineer Powichroski believes they were removed and stored below during one or more of several repair periods in the 1960s and 1970s, when the ship was altered in a misguided effort to make her look more like the 1797 frigate. The ship's caretakers believed identification with that gallant warship was vital to winning badly needed public support. Instead, the structural and cosmetic changes only reignited long-running debates over the ship's history, confused the public, and discouraged potential donors.

The present *Constellation* Foundation is committed to restoring the ship to her 1854 appearance. As an example, Powichroski said the iron fittings that have emerged from the bilge and the orlop deck will be saved. Some will be reused in the restoration. Others will be copied. "We will have a fully operating blacksmith's shop right here on the dock," he said.

Other elements removed from the ship do not have the proper vintage and will not be retained. These include two 18th-century iron cannon and a smaller carronade, which will be returned to the Naval Historical Center in Washington, D.C. The fate of the 21 fiberglass copies of the larger guns has not been decided, but they will not go back on board the ship.

Three barrels of softball-sized iron cannon balls, a carved wooden eagle, and other 18th-century-style embellishments to the ship also will also be scrapped, sold, or given away.

Approximately 20 people pulling on heavy ropes successfully put the ship on blocks in dry dock on 29 December 1996. The first task there is to straighten the 27-inch hogging in the ship's 142-year-old keel. By this spring, Boudreau and Powichroski expect to begin removing the ship's six-inch-thick oak planks and to start replacing them with the cold-glued laminated wood that will make up the new hull. Never before attempted on a ship this size, the technology will also be used on the new gun deck, creating a rigid box that will relieve the rot-weakened frames of the ship's weight. The ancient live-oak timbers will stay in place, retaining the ship's antique atmosphere. They will also help the ship's curators explain the materials and technologies employed by the Gosport Naval Shipyard in Portsmouth, Virginia, where the *Constellation* was built.

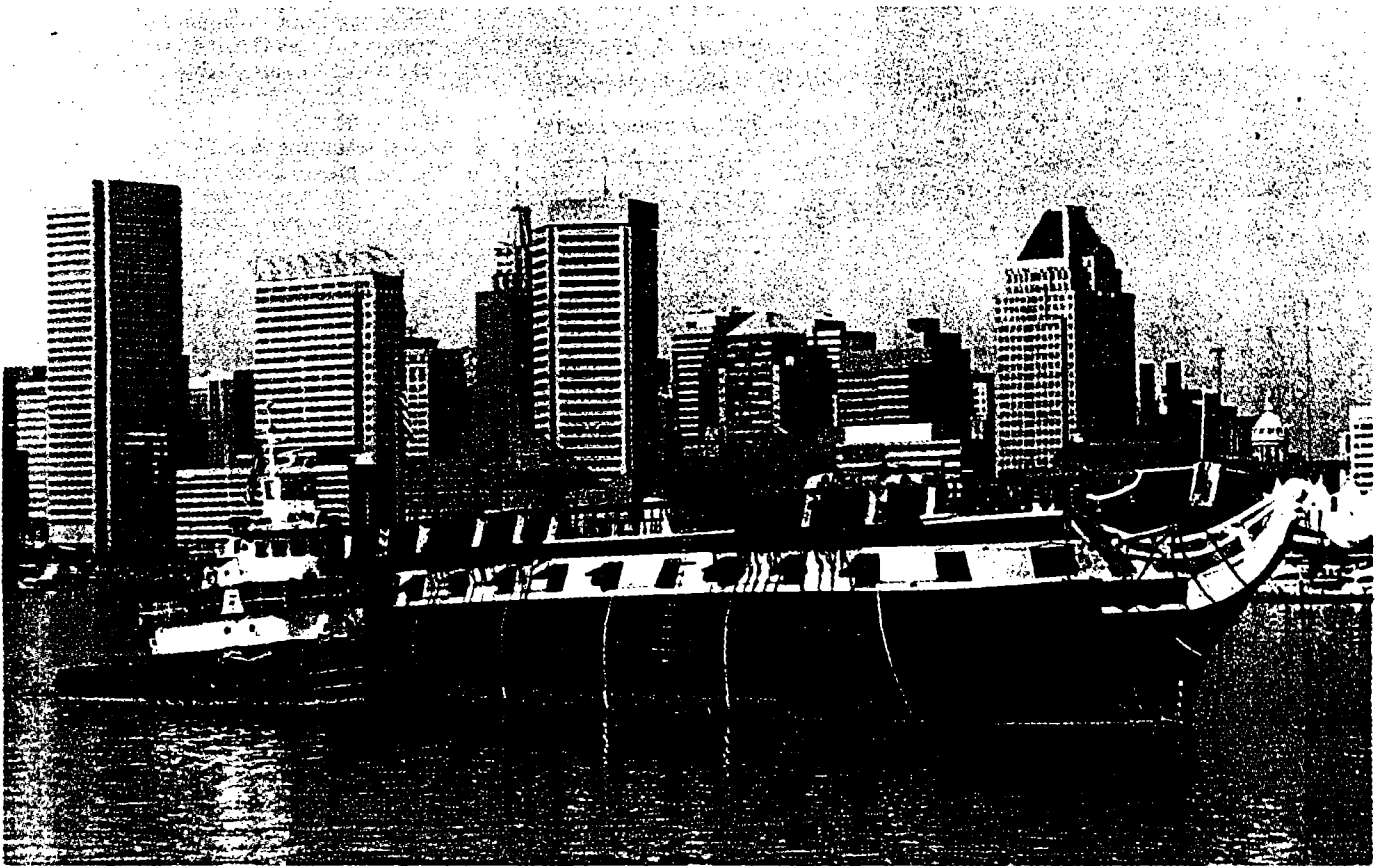
Once the hull and gun deck are completed, by early 1998, Boudreau hopes to refloat the ship and move her to another site in the harbor. There, he will use conventional materials and techniques to complete the hull above the gun deck, build a new spar deck and add new masts and rigging.

The *Constellation* Foundation hopes to move the ship back to the Inner Harbor by June 1999.

Mr. Rowland is a science writer for *The Baltimore Sun*.

November 18, 1996

"We knew it wouldn't be easy, but we knew it had to be done."



LLOYD FOX: SUNSTAFF PHOTOS

"Fast, sleek and beautiful": The once-grand Constellation leaves the Inner Harbor for the first time since 1982, bound for a \$9 million repair project to rescue the ship from the ravages of time.

Constellation send-off

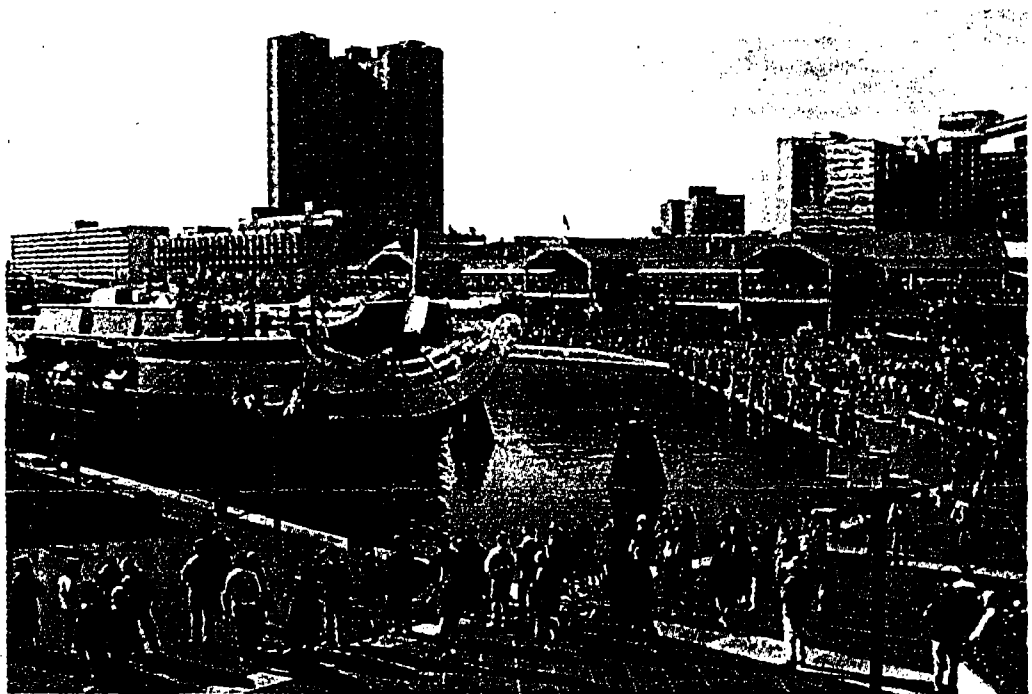
■ **Warship:** The venerable sloop of war ventured safely from the Inner Harbor to Locust Point for desperately needed repairs.

By FRANK D. ROYLANCE
SUNSTAFF

With thousands watching in soft autumn sunlight, the warship Constellation was pulled from its Inner Harbor berth yesterday and escorted down the harbor for 2½ years of repair work at the Fort McHenry Shipyard on Locust Point.

The walking-speed voyage, powered by the tug Capt. Russi, took one hour and 48 minutes. It went without serious incident, in calm water and light winds. The ship's high-speed auxiliary pumps were never needed.

By 12:40 p.m., the Civil War relic was tied securely to a wharf in front of the shipyard's Dry Dock No. 5. It will



Bon voyage: Well-wishers line the harbor area to salute the Constellation on its short journey to dry dock. Admirers await the day it will return with flags flying.

spend the next several weeks there off-loading 250 tons of ballast and 40 years of accumulated maritime junk before entering the dry dock before Christmas.

"It couldn't have gone much smoother," said a beaming Louis F. Linden, executive director of the Constellation Foundation.

The departure was delayed for 30 minutes by speechmaking. Once the ship got under way "she started taking on more water than when she was in her berth," Linden said. But the leaks were handled by the ship's primary bilge pumps, and "it never ever approached any kind of hazard-

ous situation."

Off Locust Point, a man in a rowboat intruded on the 500-foot "safety zone" around the ship and was quickly warned off by police and Coast Guard launches.

The send-off was punctuated by applause from the crowd as the ship cleared its dock, and lat- [See Ship, 2B]



LLOYD FOX: SUN STAFF

Farewell: Workers haul in the lines that secure the Constellation to the Inner Harbor dock as the ship prepares to journey to Locust Point for repairs.

Sloop of war heads to dry dock

[Ship, from Page 1B]

er by a thunderous 19-gun salute from the 29th Infantry Division. The guns' reports echoed across the city and sent hundreds of sea gulls fleeing from the Inner Harbor.

Crowds lined the basin's sea wall, Federal Hill, and any piers and wharves that afforded a view, all the way to Fort McHenry.

Robin Rider, 44, of South Baltimore watched the departure ceremonies at the Inner Harbor amphitheater, then made his way down to the Hall Street Pier in Locust Point to watch the ship go by.

At both spots he held up an American flag and a sign that read, "Good Luck Constellation."

"I walked by her every day on my way to work," he said. "I'm going to miss this every morning."

Built in 1854, the sloop of war fought the slave trade off West Africa in the 1850s. It served in the Civil War, protecting Union shipping from Confederate privateers in the Mediterranean and patrolling the Gulf of Mexico. In 1880, it carried food relief to famine-stricken Ireland. It was later a sail training ship and reserve flagship during World War II.

Constellation has been in Baltimore since 1954 and became the centerpiece for the Inner Harbor Renaissance. But it has suffered from historically inaccurate restoration and neglected maintenance. A Navy inspection in 1993 found its keel bent and its timbers dangerously weakened by rot.

Two years ago, a reconstituted Constellation Foundation launched a \$9 million campaign to restore the ship to its 1850s ap-

pearance. The city has pledged \$3 million, the state has appropriated \$1 million of its \$3 million share, and the private sector has begun to provide the remaining \$3 million.

Gail Shawe, chairwoman of the Constellation Foundation, said, "The thought of the ship being towed out of here, not on a grand occasion like this, but towed out of here forever, was unacceptable."

"We knew it wouldn't be easy, but we knew it had to be done," she said. She appealed for continuing financial help from individual and corporate members of the community, and said she looked forward to "her return, with flags flying and masts in place."

Yesterday's departure marked the first time the ship has left the Inner Harbor since 1982. The farewell ceremonies included U.S. Navy Secretary John H. Dalton, Maryland Transportation Secretary David L. Winstead, Mayor Kurt L. Schmoke, U.S. Rep. Benjamin L. Cardin, and members and friends of the Constellation Foundation's board of directors.

Dalton recounted the proud history of the Navy's various Constellations — from the original 1797 frigate commissioned by President George Washington and built at Fells Point, to the 36-year-old aircraft carrier Constellation now training for a six-month tour in the Arabian Gulf.

Dalton called the 1854 sloop of war "fast, sleek and beautiful" when it was launched as the past all-sail warship built for the Navy. It remains "an enduring symbol of America's place as the great naval power in the world. ... Through peace and war, this fine ship has been and done it all, and she has done it all right."

"God bless the Constellation and the skilled shipwrights who will restore her," he said.

Winstead praised the efforts of those who have worked the last two years to devise a rescue plan for the rot-ravaged ship. "In Maryland," he said, "we don't give up the ship."

Schmoke compared the ship to a precious family heirloom. "She will be saved," he said.

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MARYLAND

THE  SUN

Monday, December 30, 1996

"If people from 100 years ago had come here today, they would have recognized everything."



AMY DAVIS: SUN STAFF PHOTOS

Close-up view: Shipwright G. Peter Boudreau (left), chief of the Constellation restoration, and Louis F. Linden, executive director of the Constellation Foundation inspect the hull of the warship as it sits in its dry-dock berth.

A warship dries out

■ **Constellation:** *The Civil War-era ship is nudged into dry dock the old-fashioned way — with ropes and muscles.*

By JOANNA DAEMMRICH
SUN STAFF

There were no electronic sensors. No digital photographs from satellites. No high-tech gadgets of any kind to guide the way for the warship Constellation.

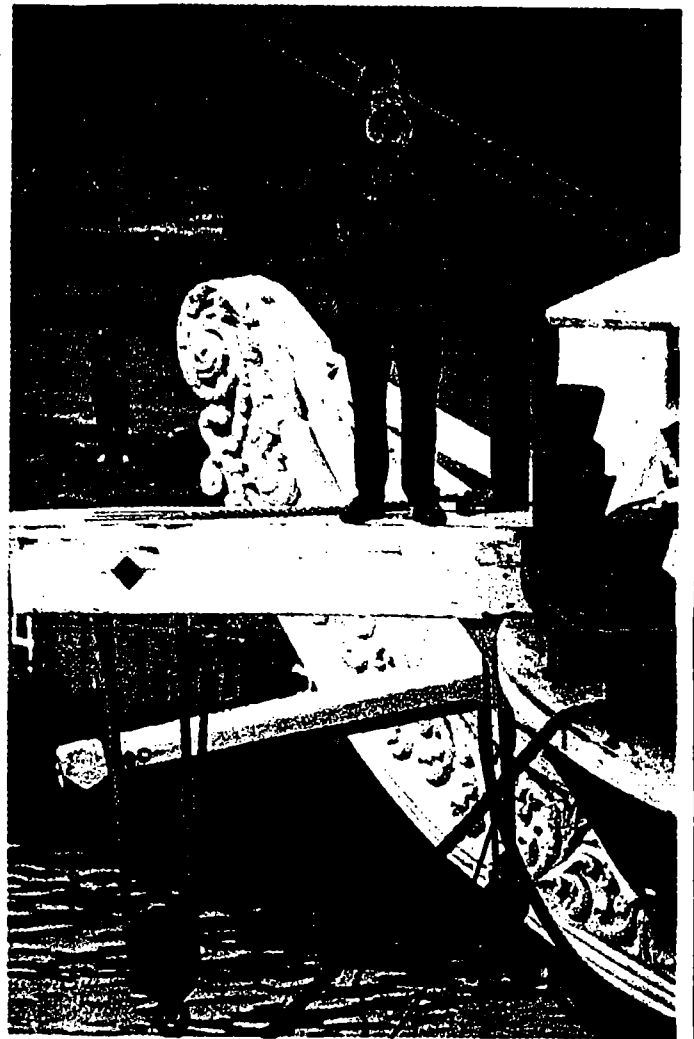
A century seemed to fade into the morning mist yesterday as 20 men and women tugged the sagging, creaking ship into Dry Dock 5 at Baltimore's Fort McHenry Shipyard.

They did it the old-fashioned way: pulling on heavy ropes and slowly walking along the dock.

"If people from 100 years ago had come here today, they would have recognized everything," said Louis F. Linden, executive director of the Constellation Foundation. "That's one of the interesting things about the artifact. There's a timeless quality about it."

Long before dawn, the crew gathered to watch as the dock was flooded with water. Shortly after 8 a.m., the dock's gate opened, and an inflatable dinghy nudged the Constellation from the wharf it was tied to in front of the entrance.

Shipwright G. Peter Boudreau, builder of the *Pride of Baltimore II* and chief of the Constellation restoration, climbed aboard. Jan Miles, captain of the *Pride of Baltimore II*, tossed ropes to the waiting crew and called out instructions: "Shout only in an emergency. Keep moving" [See Ship, 2B]



Listen up: Jan Miles, a volunteer from the *Pride of Baltimore II*, shouts to crew members from near the bow.



Stark contrast: In its new berth, the 179-foot Constellation sits between two modern Navy warships.

The Constellation dries out

[Ship, from Page 1B]

at a nice, slow, steady pace."

It took a half hour to gently haul in the 179-foot Civil War relic to its new berth between two sleek Navy warships.

Constellation staff members and laborers beamed as the ship floated on top of the blocks where it will be repaired the next 2½ years.

The Constellation Foundation has raised \$5.2 million of the \$9 million needed to restore the 1854 sloop of war, an Inner Harbor tourist attraction damaged by neglect and improper alterations.

First, workers will build a roof to protect the fragile ship. By spring, they will begin replacing the rotting lower planking with a rigid glued laminate never tried on

a ship this big. Gravity is expected to straighten the keel, now 27 inches higher in the middle than at the ends.

The new, lower hull and a new gun deck should be finished by early 1998. Then, the ship will be moved to another harbor location, where an upper hull, masts and rigging will be added before the ship returns to the Inner Harbor in 1999.

Only a couple of onlookers carrying cameras joined the crew to witness the drama of yesterday's short voyage.

But one of the line handlers, Drew Kauffman, a 29-year-old ship carpenter, described it as just as important as the 1.9-mile journey from the Inner Harbor that drew crowds of spectators last month. The ship had to be lined up in

dead center to land perfectly on the pilings built to match its keel once the water drained from the dry-dock basin.

"The trickiest part is keeping it directly on center line," Kauffman said, glancing up at the bow. "Once this is over, there will be a big sigh of relief, and it's the beginning of the project."

By 9:30 a.m., the Constellation was tied securely in place. But it took much more time — until shortly after 4 p.m. — for pumps to get the ship high and dry.

The pumping went slower than expected. But though much of the World War II-era equipment was outmoded and rusty, it could have been worse.

In the old days, Linden pointed out, there were no electric motors to drive the pumps."

Page
2

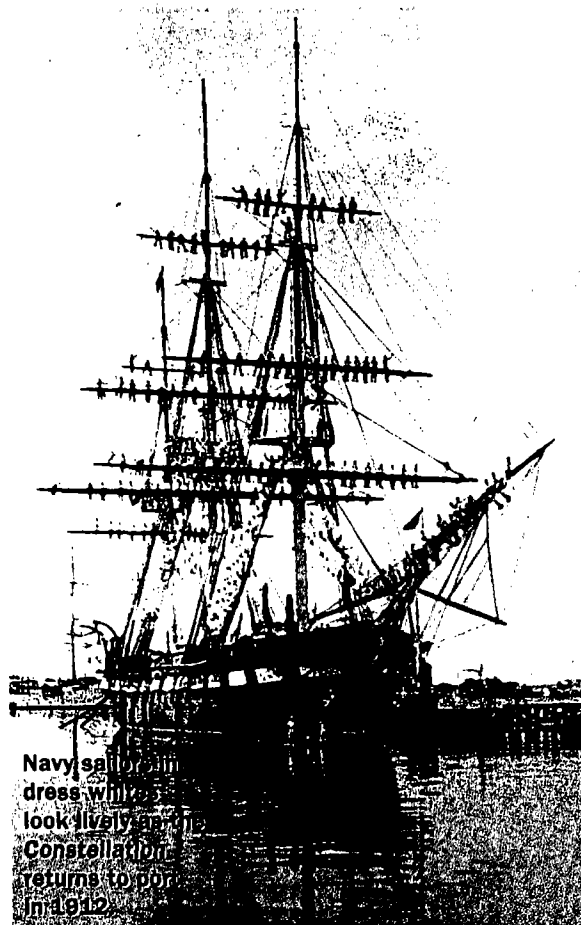
PUBLISHER'S note

Think of Baltimore's postcard skyline and what's one of the first things your mind's eye sees? That's right, swabbies, it's the towering masts and cannon ports of our very own U.S.S. Constellation, the last all-sail warship built by the Navy and the centerpiece of the city's tourist area since the 1980s.

This 142-year-old sloop of war (that means one deck of guns), which historians believe may contain timbers of the original Constellation built in Fells Point in 1797, is an essential part of our multi-million-dollar tourist industry, a priceless cultural and educational center, and an irreplaceable link to our seafaring past. Constructed with funds appropriated to repair her namesake, she had an illustrious military career, joining an international fleet to stop the slave trade off the coast of West Africa in the 1850s, serving in the blockade of Confederate ports, carrying food to famine-stricken Ireland, and later acting as a relief command ship in World War II. She is the last Civil-War warship in the nation, and, short of maybe Fort McHenry, probably Baltimore's single most valuable historical artifact. She's certainly the most photographed, appearing in logos, official seals, promotional materials, and the like for government agencies, companies, and nonprofits. The height of her jib boom, incidentally, was considered by architects in choosing the height and setback of the new pavilions at Harborplace.

In short, she's a precious relic we've taken for granted all these years, but now the old girl needs help.

Time has taken its toll, both on the rigging, which was removed for safety reasons last year, and on the hull, which is now pulling away from the keel. With help from Navy technicians, the Constellation Foundation is preparing the ship for extensive repairs that will take a couple of years and cost roughly \$8 million. First she must be moved gingerly to a shipyard, a tricky maneuver for a ship that probably only retains about 20 per-



Navy sailors in dress whites look lively on the Constellation returns to port in 1912.

COURTESY OF LEIB IMAGE ARCHIVES

cent of its original hull strength. Extensive steel-cable reinforcing, patching, and sealing are going on now, and the careful relocation will take place later this month.

Rebuilding the ship using 19th-century methods would mean discarding 75 percent of the present timbers and planking, and would cost nearly \$35 million. But under the direction of nationally renowned ship builder and restoration expert Peter Boudreau, builder of the *Pride*, and with help from space-age laminates, she can be healthy and watertight again for a quarter of that cost. Better yet, she'll come out of her refit looking just as she did in 1853, and without the hodge-podge of add-ons, alterations, and naval modernizations that occurred in the 20th century.

We'll miss her sorely while she's off in I.C.U., but it's an expense for which the city will be repaid many times once she's again floating proudly in her Harborplace berth. Before she was recently closed to the public, she drew roughly 266,000 visi-

tors a year, an economic impact totaling in the millions. Once again, her towering masts can be decorated with holiday lights, brightening the early nightfall of winter, and her gun decks and crew quarters can reopen to inquiring tourists hoping for a glimpse into the living conditions of Civil-War-era fighting ships.

Under the Navy's terms for keeping the ship here, we needed to come up with a repair plan and with the money, too. Two years ago, the management and board of the foundation were replaced to make sure that would happen. Under the direction of Executive Director Lou Linden and an active new board, of which I'm proud to be a member, the Constellation Foundation has gotten Navy approval for its plan. It's also raised about half of the money needed to give the Constellation a new lease on life that will last 30 to 50 years, and which I guarantee will catch the nation's attention. Corporations, the state and city governments, and generous foundations have all been enormously helpful in getting us this

far, but we've just begun. Donations from private citizens could help push us over the top. You can send your contributions to the Constellation Foundation Inc., Pier 1, 301 East Pratt Street, Baltimore, Maryland, 21202-3134 (phone 539-1797).

If every adult in the region donated just \$5, we'd be in good shape to complete Boudreau's state-of-the-art refitting.

Baltimore without the Constellation. I can't picture it. That's why I and a host of other corporate leaders are on board this vital project. You can get on board too. With your help, she'll have fair winds and a following sea on the way to her 200th year in 2053.

Your grandchildren will thank you.



Steve

Steve Geppi
Publisher

The Baltimore Sun
July, 1997

Support the Constellation

■ **Her day will come:** *Commemorative coins allow public to help pay for restoration.*

WATCHING AS THE Constitution unfurled its sails and cruised under its own power July 21 to celebrate its 200th birthday, we, in Baltimore, had thoughts of another ship — our Constellation. The Constitution's carefully choreographed and brief five-mile journey off the Massachusetts coast whetted Marylanders' appetite for the day they will be able to board the Constellation. It sits in dry dock, close to Fort McHenry, undergoing a \$9 million restoration that should take two years.

The Constellation Foundation's latest idea to raise money to pay for the restoration is not a new one. Several years after the Constellation was brought to the Baltimore harbor in 1954, a fund-raising effort included the minting of commemorative coins. But those coins had the date 1797 stamped on them, a reference to the date the frigate Constellation was commissioned. New coins now being sold acknowledge that this Constellation is not the original but the sloop that went to sea as its namesake in 1854.

That does not mean the tall ship in dry dock

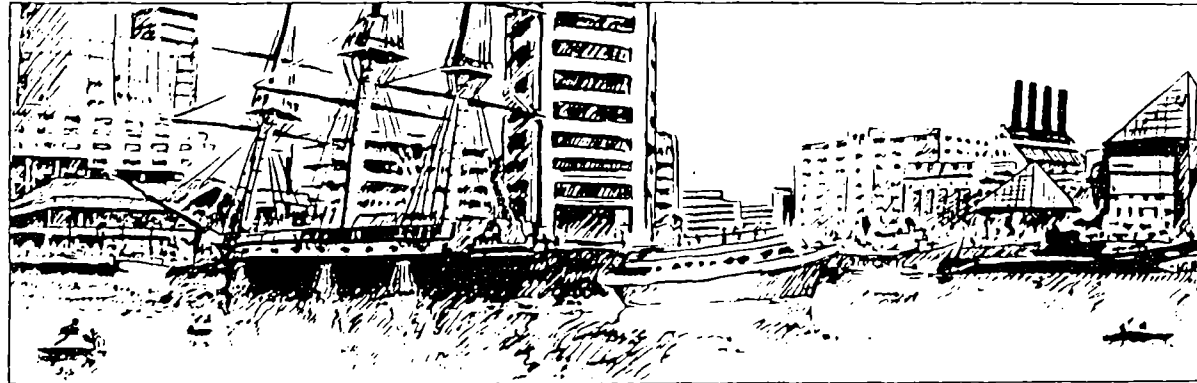
is any less worthy. Like its predecessor, it served the United States honorably. As the last sailing ship built for the Navy, the Constellation halted slave ships bound for America, it served the Union during the Civil War, delivered artwork to the Paris Exposition in 1878 and food to Ireland during the famine of 1880. For many years afterward, it served as a training vessel.

The Constellation Foundation has raised \$5.8 million, which leaves it far short of its goal to complete the restoration. The city has contributed \$3 million, but the state has provided only \$1.3 million over three fiscal years. It is important that it match the city's contribution. Corporate sponsors and foundations are also expected to provide another \$1.7 million. That means the public must kick in the rest.

Those wishing to buy the 1854 commemorative coins may do so by sending \$20 for the coin plus \$4.95 for postage and handling to Constellation Coin, The Constellation Foundation, Pier One, 301 East Pratt Street, Baltimore, Md. 21202, or you may telephone 410-539-1797. Yes, there's that wrong date again. But at least people now know it refers to the antecedent of the Constellation, whose proud legacy Baltimore's sailing ship carries. Either the 1854 or 1797 coin is a lifetime pass aboard the ship.

THE SUN

SATURDAY MAIL BOX



Constellation crucial to waterfront revival

Contrary to the assertion of columnist Peter Jay (Dec. 19), the U.S.S. Constellation is one of the most important historic vessels in the United States.

The Constellation, constructed in 1854, is the last sailing warship built by the U.S. Navy and the only Civil War naval ship still afloat. During nearly 100 years of active service, she played a lead role in interdicting vessels in the slave trade in the 1850s, was an active combatant in the Civil War, carried food to Ireland in the 1880 famine and for 25 years was the primary training ship of the U.S. Naval Academy.

Because of this history and the threats to the continued existence of the Constellation, the National Trust for Historic Preservation listed the Constellation among the

"11 Most Endangered Historic Places in the United States" in 1994. This list highlights important landmarks of American history that are in danger. The Constellation tells an important part of our nation's maritime history, just as Mount Vernon and other historic land-based structures tell our nation's story.

The ship's true historical significance was obscured by past attempts to represent her as the Baltimore-built frigate of 1797. However, the current board of directors of the Constellation has publicly disavowed that myth and is dedicated to integrity in historical interpretation.

The new leadership of the Constellation is making great progress in restoring the ship as a living part of our nation's maritime his-

tory. The ship was recently towed to dry dock for immediate repairs to the hull, and a total of \$5.2 million has been raised toward the total cost of \$9 million to restore the ship. Restoration of the Constellation is worth every penny.

The Constellation will be berthed and open to the public in Baltimore's Inner Harbor. To suggest, as Mr. Jay does, that this setting's commercial activities taint the mission of interpreting the ship's history is outlandish. The restored Constellation will be a proud addition to this high-quality waterfront revitalization.

Peter H. Brink
Washington

The writer is vice-president of programs for the National Trust for Historic Preservation.

Skagit Valley Herald

Serving Northwest Washington State Since 1884

WEDNESDAY

JUNE 25, 1997

'The best wood possible'



Russ Paul, Crown Pacific Ltd.'s timberlands manager, inspects a tree bound for John Wagner's Port Orchard mill.

Frank Varga / Skagit Valley Herald

Worldwide search finds Douglas fir for ship restoration

By MIKE NEMETH
Staff Writer

HAMILTON — Big. That's about all anyone who saw it could say.

"You don't get to see one of these babies every day," said Russ Paul, Crown Pacific Ltd. timberlands manager.

The tree was an odd-looking, monster Douglas fir that, perhaps because of its ungainly appearance, had sidestepped a near century of harvest. Its top had blown off long ago and a single fat branch reached skyward like a forgotten, crippled sentry. Last week, a crew of loggers cut it from a stand of Crown's trees on Bear Creek that looked like toothpicks in comparison.

Removing it took two and a half

days and two logging trucks. Loggers sliced it down the center and loaded each half on the extendible back ends of the trucks.

The fine-grain wood is destined for the Constellation, a retired U.S. Navy vessel launched in 1854. The national treasure and oft-seen landmark is undergoing a \$9 million restoration in a Baltimore dry dock. Completion is scheduled for June 1999.

Lumber yards don't stock what the ship requires. Restoration teams searched worldwide to replace its ancient timbers and planks, said Lou Linden, executive director of the Constellation Foundation, the nonprofit charged with the 176-foot warship's upkeep.



Photo courtesy Constellation Foundation

Lumber from the tree in the top photo is bound for the Constellation, an 1854 Navy warship in a Baltimore dry dock. This photo shows the ship before restoration began two years ago.

"This is the real thing," he said, of the Douglas fir tree. "We're looking at preserving this ship for the next 100 years and one of the ways you do that is by finding the best wood possible."

Nobody knew the tree's age. Its rings measure about one to the millimeter near the outer edge of the crosscut but farther apart near the

See **ANCIENT TREE**, Page A5

Ancient tree to find home in restored ship

Continued from Page A1

core. Extrapolating that would make it a couple thousand years old.

The ancient log will be milled into pieces 6 1/2 inches thick, 14 inches wide and 60 to 90 feet long. The sections will be used to replace deteriorated timbers on the ship's hull.

Locating such a tree is hardly simple. Those seeking Constellation's materials went to John Wagner, a Port Orchard mill owner who has gained a reputation for sleuthing specialty timbers. The backside of his card reads: "A North-western sawmill cutting the thickest, the thinnest, the widest and the longest wood products in the world."

Wagner, president of Pacific Western Tim-

bers Inc., also supplied material for the U.S.S. Constitution. "Old Ironsides," as it was known, dogged and obliterated the British navy in the War of 1812. That warship, the oldest commissioned in the U.S. Navy, just completed a four-year upgrade and sets sail in Boston July 21.

Wagner admits hurdles to meeting orders. Few huge trees remain. And current conditions place federal forests off limits. He seeks trees like Crown's, long ignored because of a blatant defect or so out of reach that harvest is too costly.

"Private timber owners are coming to the rescue," he said. "And they're going to the wall to try and get this stuff out."

Paul called Wagner's order unique. "It's kind

of intriguing to be part of history," he said.

Linden said his restoration crews also used tropical woods from Guyana, custom laminate from domestic white oak for the beams and frames and tapped many other sources to replicate the original.

This creates a dilemma. The ships were built in a different era, one of huge, plentiful trees. Even the East Coast had a ready selection of massive live oak. Shipwrights designed their ships around the availability, one that no longer exists.

"For those of us who build and preserve ships, there's a certain ambivalence in taking a tree that's been growing since Columbus landed," Linden said. "But I can't think of a more noble purpose."

TECHNOLOGY LEADERS

NAME AND ADDRESS	AFFILIATION	COMMENTS	REF. BY
Brook Byers	Kleiner, Perkins, Caufield & Byers	Partner at Kleiner Perkins, has been a venture capitalist since 1972. <i>Started very successful Bio-techn firm out there</i>	JK
John Doerr	Kleiner, Perkins, Caufield & Byers	Joined Kleiner Perkins in 1980 after becoming the top-ranked systems salesperson at Intel. Serves on the Board of Directors for several leading technology companies. <i>info tech. venture Capital</i>	JK
David Ellington San Francisco, CA <i>not deep pocket</i>	CEO, NetNoir	NetNoir is the largest Afrocentric presence on the Web. It is the leading new media company promoting, creating, developing, archiving and distributing distinctive Afrocentric programming and commercial applications for all forms of interactive media. NetNoir was contracted by Clinton/Gore to conduct online surveys of African-American voter attitudes.	JK
Steve Perlman	Co-founder, president and CEO of WebTV Networks	WebTV is dedicated to bringing high-quality, affordable internet access to television consumers through the WebTV Network.	JK
Kim Polese <i>no</i>	CEO, Marimba, Inc.	Before co-founding Marimba in 1996, she spend more than seven years at Sun Microsystems. One of the few female Silicon Valley CEOs.	JK
Deb Triant <i>no</i>	CEO, Checkpoint Software		JK
Jerry Yang	Yahoo!	Taiwanese native who cofounded Yahoo! Online guide in April 1994 and co-founded Yahoo!, Inc. In April 1995. Currently on leave from Stanford electrical engineering Ph.D. program.	JK

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Have network
of people*

*interested
in this*

Business

WEALTHY/SUCCESSFUL YOUNG AMERICANS

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Steve Ballmer -- 41 Redmond, WA	Vice President Microsoft		BG
Craig Benson -- 42 Rochester, NH	Founder and COO Cabletron		BG

*Cabletron - Republican
Microsoft - dedicated to cultural preservation*

over 1000
 1000's call
 largest bookstore
 1st co. to make
 big @ internet

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
✓+ Jeffrey P. Bezos -- 33 Seattle, WA	Founder and CEO, Amazon.COM	Smaller co, opinion leader w/in that com progressive. Has his talk office	BG
✓x Francois Bitz -- 37 Warrendale, PA	Founder and Vice President, Fore Systems	Networking company	BG
✓e Stephen Case -- 39 Dulles, VA	CEO, AOL Pres.	Leader in game tech. Game world, @ helpful w/ kids & internet —	BG
Annie Chan -- 45 Fremont, CA	Director, ESS Technologies		BG
Joseph Costello -- 43 San Jose, CA	CEO and President, Cadence Design	upcoming company	BG
Michael Dell -- 32 Round Rock, TX	CEO, Dell	perfect co. At the peak of their business — Young, up & coming	BG
Charles Ergen -- 44 Denver, CO	Satellite Television		BG
Mike Farnwald -- 43 Mtn. View, CA	Founder and Director, Rambus		BG
Raul Fernandez -- 31 Reston, VA	CEO, Proxim		BG
David Filo -- 31 Santa Clara, CA	Founder, Yahoo!		BG
Doug Humphrey -- 38	Founder, SkyCache		BG
Julie Holdren -- 28 Alexandria, VA	CEO, Olympus Group		BG
Mark Horowitz -- 40 Mtn. View, CA	Founder and Director, Rambus		BG

Mano
 Manito

Webpreneurs

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Steve Jobs -- 42 Richmond, CA	CEO, Pixar <i>Apple</i>	founder of Apple - ~~was~~ <i>WWTP</i> <i>relationship</i> ~~understand~~ <i>Commitment to kids - Indep. Thinker</i>	BG
Lulu Johnson -- 22 New York, NY	Head of UltraLine Betsey Johnson		BG
Dirk Kohnen -- 44 Redwood Shores, CA	Vice President, Oracle	<i>Sam 45</i> <i>Ellison - gave \$100 million</i> <i>for educational tech.</i>	BG
James Kenefick -- 33 Laurel, VA	CEO, Nat-tel Corp.		BG
Jeong Kim -- 37	CEO, Yurie Systems		BG
Sanjay Kumar -- 35 Islandia, NY	President, COO, and Director, Computer Ass.		BG
Aerin Lauder -- 27 New York, NY	Director of Creative Product Development Estee Lauder		BG
S. Robert Levine -- 39 Rochester, NH	Founder, Cabletron		BG
Scott McNealy -- 42 Mtn. View, CA	Founder and CEO, Sun Microsystems		BG
David Mahler -- 41 Mtn. View, CA	Founder and President, Remedy		BG
Paul Maritz -- 42 Redmond, WA	Vice President, Microsoft		BG
Roger Mody -- 34 Fairfax, VA	CEO, Signal Corp.	<i>- Peter Overe</i>	BG
Nathan Myhrvold -- 38 Redmond, WA	CTO, Microsoft		BG

*Smart
Tech.
guy*

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Amy J. Nye -- 29 New York, NY	President AltiTUNES LP		BG
Christopher Oliver -- 37 Rochester, NH	Director, Cabletron		BG
Jeff Raikes -- 39 Redmond, WA	Vice President, Microsoft		BG
C.N. Reddy -- 41 San Jose, CA	Senior Vice President, Alliance		BG
Robert Sansom -- 37 Warrendale, PA	Vice President, Fore Systems	Tom Kahl	BG
Michael Saylor -- 33 Vienna, VA	Founder and Chief Exec. MicroStrategy		BG
Sanjiv Sidhu -- 39 Irving, TX	CEO, i2 Technologies		BG
Tom Siebel -- 44 San Mateo, CA	Founder and CEO, Siebel Systems		BG
Geoff Tate -- 43 Menlo View, CA	President and CEO, Rambus		BG
Alan N. Trefler -- 41 Chestnut, MA	Pegasystems, Inc.		BG
Kenneth D. Tuchman -- 37 Denver, CO	TeleTech		BG
Alexandra Von Furstenberg -- 25 New York, NY		Diane Von Furstenberg's daughter-in-law	BG
Norman Waitt N. Sioux City, SD	Retired CFO, Gateway 2000		BG

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Ted Waitt -- 34 N. Sioux City, SD	CEO and Founder, Gateway 2000	Have a lot of & want to give back	BG
David Wilner -- 43 Alameda, CA	Foundner, Winder River Systems		BG
Jerry Yang -- 28 Santa Clara, CA	Founder, Yahoo!	good speaker the most pop. internet website been good w/ kids on internet	BG
Dirk, Robert and Daniel Ziff -- 33, 31, 25	Inheritance, Investments		BG

low platf - Hewlett
CEO Packard

Andy Grove
CEO

Intel

into giving

MAJOR LIST

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Paul Alaire	CEO, Xerox		EML
Paul Allen	Microsoft		EML
Mark Anderssen	Netscape	Co-founded Netscape Communications Corp. while in college at the Univeristy of Illionois in Champaign, IL.	BG
Anne Bartley San Francisco, CA			BG
Bob Bass	Former Trust Chmn		EML
Carol Biondi			BG
Elizabeth Bramwell	Trustee, Historic Deerfield, Leading mutual funds manager		EML
Eli Broad Los Angeles, CA		Art collector, philanthropist.	BG
Michael Bronner		Philanthropist. Referred by Rita Lewis. Very philanthropic. Amassed 300,000 from AT+T for Team Harmony.	BG
John Bryan	CEO, Sara Lee		EML
Emanuel Cleaver Kansas	??		??
John Cooke	Senior VP, Disney	Serious interest in history & protect	EML
Ann Cox Chambers Atlanta, GA	Cox News Service	Civic leader and philanthropist	BG

one of America's wealthiest families:

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Susan Crown 222 N. LaSalle St. #200 Chicago, IL 60601	President, Ida Crown Memorial Trust	Family-owned Waste Management Inc.; General Dynamics, etc. Very philanthropic.	BG
Leslie Dach	EdEMLan Worldwide		EML
Michael Eisner	Chair, Disney		EML
David Fisher San Francisco, CA	Owner of The Gap		EML
George Fisher	CEO, Kodak		EML
Bitsey Folger			BG
Harvey Gant Charlotte, NC		Former mayor of Charlotte, NC, former Senate candidate	BG
Bill Gates	Founder, Microsoft		EML
Ann Getty San Francisco, CA		Civic and cultural leader.	BG
Harvey Golub	CEO, AmEx		BG
Varton Gregorian New York, NY	President, Carnegie Corp.		BG
Maurice (Hank) Greenberg	CEO, AIG Insurance, Co.	Liberal Republican	BG
Agnes Gund New York, NY	Chair, MOMA		EML
William Haseltine	Humane Genome Sc.	Wife - Giorgio perfumes	EML

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Veronica Hearst New York, NY			EML
Don Henley Texas	The Eagles	Saving Walden Pond is his passion.	EML
Douglas Ivester Atlanta, GA	CEO, Coca-Cola		EML
Dick Jenrette New York, NY	retired CEO, Prudential		EML
Bob Johnson Washington, DC	CEO, BET		EML
Jim Johnson or Maxine Isaacson Washington, DC	Chair FannieMae and the Kennedy School Center		BG
Linda Johnson Rice Chicago, IL	President, Johnson Publications (Ebony/Jet)	Soon to wed Congressman Ron Dellums.	BG
Ned Johnson	CEO, Fidelity		EML
Bruce D. Judd		Or other member of Advisory Council on Hist. Preservation	EML
Alice Kandell New York, NY		Major contributor to the DNC. Has time and is very eager to help.	BG
Iris Kantor		Major arts supporter & philanthropist	EML
John Kluge New York, NY	Chair, Metromedia	friend of the WH	BG
Kathy Stephens Kangas		wife of Global chain CEO Married to CEO of Delloite Touche, very eager to help.	

help; willing to fundraise

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Jeffery Katzenberg Los Angeles, CA	Dreamworks		EML
Ralph Lauren New York, NY			EML
Norman Lear Los Angeles, CA		Legendary TV writer/producer, Father of Leading Hollywood philanthropist. Possible mate	BG
Allen (80) or Isabelle (69) Leepa Tampa Springs, FL			EML
Leon Levy New York, NY	Investment banker	He is very philanthropic and has a great appreciation of our history and democratic values. His wife, Shelby is also an investment banker and they financed Bard College.	BG
Rita Lewis Washington, DC	DC law firm	Formerly a Special Assistant to the President in Political Affairs. Wants to help; can provide access to many major	BG
Roger Mayer	Pres, Turner Ent.	Major contributor to film preservation.	BG
Donna McClarty		Very eager to help.	BG
Barry Muze	CEO, Getty Trust		EML
Ray Nasher			EML
S.I. Newhouse New York, NY	CEO Newhouse Communic.	Head of leading publishing family.	BG
Lou Noto Fairfax, Virginia	CEO, Mobil Corp.	Has already expressed interest in helping. BG & EML ^{will} are meeting w/ him on 3/10.	EML
Dick Parsons Los Angeles, CA	President, Time Warner		EML

PFAW;
Supporter
of Gavillib.
com. values.

corp. chart.

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Alan Patricof New York, NY	Co-Chair, Ventures, Inc.		BG
Lisa Pritzker California		Leading Chicago family; own Hyatt Hotels (among other things). Penny is a liberal democrat. <i>activist</i>	BG
Penny Pritzker Chicago, IL			
Molly Raiser Washington, DC		former chief of protocol	BG
~~B. Rapoport~~ <i>Texas</i>			EML
Steven Rattner New York, NY		Partner of Felix Rohaytin.	BG
Larry Reger	Conservation org.		EML
Rebecca Rimel Philadelphia, PA	President, Pew Charitable Trusts	<i>moderate Repub (I think)</i>	EML
Julian Robertson New York, NY	cybertech	Recent billionaire, very philanthropic. <i>Strong interest in history & democracy, would be "hounded" to be asked.</i>	BG
David Rockefeller, Jr. New York, NY		Philanthropist & educator <i>activist.</i>	EML
David Rose	Founder Air-Media + CEO	<i>Co-founder</i> Co-chair of the Millennium Society. Very wealthy, philanthropic real estate family. <i>BG & EML</i> have met with him and he offered to assist us in every way possible on this project. We're considering his data bank proposal.	BG
Bill Rudin or Beth Rudin Woody	Children of Lou Rudin	<i>family developers</i> Major real estate developers. Both are in their 40's; interested in culture and progressive politics.	BG
Buffy Sainte Marie Honolulu, HI	Cradleboard	Folk singer; founder and president of Cradleboard, a native American cultural preservation organization. Named "Native American philanthropist of the year."	BG

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Bernard Schwarz-Lorel			EML
Carolyn Slater		or other member of Advisory Council on Hist. Preservation	EML
Cissy Swig San Francisco, CA		Former director of Arts in Embassies program. Arts and culture leader. Major philanthropic family.	BG
Maurice Templesman	Templesman & Son		EML
Ted Turner	Turner Broadcasting		EML
Marsha Williams		Mrs. Robin Williams -- has expressed interest in helping.	EML
Mitchell Wolfson Miami, FL		7th largest gift, historical memorabilia collector	EML

to what???

TECHNOLOGY LEADERS

NAME AND ADDRESS	AFFILIATION	COMMENTS	REF. BY
Brook Byers	Kleiner, Perkins, Caufield & Byers	Partner at Kleiner Perkins, has been a venture capitalist since 1972. Has been very successful at developing Bio-tech firms.	JK
John Doerr	Kleiner, Perkins, Caufield & Byers	Joined Kleiner Perkins in 1980 after becoming the top-ranked systems salesperson at Intel. Serves on the Board of Directors for several leading technology companies. Venture capitalist.	JK
Steve Perlman	Co-founder, president and CEO of WebTV Networks	WebTV is dedicated to bringing high-quality, affordable internet access to television consumers through the WebTV Network. Very interested in cultural preservation.	JK
Jerry Yang -- 28	Yahoo!	Taiwanese native who cofounded Yahoo! Online guide in April 1994 and cofounded Yahoo!, Inc. in April 1995. Currently on leave from Stanford electrical engineering Ph.D. program.	JK

WLF/CYNTHIA FRIEDMAN'S LIST

NAME AND ADDRESS	AFFILIATION	COMMENTS	REF. BY
Sahara Ahmad-Llewellyn 300 Central Park West, Apt. 17D New York, NY 212-877-2856	Vice Chair of Philadelphia Coca- Cola Bottling Co.	Board Member of: The New 42nd Street Corp., Channel 13 in New York, Jazz at Lincoln Center, Dance Theater of Harlem and Northside Center for Child Development; her husband, Bruce is a nephew of Colin Powell.	CF
Iris Martin Creative Dimensions in Management, Inc. 449 Righters Mill Rd. Narbeth, PA 19072 610-825-8350	Founder, Creative Dimensions	Formerly a psychotherapist in private practice, she has worked as a management consultant to Fortune 500 companies. Produced WLF's HRC birthday video.	CF
Laurie McDonald Jonsson Steller International 520 Pike Street, Suite 2200 Seattle, WA 98101 206-467-8200	President and CEO	Husband is Swedish. Hosted the President in her home at a DSCC event for Sen. Patty Murray, December, 1997. She and BG have been exploring the possibility of an HRC women's trade mission.	CF
Claudine Bacher 415 East 52nd Street New York, NY 10022		Long-time children's activist. Divides her time between New York and Key Largo, FL. Served on Boards of: Florida Keys Children's Foundation, Florida Keys Children's Shelter, Health & Human Services Board of Monroe County, and others.	CF
Susie Tompkins Buell 2500 Steiner Avenue San Francisco, CA 95115 415-248-7825		Susie and her former husband, Doug, founded the clothing firm ESPIRIT. She is a social and political activist in the San Francisco area and has twice hosted the First Lady at luncheons in her home.	CF
Dr. Emma Chappell 714 Market Street Philadelphia, PA 19106 215-829-2272	President of a bank in Philadelphia	African American.	CF

United
Bank
of Philadelphia

NAME AND ADDRESS	AFFILIATION	COMMENTS	REF. BY
Chaz Ebert P.O. Box 146366 Chicago, IL 60614 773-528-0375		Involved in many community activities. She is African-American and married to Roger Ebert, the film critic.	CF
Ronnie Ginott 650 Lake Avenue Greenwich, CT 06830 203-861-9702		Activist focusing on women and children's need in the community. Helped organize a summer camp program for homeless youngsters through a variety of funding sources. She is currently working with Matilda Cuomo in the program she founded, MENTORING USA.	CF
Elsie Hillman Moorwood Heights Pittsburgh, PA 15213 412-681-1550		National and community leader in many fields: the arts (Carnegie and Scaife Gallery Boards, the White House Endowment Fund); education (Pittsburgh Universities, including funding for the Hillman Library and the Univ. Of Pittsburgh); social issues (leader of Planned Parenthood and political leader of the Republican National Committee, State and National). Within the last several years, she has become very disenchanted with the national Republican party and its right wing constituency and has resigned from all political posts. Married to Henry Hillman, a private investor and one of the 10-20 wealthiest men in America. Also, a longtime supporter of People for the American Way.	CF
Hannah Kamin 1018 Wilkens Heights Rd. Pittsburgh, PA 15217 412-683-1007		Major community leader in Pittsburgh and Florida where she serves on several Boards, including: hospitals, Jewish social service agencies, Chatham College, the Florida Ballet, and others.	CF
Smita Shah P.O. Box 4764 Oak Brook, IL 60521 312-922-5168		24/25 year old MIT graduate engineering student working in her father's international construction firm. She travels the world on various projects.	CF
Yeni Wong 8711 Brickyard Road Potomac, MD 20854 202-393-2280	President, Riverdale International.	Owens several chinese restaurants and is a developer of real estate.	CF

national
(Pls check)

Administrative efforts to

WEALTHY/SUCCESSFUL YOUNG AMERICANS

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Jeffrey P. Bezos -- 33 Seattle, WA	Founder and CEO, Amazon.COM	CEO of what he calls "the world's largest bookstore". Hugely successful as the first company to make lots of money off the internet.	BG
Francois Bitz -- 37 Warrendale, PA	Founder and Vice President, Fore Systems	Fore systems is a networking company.	BG
Stephen Case -- 39 Dulles, VA	CEO, AOL	Leader in the technology world in giving back to the community. Has been helpful and supportive of ~~protecting~~ kids from pornography on the internet.	BG
Joseph Costello -- 43 San Jose, CA	CEO and President, Cadence Design	Up and coming company.	BG
Michael Dell -- 32 Round Rock, TX	CEO, Dell	Dell is currently at the peak of its business. They are very successful and interested in giving.	BG
Larry Ellison -- 45 Redwood Shores, CA	Oracle	Gave \$100 million for <u>education technology program</u>	JK
Andy Grove	CEO, Intel		
Julie Holdren -- 28 Alexandria, VA	CEO, Olympus Group		BG
Steve Jobs -- 42 Richmond, CA	CEO, Pixar & Apple	Founder of Apple Macintosh. Has shown continued commitment to kids and protecting them from pornography on the internet. Has a relationship with the VP dating back to his days in Congress.	BG
Aerin Lauder -- 27 New York, NY	Director of Creative Product Development Estee Lauder	daughter of R. Lauder	BG
Roger Mody -- 34 Fairfax, VA	CEO, Signal Corp.		BG

administrative
I think

is this correct? Not Moody?

Noa - I think 4K
mentioned several people
be said are "ready
to give back"
pls chk my
notes.

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Nathan Myhrvold -- 38 Redmond, WA	CTO, Microsoft		BG
Lou Platt	CEO, Hewlett Packard		
Robert Sansom -- 37 Warrendale, PA	Vice President, Fore Systems		BG
Alan N. Trefler -- 41 Chestnut, MA	Pegasystems, Inc.		BG
Kenneth D. Tuchman -- 37 Denver, CO	TeleTech		BG
Alexandra Von Furstenberg -- 25 New York, NY		Diane Von Furstenberg's daughter-in-law	BG
Ted Waitt -- 34 N. Sioux City, SD	CEO and Founder, Gateway 2000		BG
Dirk, Robert and Daniel Ziff -- 33, 31, 25	Inheritance, Investments		BG

TREASURES LIST

MAJOR LIST

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Paul Alaire	CEO, Xerox		EML
Paul Allen	Founder, Director, Microsoft		EML
Mark Anderssen	Netscape	Co-founded Netscape Communications Corp. while in college at the Univeristy of Illionois in Champaign, IL.	BG
Anne Bartley San Francisco, CA			BG
Bob Bass	Former Trust Chmn		EML
Carol Biondi			BG
Elizabeth Bramwell	Trustee, Historic Deerfield, Leading mutual funds manager		EML
Eli Broad Los Angeles, CA		Art collector, philanthropist.	BG
Michael Bronner	Founder and chairman, Bronner Slosberg Humphrey	Philanthropist, Direct marketing executive. Active in March of Dimes, serve on the boards of: Boys and Girls Clubs, Boston Public Library Foundation and New England Aquarium. Referred by Rita Lewis. Arranged \$300,000 from AT&T for Team Harmony. DC	BG
John Bryan	CEO, Sara Lee		EML
Emanuel Cleaver Kansas			EML

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
John Cooke	Senior VP, Disney	Serious interest in history and protecting democratic values.	EML
Ann Cox Chambers Atlanta, GA	Cox News Service	Civic leader and philanthropist	BG
Susan Crown 222 N. LaSalle St. #200 Chicago, IL 60601	President, Ida Crown Memorial Trust	One of America's wealthiest families: Owns Waste Management Inc.; General Dynamics, etc. Very philanthropic.	BG
Leslie Dach	Edelman Worldwide		EML
Michael Eisner	Chair, Disney		EML
David Fisher San Francisco, CA	Owner of The Gap		EML
George Fisher	CEO, Kodak		EML
Bitsey Folger			BG
Harvey Gant Charlotte, NC		Former mayor of Charlotte; former candidate for U.S. Senate; <i>Indirect</i>	BG
Bill Gates	Founder, Microsoft		EML
Ann Getty San Francisco, CA		Civic and cultural leader.	BG
Harvey Golub	CEO, AmEx		BG
Varton Gregorian New York, NY	President, Carnegie Corp.		BG
Maurice (Hank) Greenberg	CEO, AIG Insurance, Co.	Liberal Republican	BG

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Agnes Gund New York, NY	Chair, MOMA		EML
William Haseltine	Humane Genome Sc.	Wife - Giorgio perfumes	EML
Veronica Hearst New York, NY			EML
Don Henley Texas	The Eagles	Saving Walden Pond is his passion.	EML
Douglas Ivester Atlanta, GA	CEO, Coca-Cola		EML
Dick Jenrette New York, NY	retired CEO, Prudential		EML
Bob Johnson Washington, DC	CEO, BET		EML
Jim Johnson or Maxine Isaacs Washington, DC	Chair, FannieMae and the Kennedy Center, she teaches at the Kennedy School		BG
Linda Johnson Rice Chicago, IL	President, Johnson Publications (Ebony/Jet)	Soon to wed Congressman Ron Dellums.	BG
Ned Johnson	CEO, Fidelity		EML
Bruce D. Judd		Or other member of Advisory Council on Hist. Preservation	EML
Alice Kandell New York, NY		Doctorate in child psychology, formerly affiliated with Mt. Sinai Hospital, NY. New York real estate owner. Active in human rights issues, arts supporter. Published photography books. Major contributor to the DNC. Has time and is very eager to help.	BG

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Iris Kantor		Major arts supporter and philanthropist. Friend of the WH.	EML
John Kluge New York, NY	Chair, Metromedia		BG
Catherine Stephens Kangas		Wife of Global Chair & CEO, Deloitte Touche, corporate contacts eager to help; willing to fundraise.	
Jeffery Katzenberg Los Angeles, CA	Dreamworks		EML
Ralph Lauren New York, NY			EML
Norman Lear Los Angeles, CA		Legendary TV writer/producer. Founder of PFAW; leading Hollywood philanthropist. Passionate supporter of civil liberties and democratic values.	BG
Allen (80) or Isabelle (69) Leepa Tampa Springs, FL			EML
Leon Levy New York, NY	Investment banker	He is very philanthropic and has a great appreciation of our history and democratic values. His wife, Shelby also is an investment banker; they financed Bard College.	BG
Reta Lewis Washington, DC	Partner, Greenberg Traurig Hoffman Lipoff Rosen & Quentel's DC office.	Formerly a Special Assistant to the President in Political Affairs. Active in local and federal politics with an interest in women's issues. <i>Wants to help -- has already introduced us to corp. clients.</i>	BG
Roger Mayer	Pres, Turner Ent.	Major contributor to film preservation.	BG
Donna McClarty		Very eager to help.	BG
Barry Muze	CEO, Getty Trust		EML
Ray Nasher			EML

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Lou Noto Fairfax, Virginia	CEO, Mobil Corp.	Has already expressed interest in helping. BG & EML will meet w/ him on 3/10.	EML
Dick Parsons Los Angeles, CA	President, Time Warner		EML
Alan Patricof New York, NY	Co-Chair, Ventures, Inc.		BG
Penny Pritzker Chicago, IL		Leading Chicago family; own Hyatt Hotels (among other things). Penny is a liberal democratic activist.	BG
Lisa Pritzker California		Same family.	BG
Molly Raiser Washington, DC		Former chief of protocol	BG
Steven Rattner New York, NY		Partner of Felix Rohaytin. Investment Banker	BG
Larry Reger	Conservation org.		EML
Rebecca Rimel Philadelphia, PA	President, Pew Charitable Trusts		EML
Julian Robertson New York, NY	cybertech	Recent billionaire, very philanthropic. Strong interest in history, arts and democracy. Would be "honored" to be asked. Moderate Republican.	BG
David Rockefeller, Jr. New York, NY		Culture. ??	EML
David Rose	Founder, CEO Air-Media	Co-founder and co-chair of the Millennium Society. Very wealthy, philanthropic NY real estate family. He's offered to assist us in every way possible on this project. We're considering his data bank proposal.	BG
Bill Rudin or Beth Rudin Woody	Children of Lou Rudin	Major real estate family, both are in their 40's; interested in culture and progressive politics.	BG

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Buffy Sainte Marie Honolulu, HI	Cradleboard	Folk singer; founder and president of Cradleboard, a native American cultural preservation organization. Named "Native American philanthropist of the year."	BG
Bernard Schwarz-Lorel			EML
Carolyn Slater		or other member of Advisory Council on Hist. Preservation	EML
Cissy Swig San Francisco, CA		Former director of Arts in Embassies program. Arts and culture leader. Major philanthropic family.	BG
Maurice Templesman	Templesman & Son		EML
Ted Turner	Turner Broadcasting		EML
Marsha Williams		Mrs. Robin Williams -- has expressed interest in helping.	EML
Mitchell Wolfson Miami, FL		7th largest gift, historical memorabilia collector	EML

TECHNOLOGY LEADERS

NAME AND ADDRESS	AFFILIATION	COMMENTS	REF. BY
Brook Byers	Kleiner, Perkins, Caufield & Byers	Partner at Kleiner Perkins, has been a venture capitalist since 1972. Has been very successful at developing Bio-tech firms.	JK
John Doerr	Kleiner, Perkins, Caufield & Byers	Joined Kleiner Perkins in 1980 after becoming the top-ranked systems salesperson at Intel. Serves on the Board of Directors for several leading technology companies. Venture capitalist.	JK
Steve Perlman	Co-founder, president and CEO of WebTV Networks	WebTV is dedicated to bringing high-quality, affordable internet access to television consumers through the WebTV Network. Very interested in cultural preservation.	JK

NAME AND ADDRESS	AFFILIATION	COMMENTS	REF. BY
Jerry Yang -- 28	Yahoo!	Taiwanese native who cofounded Yahoo! online guide in April 1994, and cofounded Yahoo!, Inc. in April 1995. Most popular internet web site. Has been active in protecting kids from pornography on the internet. Interested in "giving back" to the community. Well spoken. Currently on leave from Stanford electrical engineering Ph.D. program.	JK

WLF/CYNTHIA FRIEDMAN'S LIST

NAME AND ADDRESS	AFFILIATION	COMMENTS	REF. BY
Sahara Ahmad-Llewellyn 300 Central Park West, Apt. 17D New York, NY 212-877-2856	Vice Chair of Philadelphia Coca-Cola Bottling Co.	Board Member of: The New 42nd Street Corp., Channel 13 in New York, Jazz at Lincoln Center, Dance Theater of Harlem and Northside Center for Child Development; her husband, Bruce is a nephew of Colin Powell.	CF
Iris Martin Creative Dimensions in Management, Inc. 449 Righters Mill Rd. Narbeth, PA 19072 610-825-8350	Founder, Creative Dimensions	Formerly a psychotherapist in private practice, she has worked as a management consultant to Fortune 500 companies. Produced WLF's HRC birthday video.	CF
Laurie McDonald Jonsson Steller International 520 Pike Street, Suite 2200 Seattle, WA 98101 206-467-8200	President and CEO	Husband is Swedish. Hosted the President in her home at a DSCC event for Sen. Patty Murray, December 1997. She and BG have been exploring the possibility of an HRC women's trade mission.	CF
Claudine Bacher 415 East 52nd Street New York, NY 10022		Long-time children's activist. Divides her time between New York and Key Largo, FL. Served on Boards of: Florida Keys Children's Foundation, Florida Keys Children's Shelter, Health & Human Services Board of Monroe County, and others.	CF

NAME AND ADDRESS	AFFILIATION	COMMENTS	REF. BY
Susie Tompkins Buell 2500 Steiner Avenue San Francisco, CA 95115 415-248-7825	?	Susie and her former husband, Doug, founded the clothing firm ESPIRIT. She is a social and political activist in the San Francisco area and has twice hosted the First Lady at luncheons in her home.	CF
Dr. Emma Chappell 714 Market Street Philadelphia, PA 19106 215-829-2272	President of a bank in Philadelphia	African American.	CF
Chaz Ebert P.O. Box 146366 Chicago, IL 60614 773-528-0375		Involved in many community activities. She is African-American and married to Roger Ebert, the film critic.	CF
Ronnie Ginott 650 Lake Avenue Greenwich, CT 06830 203-861-9702		Activist focusing on women and children's needs in the community. Helped organize a summer camp program for homeless youngsters through a variety of funding sources. She is currently working with Matilda Cuomo in the program she founded, MENTORING USA.	CF
Elsie Hillman Moorwood Heights Pittsburgh, PA 15213 412-681-1550		National and community leader in many fields: the arts (Carnegie and Scaife Gallery Boards, the White House Endowment Fund); education (Pittsburgh Universities, including funding for the Hillman Library and the Univ. Of Pittsburgh); social issues (leader of Planned Parenthood and political leader of the Republican National Committee, State and National). Within the last several years, she has become very disenchanted with the national Republican party and its right wing constituency and has resigned from all political posts. ~~Also, a longtime supporter of People for the American Way. Married to Henry Hillman, a private investor and one of the 10-20 wealthiest men in America.~~	CF
Hannah Kamin 1018 Wilkens Heights Rd. Pittsburgh, PA 15217 412-683-1007		Major community leader in Pittsburgh and Florida where she serves on several Boards, including: hospitals, Jewish social service agencies, Chatham College, the Florida Ballet, and others.	CF

NAME AND ADDRESS	AFFILIATION	COMMENTS	REF. BY
Smita Shah P.O. Box 4764 Oak Brook, IL 60521 312-922-5168		24/25 year old MIT graduate engineering student working in her father's international construction firm. She travels the world on various projects.	CF
Yeni Wong 8711 Brickyard Road Potomac, MD 20854 202-393-2280	President, Riverdale International.	Owens several chinese restaurants and is a developer of real estate.	CF

WEALTHY/SUCCESSFUL YOUNG AMERICANS

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Jeffrey P. Bezos -- 33 Seattle, WA	Founder and CEO, Amazon.COM	CEO of what he calls "the world's largest bookstore". Hugely successful as the first company to make lots of money off the internet.	BG
Francois Bitz -- 37 Warrendale, PA	Founder and Vice President, Fore Systems	Fore systems is a networking company.	BG
Stephen Case -- 39 Dulles, VA	CEO, AOL	Leader in the technology world in giving back to the community. Has been helpful and supportive of administrative efforts to protect kids from pornography on the internet.	BG
Joseph Costello -- 43 San Jose, CA	CEO and President, Cadence Design	Up and coming company.	BG
Michael Dell -- 32 Round Rock, TX	CEO, Dell	Dell is currently at the peak of its business. They are very successful and interested in giving.	BG
Larry Ellison -- 45 Redwood Shores, CA	Oracle	Gave \$100 million for administration's education technology program.	JK
Andy Grove	CEO, Intel		

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Julie Holdren -- 28 Alexandria, VA	CEO, Olympus Group		BG
Steve Jobs -- 42 Richmond, CA	CEO, Pixar & Apple	Founder of Apple Macintosh. Has shown continued commitment to kids and to protecting them from pornography on the internet. Has a relationship with the VP dating back to his days in Congress. Interested in "giving back" to the community.	BG
Aerin Lauder -- 27 New York, NY	Director of Creative Product Development Estee Lauder	Daughter of Ronald Lauder	BG
Roger Mody -- 34 Fairfax, VA	CEO, Signal Corp.		BG
Nathan Myhrvold -- 38 Redmond, WA	CTO, Microsoft		BG
Lou Platt	CEO, Hewlett Packard		
Robert Sansom -- 37 Warrendale, PA	Vice President, Fore Systems		BG
Alan N. Trefler -- 41 Chestnut, MA	Pegasystems, Inc.		BG
Kenneth D. Tuchman -- 37 Denver, CO	TeleTech		BG
Alexandra Von Furstenberg -- 25 New York, NY		Diane Von Furstenberg's daughter-in-law	BG
Ted Waitt -- 34 N. Sioux City, SD	CEO and Founder, Gateway 2000	Interested in "giving back" to the community.	BG

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Dirk, Robert and Daniel Ziff -- 33, 31, 25	Inheritance, Investments		BG

MAJOR LIST

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Paul Alaire	CEO, Xerox		ELM
Paul Allen	Microsoft		ELM
Mark Anderssen	Netscape	Co-founder of Netscape Communications Corp. while in college at the Univeristy of Illionois in Champaign, IL.	BG
Anne Bartley San Francisco, CA			BG
Bob Bass	Former Trust Chmn		ELM
Carol Biondi		wife of ——— chairman, — Biondi	BG
Elizabeth Bramwell	Trustee, Historic Deerfield, Leading mutual funds manager		ELM
Eli Broad Los Angeles, CA		Ant Collector, Philanthropist	BG
Michael Bronner		Philanthropist	BG
John Bryan	CEO, Sara Lee		ELM
Emanuel Cleaver Kansas			
John Cooke	VP, Disney		ELM
Ann Cox Chambers Atlanta, GA	Cox News Service	civic leader + philanthropist	BG
Susan Crown Chicago, IL	Waste Mgmt, Gen'l Dynamics	Family owns waste mgmt firm; General Dynamics, etc. Very philanthropic	BG

222 N. LaSalle St
2000
60601

President's Memorial
Ida Crown Trust

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Leslie Dach	Edelman Worldwide		ELM
Michael Eisner	Chair, Disney		ELM
David Fisher San Francisco, CA	founder The Gap		ELM
George Fisher	Kodak CEO		ELM
Bitsey Folger			BG
Harvey Gant Charlotte, NC	former mayor of Charlotte, NC	former Senate candidate	BG
Bill Gates	founder/CEO Microsoft		ELM
Ann Getty San Francisco, CA		Civic & cultural leader.	BG
Harvey Golub	CEO, AmEx		BG
Varton Gregorian - NYC	Pres Carnegie Corp		BG
Maurice (Hank) Greenberg	CEO AIG Insurance, Co.	Republican	BG
Agnes Gund - NYC	Chair, MOMA		ELM
William Haseltine	Humane Genome Sc.	Wife - Giorgio perfumes	ELM
Veronica Hearst - NYC	TE		ELM
Don Henley - Texas	The Eagles	Sawing-Walden Pond is his passion	ELM
Douglas Ivester - Atlanta	CEO, Coca-Cola		ELM
Dick Jenrette - NYC	retired CEO, Prudential		ELM
Bob Johnson - Wash DC	CEO, BET		ELM

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Jim Johnson or Maxine Isaacson <i>Wash, DC</i>	FannieMae and the Kennedy School		BG
Linda Johnson Rice Chicago, IL	President, Johnson Publications (Ebony/Jet)	<i>soon to wed Congressman Ron Dellums</i>	BG
Ned Johnson <i>Whee</i>	CEO, Fidelity		ELM
Bruce D. Judd		Or other member of Advisory Council on Hist. Preservation	
Alice Kandell <i>NYC</i>		<i>major contributor to the DNC. Has time & is very eager to help.</i>	BG
Iris Kantor <i>?</i>			ELM
John Kluge <i>NYC</i>	<i>Chair - Metromedia</i>		BG
Jeffery Katzenberg <i>L.A.</i>	<i>DreamWorks</i>		ELM
Ralph Lauren <i>NYC</i>			ELM
Norman Lear <i>LA</i>			BG
Allen (80) or Isabelle (69) Leepa Tampa Springs, FL		<i>He is very philanthropic & has a great reputation</i>	<i>ELM</i>
Leon Levy New York, NY	Investment banker	<i>His wife, Shelby is also an investment banker and they financed Bard College.</i>	<i>BG</i>
Rita Lewis Washington, DC	DC law firm		BG
Vera List Connecticut			BG
Roger Mayer	Pres, Turner Ent.	<i>major contributor to film preservation</i>	BG

history & dem. values

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Donna McClarty		Very eager to help!	BG
Barry (Muzez)	CEO, Getty Trust		ELM
Ray Nasher			ELM
S.I. Newhouse New York, NY			BG
Lou Noto Virginia	CEO, Mobil Corp.	Has already expressed interest in helping. BG + ELM are meeting with him	ELM on 3/10
Dick Parsons LA	President, Time Warner		ELM
Alan Patricof NYC	Co-Chair, Ventures, Inc.		BG
Lisa or Penny Pritzker (Chicago) CA		Leading Chicago family. Own Hyatt Hotel (among other things.) Penny is	BG a liberal dem.
Molly Raiser Wash. DC			BG
B. Rappoport			ELM
Steven Ratner New York, NY		Partner of Felix Rohatyn	BG
Larry Reger	Conservation org.		ELM
Rebecca Rimel Phila.	President, Pew Charitable Trusts		ELM
Julian Robertson NYC	cybertech	Recent billionaire Very ph	BG
David Rockefeller, Jr. NYC			ELM
David Rose NYC	New World Fdn.	co-chair of the Millenium Society. Very wealthy philanthropic NY real estate family. BG + ELM have met with him & he offered to assist us in every way possible on this project were considering his data bank proposal.	BG

Founder Air Media

Co-chair The Millenium Society

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
^{Rudin} Bill or Beth Rudin Woody N	Children of Lou Rudin	^{major developer's} He's a big real estate person and very into the arts and cultural life. She's his sister and her mid 40's. Both are in their 40's; interested in culture + progressive politics, organization.	BG
Buffy Sainte Marie Honolulu, HI	Cradleboard	Folk singer, founder & president of Cradleboard, a native American Cultural preservation organization.	BG
Bernard Schwarz-Lorel			ELM
Carolyn Slater		or other member of Advisory Council on Hist. Preservation	
~~George Soros~~			~~BG~~
Cissy Swig S.F.		Former director of Arts in Embassies program. Arts + culture leader. Major philanthropist.	BG
Maurice Templesman	Templesman & Son		ELM
Ted Turner	Turner Broadcasting		ELM
Marsha Williams		Mrs. Robin Williams -- has expressed interest in help	ELM
~~Lew Wasserman~~			~~BG~~
Mitchell Wolfson Miami, FL		7th largest gift, historical memorabilia collector	ELM

TECHNOLOGY LEADERS

NAME AND ADDRESS	AFFILIATION	COMMENTS	REF. BY
Brook Byers	Kleiner, Perkins, Caufield & Byers	Partner at Kleiner Perkins, has been a ^{bio-tech} venture capitalist since 1972.	JK
John Doerr	Kleiner, Perkins, Caufield & Byers	Joined Kleiner Perkins in 1980 after becoming the top-ranked systems salesperson at Intel. Serves on the Board of Directors for several leading technology companies. ^{Venture Capitalist}	JK

Prof. \$ raises

NAME AND ADDRESS	AFFILIATION	COMMENTS	REF. BY
David Ellington San Francisco, CA	CEO, NetNoir	NetNoir is the largest Afrocentric presence on the Web. It is the leading new media company promoting, creating, developing, archiving and distributing distinctive Afrocentric programming and commercial applications for all forms of interactive media. NetNoir was contracted by Clinton/Gore to conduct online surveys of African-American voter attitudes.	JK
Steve Perlman	Co-founder, president and CEO of WebTV Networks	WebTV is dedicated to bringing high-quality, affordable internet access to television consumers through the WebTV Network.	JK
Kim Polese	CEO, Marimba, Inc.	Before co-founding Marimba in 1996, she spend more than seven years at Sun Microsystems. One of the few female Silicon Valley CEOs.	JK
Deb Triant	CEO, Checkpoint Software		JK
Jerry Yang	Yahoo!	Taiwanese native who cofounded Yahoo! Online guide in April 1994 and co-founded Yahoo!, Inc. In April 1995. Currently on leave from Stanford electrical engineering Ph.D. program.	JK

CYNTHIA FRIEDMAN'S LIST

NAME AND ADDRESS	AFFILIATION	COMMENTS	REF. BY
Sahara Ahmad-Llewellyn 300 Central Park West, Apt. 17D New York, NY 212-877-2856	Vice Chair of Philadelphia Coca- Cola Bottling Co.	Board Member of: The New 42nd Street Corp., Channel 13 in New York, Jazz at Lincoln Center, Dance Theater of Harlem and Northside Center for Child Development; her husband, Bruce is a nephew of Colin Powell.	CF
Iris Martin Creative Dimensions in Management, Inc. 449 Righters Mill Rd. Narbeth, PA 19072 610-825-8350	Founder, Creative Dimensions	Formerly a psychotherapist in private practice, she has worked as a management consultant to Fortune 500 companies. <i>Produced WLF's HRC birthday video.</i>	CF

NAME AND ADDRESS	AFFILIATION	COMMENTS	REF. BY
Laurie McDonald Jonsson Steller International 520 Pike Street, Suite 2200 Seattle, WA 98101 206-467-8200	President and CEO	Husband is Swedish. Hosted the President in her home at a DSCC event for Sen. Patty Murray, December, 1997. <i>She & BG have been exploring the possibility of an HRC women's trade mission.</i>	CF
Claudine Bacher 415 East 52nd Street New York, NY 10022		Long-time children's activist. Divides her time between New York and Key Largo, FL. Served on Boards of: Florida Keys Children's Foundation, Florida Keys Children's Shelter, Health & Human Services Board of Monroe County, and others.	CF
Susie Tompkins Buell 2500 Steiner Avenue San Francisco, CA 95115 415-248-7825		Susie and her former husband, Doug, founded the clothing firm ESPRIT. She is a social and political activist in the San Francisco area and has twice hosted the First Lady at luncheons in her home.	CF
Dr. Emma Chappell 714 Market Street Philadelphia, PA 19106 215-829-2272	President of a bank in Philadelphia	African American.	CF
Chaz Ebert P.O. Box 146366 Chicago, IL 60614 773-528-0375		Involved in many community activities. She is African-American and married to Roger Ebert, the film critic.	CF
Ronnie Ginott 650 Lake Avenue Greenwich, CT 06830 203-861-9702		Activist focusing on women and children's need in the community. Helped organize a summer camp program for homeless youngsters through a variety of funding sources. She is currently working with Matilda Cuomo in the program she founded, MENTORING USA.	CF

Vern

NAME AND ADDRESS	AFFILIATION	COMMENTS	REF. BY
Elsie Hillman Moorwood Heights Pittsburgh, PA 15213 412-681-1550	Several	National and community leader in many fields: the arts (Carnegie and Scaife Gallery Boards, the White House Endowment Fund); education (Pittsburgh Universities, including funding for the Hillman Library and the Univ. Of Pittsburgh); social issues (leader of Planned Parenthood and political leader of the Republican National Committee, State and National). Within the last few years, she has become disenchanted with the national Republican party and its right wing constituency and has resigned from all political posts. Married to Henry Hillman, a private investor and one of the 10-20 wealthiest men in America. (Also a longtime supporter of People For the American Way)	CF
Hannah Kamin 1018 Wilkens Heights Rd. Pittsburgh, PA 15217 412-683-1007		Major community leader in Pittsburgh and Florida where she serves on several Boards, including: hospitals, Jewish social service agencies, Chatham College, the Florida Ballet, and others.	CF
Smita Shah P.O. Box 4764 Oak Brook, IL 60521 312-922-5168	✓	24/25 year old graduate engineering student working in her father's international construction firm. She travels the world on various projects.	CF
Yeni Wong 8711 Brickyard Road Potomac, MD 20854 202-393-2280	President, Riverdale International.	Owens several chinese restaurants and is a developer of real estate.	CF

WEALTHY/SUCCESSFUL YOUNG AMERICANS

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Steve Ballmer -- 41 Redmond, WA	Vice President Microsoft		BG
Craig Benson -- 42 Rochester, NH	Founder and COO Cabletron		BG

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Jeffrey P. Bezos -- 33 Seattle, WA	Founder and CEO, Amazon.COM	Opinion leader, Progressive World's largest bookstore - 1st Co. making big \$ on the Net	BG
Francois Bitz -- 37 Warrendale, PA	Founder and Vice President, Fore Systems		BG
Stephen Cast -- 39 Dulles, VA	CEO, AOL	Leader in "giving back to the community." Helpful in providing parents w/ tools to protect kids from smut on internet.	BG
Annie Chan -- 45 Fremont, CA	Director, ESS Technologies		BG
Joseph Costello -- 43 San Jose, CA	CEO and President, Cadence Design		BG
Michael Dell -- 32 Round Rock, TX	CEO, Dell	perfect choice, Company is at it's peak - one of the top in the country	BG
Charles Ergen -- 44 Denver, CO	Satellite Television		BG
Mike Farnwald -- 43 Mtn. View, CA	Founder and Director, Rambus		BG
Raul Fernandez -- 31 Reston, VA	CEO, Proxicom		BG
David Filo -- 31 Santa Clara, CA	Founder, Yahoo!		BG
Doug Humphrey -- 38	Founder, SkyCache		BG
Julie Holdren -- 28 Alexandria, VA	CEO, Olympus Group		BG
Mark Horowitz -- 40 Mtn. View, CA	Founder and Director, Rambus		BG

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NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Steve Jobs -- 42 Richmond, CA	CEO, Pixar (Toy Story) acting CEO Apple	Talks about notice of "firing" back. Has helped us.	BG
Lulu Johnson -- 22 New York, NY	Head of UltraLine Betsey Johnson		BG
~~Dirk Kabeenell~~ -- 44 Redwood Shores, CA	Vice President, Oracle	Admin. got \$100million to help connect kids to internet. Announced at Summit	BG
~~James Kenebeck~~ -- 33 Laurel, VA	CEO, Net-tel Corp.		BG
~~Jeong Kim~~ -- 37	CEO, Yurie Systems		BG
~~Sanjay Kumar~~ -- 35 Islandia, NY	President, COO, and Director, Computer Ass.		BG
Aerin Lauder -- 27 New York, NY	Director of Creative Product Development Estee Lauder		BG
~~S. Robert Levine~~ -- 39 Rochester, NH	Founder, Cabletron		BG
~~Scott McNealy~~ -- 42 Mtn. View, CA	Founder and CEO, Sun Microsystems		BG
~~David Mahler~~ -- 41 Mtn. View, CA	Founder and President, Remedy		BG
~~Paul Maritz~~ -- 42 Redmond, WA	Vice President, Microsoft		BG
Roger Mody -- 34 Fairfax, VA	CEO, Signal Corp.		BG

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ELLIS
45

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Nathan Myhrvold -- 38 Redmond, WA	CTO, Microsoft		BG
Amy J. Nye -- 29 New York, NY	President AltiTUNES LP		BG
Christopher Oliver -- 37 Rochester, NH	Director, Cabletron		BG
Jeff Raikes -- 39 Redmond, WA	Vice President, Microsoft		BG
C.N. Reddy -- 41 San Jose, CA	Senior Vice President, Alliance		BG
Robert Sansom -- 37 Warrendale, PA	Vice President, Fore Systems		BG
Michael Saylor -- 33 Vienna, VA	Founder and Chief Exec. MicroStrategy		BG
Sanjiv Sidhu -- 39 Irving, TX	CEO, i2 Technologies		BG
Tom Siebel -- 44 San Mateo, CA	Founder and CEO, Siebel Systems		BG
Geoff Tate -- 43 Mtn. View, CA	President and CEO, Rambus		BG
Alan N. Trefler -- 41 Chestnut, MA	Pegasystems, Inc.		BG
Kenneth D. Tuchman -- 37 Denver, CO	TeleTech		BG

Ask:
Tom
Kallil
NEC

great
company

NAME AND ADDRESS	AFFILIATION	COMMENT	REF. BY
Alexandra Von Furstenberg -- 25 New York, NY		Diane Von Furstenberg's daughter-in-law	BG
Norman Waitt N. Sioux City, SD	Retired CFO, Gateway 2000	They just acknowledged the need to give back. Good company	BG
Ted Waitt -- 34 N. Sioux City, SD	CEO and Founder, Gateway 2000		BG
David Wilner -- 43 Alameda, CA	Founder, Wind River Systems		BG
Jerry Yang -- 28 Santa Clara, CA	Founder, Yahoo!	good speaker	BG
Dirk, Robert and Daniel Ziff -- 33, 31, 25	Inheritance, Investments	most pop. internet web site - yellow pages of net good work on net. Believes in giving back --	BG

ask
Bullett

CEO realizing he needs to give back.

Andy Grove - Intel

CEO
Ron Platt - Hewlett-Packard

in giving back -- has been helpful

Convening of the group to hear Mo/HRC -
draft letter - re:

- kick-off event

- slides

- follow-up calls

- reception

- 2nd wk in March (18th - 19th?)

February 18, 1998

THE WHITE HOUSE

WASHINGTON

- Co-Sign letter

- Dick Mo = Chair

MEMORANDUM FOR HILLARY RODHAM CLINTON

FROM: RICHARD MOE, President of the National Trust for Historic Preservation
and ELLEN LOVELL, Deputy Assistant to the President and Advisor to
the First Lady on the Millennium

SUBJECT: Suggestions for Save America's Treasures Advisory Committee

Paul Alaire-CEO, Xerox

Paul Ally-Microsoft

Bob Bass- former Trust Chairman

Carol Biondi

Eli Broad-Los Angeles

John Bryan-CEO, Sara Lee

John Cooke-VP, Disney

David Fisher-owner of the Gap-San Francisco

George Fisher-Kodak

Bitsey Folger

Bill Gates-Microsoft

Ann Getty- San Francisco

Maurice (Hank) Greenberg-Republican, AIG Insurance Co.

Agnes Gund

Veronica Hearst

Don Henley

Douglas Ivester-CEO, Coca-Cola

Dick Jenrette-retired CEO of Prudential

Bob Johnson-CEO, BET

Linda Johnson Rice, President of Johnson Publishing (Ebony/Jet)-Chicago

Ned Johnson-CEO, Fidelity

Iris Kantor

Jeffery Katzenberg-Dreamworks

Ralph Lauren

Leon Levy-New York (Investment Banker. His wife Shelby White is also an investment banker.

They financed Bard College)

Lou Noto-CEO, Mobil

Dick Parsons-President, Time Warner

Steven Rattner-Wall Street

How's
kick

- David Rockefeller

Beth

Bill

Rudin

Woody

Fulani

Rubin

Robertson

Native American

Joan Harris

Brooke Astor

Sissy Swiss

Molly A. Aisen

Rebecca Rimel-President of the Pew Charitable Trusts

David Rockefeller, Jr

David Rose

Bernard Schwartz-Lorel

Maurice Templesman

Ted Turner-CNN/Turner Entertainment

Jack Welch-CEO, GE

Marsha Williams-Mrs. Robin Williams

CEO of General Motors

Note: Needs better diversity, cyberich, and young philanthropists

- Susan Crown
- Penny Pritzker
- Lisa Pritzker

LIST CREATION DISTRIBUTION

FROM: KIM WIDDESS, SOCIAL OFFICE
2ND FLOOR, EAST WING (x6330)

CABINET AFFAIRS

THURGOOD MARSHALL, JR. 2ND FL, WW
ANNE MCGUIRE OEOB 160

CHIEF OF STAFF

JOHN PODESTA 1ST FL, WW
SARA LATHAM 1ST FL, WW

DPC

CHRISTA ROBINSON OEOB 207

FIRST LADY

BOBBIE GREENE OEOB 100
KATY BUTTON OEOB 100

INTERGOVERNMENTAL AFFAIRS

MICKEY IBARRA 2ND FL, WW
CECILY WILLIAMS OEOB 106

LEGISLATIVE AFFAIRS

LARRY STEIN 2ND FL, WW
JANET MURGUIA 2ND FL, WW
ELISA MILLSAP GFL, EW

NSC

BRENDA HILLIARD SIT ROOM, WW

OFFICE OF ADMINISTRATION

VIRGINIA APUZZO OEOB 145
MIKE MALONE OEOB, Room 1
DOMINIQUE CANO OEOB 145

OPL

MARIA ECHAVESTE 2ND FL, WW
CHERI CARTER OEOB 118

OVAL OFFICE OPERATIONS

NANCY HERNREICH 1ST FL, WW
REBECCA CAMERON 1ST FL, WW

PERSONNEL

BOB NASH OEOB 159
MARSHA SCOTT OEOB 159
LAURA DEMEO OEOB 159

POLITICAL AFFAIRS

CRAIG SMITH GFL, WW
CHRIS LAVERY GFL, WW
CYNTHIA JASSO-ROTUNNO OEOB 115

PRESS

LORI ANDERSON 1ST FL, WW
MARSHA BERRY OEOB 100
SCOOP COHEN OEOB 100
JULIE MASON OEOB 100

PROTOCOL

MARY MEL FRENCH STATE DEPT.
LAURA WILLS STATE DEPT.

SCHEDULING

STEPHANIE STREETT GFL, WW
JENNIFER PALMIERI GFL, WW

VICE PRESIDENT

ELLEN OCHS OEOB 200

VISITOR'S OFFICE

MELINDA BATES GFL, EW

SOCIAL OFFICE

CAPRICIA MARSHALL
LAURA SCHWARTZ
JAMIE SCHWARTZ

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
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001. list	re: Events [partial] (1 page)	ca. 1998	P6/b(6)
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COLLECTION:

Clinton Presidential Records
First Lady's Office
Shirley Sagawa
OA/Box Number: 16423

FOLDER TITLE:

Save America's Treasures - Bobbie Greene [2]

2013-0124-S

rc1192

RESTRICTION CODES

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

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

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.

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]

LIST CREATION				
EVENT DATE	NAME OF EVENT	APPROX SIZE	LIST DUE DATE	STATUS OF INVITES
2/22/98	GOVERNOR'S DINNER 7:30PM STATE FLOOR POTUS/FLOTUS		130	LIST ALREADY SUBMITTED ALL INVITES ISSUED
2/23/98	GOVERNOR'S MEETING 9:00AM EAST ROOM POTUS/VP		70 MAX	LIST ALREADY SUBMITTED ALL INVITES ISSUED
2/23/98	FIRST LADIE'S LIBRARY WEB SITE EVENT 2:00PM EAST ROOM FLOTUS		160	SUBMIT ANY SUGGESTIONS BY FRIDAY, 2/20
3/5/98	(b)(6)			
3/6/98	MILLENNIUM EVENING #2 - A LECTURE BY STEPHEN HAWKING 6:30PM STATE FLOOR POTUS/FLOTUS		150	LIST ALREADY SUBMITTED LISTS UNDER REVIEW AND INVITES WILL BE DROPPED IN MAIL TONIGHT 2/18
3/9/98	WETA "IN PERFORMANCE AT THE WHITE HOUSE" - A CELEBRATION OF DANCE 6:30 PM STATE FLOOR POTUS/FLOTUS		75	**SUBMIT YOUR TOP 5 OR LESS SUGGESTIONS BY THURSDAY, 2/19, FRIDAY AT THE LATEST
3/17/98	ST. PATRICK'S DAY RECEPTION TIME TBD STATE FLOOR POTUS/FLOTUS/PM BRUTON	153 E. Locust Banner sign R. Ph. 19348	400 6/10/ 444- 1090	LIST ALREADY SUBMITTED. IF YOU HAVE NOT REVIEWED LISTS FROM LAST YEAR, PLEASE DO SO ASAP
				LISTS UNDER REVIEW AND A SECOND LIST MEETING WILL BE CALLED WITHIN THE NEXT FEW DAYS.

[001]

333-
3330

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LIST CREATION				
EVENT DATE	NAME OF EVENT	APPROX SIZE	LIST DUE DATE	STATUS OF INVITES
5/6/98	OFFICIAL VISIT OF PM PRODI (ITALY) STATE DINNER POTUS/FLOTUS		130 TBD	**SUBMIT YOUR SUGGESTIONS BY MONDAY, 2/23 IF YOU WOULD LIKE TO REFERENCE THE LAST ITALIAN STATE DINNER LIST, PLEASE CALL KIM <i>Steve + Barbara Grossman</i> <i>Louis Baporini</i>

ALL LISTS MUST BE SUBMITTED TO THE SOCIAL OFFICE (SECOND FLOOR, EAST WING) WITH THE FOLLOWING INFORMATION:

NAME AND NAME OF SPOUSE (IF APPLICABLE)

ADDRESS (INCLUDING COMPANY NAME AND TITLE IF APPLICABLE)

PHONE NUMBER (AND FAX NUMBER IF AVAILABLE)

DESCRIPTION OF WHY THEY SHOULD BE INCLUDED (THIS IS CRITICAL TO THE SELECTION PROCESS)

*Steve Grossman - This would be a nice gesture
to wife Barbara after what happened with the
English State Dinner [a story I can tell you if
you're interested.]*

*Louis Baporini - Lit the torch @ this winter's
Olympics. He was a very promising track
star of the '36 Olympics - - finished first
among the Americans in the 5,000 meters
(I think.) His career was cut short when his
plane was shot down in WWII. He & one other
survivor spent 45 days in a rubber raft with food*

*CBS had a great name
Special Feature that just
was awesome*

or water. They drifted over
2,000 miles, eventually landing
on an island in the Marshall
Chain. It was controlled by
the Japanese & both men were
imprisoned for over
2 torture-filled years. His
entire life story is truly
amazing -- he's now 84.
He received tremendous exposure
during the Olympics & might be
an interesting addit — to
the Pinner.

President's List

ITALY STATE DINNER - Tuesday APR 2 1996 - 7:30 PM East Room - Black Tie - East Portico
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Page 1

THE PRESIDENT AND FIRST LADY

REPORT DATE: August 9, 1996
REPORT TIME: 10:18 AM

Accepts and No Responses

HE Susanna Agnelli
Minister of Foreign Affairs of the Italian Republic

Hon. (Amb.) Madeleine K. Albright
U.S. Representative to the United Nations, Department of State
Washington, DC
Guest: Ms. Alice Albright Bowes

HE and Mrs. Luigi Amaduzzi
Diplomatic Counselor to President Scalfaro

Mr. and Mrs. F. Kenneth Bailey
Partner, Williams, Bailey & Weaver
Beaumont, TX

Hon. (Amb.) and Mrs. Reginald Bartholomew
U.S. Ambassador to Italy
APOAE

Minister Alberto Leoncini Bartoli
Chief of Protocol of the Italian Republic

Hon. and Mrs. Samuel R. Berger
Deputy Assistant to the President for National Security Affairs, NSC

Mr. and Mrs. Bernard Bergreen
President, Gilman Investment Company
New York, NY

Mr. and Mrs. Christopher Berman
Commentator, ESPN, Inc
Bristol, CT

Mr. and Mrs. Jon Bongiovi
Rock Singer/Composer
New York, NY

Mrs. Debbie Dudley Branson (Spouse of: Frank Branson)
Frank L. Branson Law Offices
Dallas, TX

Hon. (Justice) Robert H. Dudley (Guest of: Frank Branson)

Mr. and Mrs. William Budinger
Chairman & CEO, Rodel, Inc.
Newark, DE

Mr. and Mrs. August A. Busch
Chairman, Anheuser-Busch Companies
St. Louis, MO

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REPORT DATE: August 9, 1996
REPORT TIME: 10:18 AM

Accepts and No Responses

Mr. Nicolas Cage and Ms. Patricia Arquette

Actor
Los Angeles, CA

Mr. and Mrs. Max Chapman

Nomura Securities International
New York, NY

Mr. and Mrs. Alfred A. Checchi

Co-Chairman, Northwest Airlines, Inc.
Saint Paul, MN

Ms. Pamela Cicetti

Executive Assistant for Domestic Policy, The White House - First Lady's Office
Washington, DC

Guest: Mr. Thomas Patrick O'Donnell

Minister Gaetano Cortese

Press & Information Office of the Presidency of the Italian Republic

Minister Michele Cosentino

Deputy Diplomatic Counselor to President Scalfaro

Hon. Kelly S. Craighead

Associate Director of Advance/Trip Director, The White House-Office of the First Lady

Guest: Mr. Andrew Bon Salle

Hon. and Mrs. Andrew Cuomo

McLean, VA

The Honorable and Mrs. Mario M. Cuomo

(former Governor of New York), Wilkie, Farr & Gallagher
New York, NY

Hon. (Rep.) Rosa DeLauro and Mr. Stanley B. Greenberg

(D/Connecticut), House of Representatives
Washington, DC

Dr. Ronald Dozoretz and Ms. Beth E. Dozoretz

President & Chairman, First Hospital Corporation
Norfolk, VA

Dr. and Mrs. Robert N. Elkins

Chairman and CEO, Integrated Health Services, Inc.
Owings Mills, MD

Mr. Michael Elliott and Ms. Emma Oxford

Newsweek
New York, NY

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REPORT DATE: August 9, 1996
REPORT TIME: 10:18 AM

Accepts and No Responses

Dr. Anthony S. Fauci and Dr. Christine Grady
Director, National Institute of Allergy & Infectious Diseases
Bethesda, MD

Hon. John Ferraro
President, Los Angeles City Council
Los Angeles, CA

Guest: Ms. Cathleen McFarlane

Honorable and Mrs. James J. Florio
Professor for Public Policy and Administration, Rutgers University
New Brunswick, NJ

Hon. (Rep.) Thomas M. Foglietta
(D/Pennsylvania), House of Representatives
Washington, DC

Guest: Ms. Eileen M. DeSipio

Hon. and Mrs. Louis J. Freeh
Director, Federal Bureau of Investigation
Washington, DC

Mr. and Mrs. Christopher Gabrieli
General Partner, Bessemer Venture Partners
Wellesley, MA

Mr. and Mrs. Arthur J. Gajarsa
Vice Chair, National Italian American Foundation
Washington, DC

Mr. and Mrs. Joe Garagiola
Sports Broadcaster/(former professional baseball player), NBC Today Show
New York, NY

Mr. Robert Gialmo and Ms. Kate Britton
President, Silver Diner

Mr. Howard Gilman
Chairman, The Howard Gilman Foundation
New York, NY

Guest: Hon. Marcello Guidi

Hon. and Mrs. Daniel Glickman
Secretary of Agriculture
Washington DC

Hon. Albert Gore
Vice President of the United States

Mr. and Mrs. Richard A. Grasso
Chairman, New York Stock Exchange
New York, NY

REPORT DATE: August 9, 1996
REPORT TIME: 10:18 AM

Accepts and No Responses

Hon. and Mrs. Patrick Griffin
former Assistant to the President for Legislative Affairs

Hon. Frank J. Guarini
Guest: Hon. Marcy Kaptur

Honorable and Mrs. Michael Guido
Mayor, City of Dearborn
Dearborn, MI

Mr. and Mrs. James W. Harmon
Chairman & CEO, Wertheim Schroeder & Co.
New York, NY

Mr. and Mrs. Reinaldo Herrera
Carolina Herrera Ltd.
New York, NY

Prefect Vittorio Jannelli
Internal Affairs Counselor to President Scalfaro

Mr. and Mrs. Steven Jobs
President and CEO, NEXT Software, Inc.
Redwood City, CA

Dr. Elaine Ciulla Kamarck and Mr. Martin Kamarck
Senior Policy Advisor, Office of the Vice President
Washington D.C.

Mrs. Helen Kornblum (Spouse of: John Kornblum)

Mr. Rudolf V. Perina (Guest of: John Kornblum)
Senior Deputy Assistant Secretary, Department of State

Hon. (Rep.) and Mrs. John J. LaFalce
(D/New York), House of Representatives
Washington, DC

Hon. (Rep.) Rick A. Lazio and Ms. Patricia Lazio
(R/New York), House of Representatives
Washington, DC

Ms. Sophia Loren and Mr. Carlo Ponti
Actress

Hon. Carl McCall and Dr. Joyce Brown
Comptroller, State of New York
Albany, NY

Hon. and Mrs. Thomas M. Menino
Mayor, City of Boston
Boston, MA

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REPORT DATE: August 9, 1996
REPORT TIME: 10:18 AM

Accepts and No Responses

Mr. and Mrs. Robert E. Meyerhoff
Cockeysville, MD

Mr. and Mrs. Paul Montrone
President and Chief Executive Officer, Fisher Scientific International
Hampton, NH

Mr. Thomas Oliphant
Washington, DC
Guest: Ms. Loretta Ucelli

Hon. and Mrs. Leon E. Panetta
Chief of Staff to the President, The White House
Washington, DC

Mr. and Mrs. Joseph Paterno
Coach, Penn State Univ. Football Team
University Park, PA

Hon. (Rep.) Nancy Pelosi and Mr. Paul Pelosi
(D/California), House of Representatives
Washington, DC

Miss Bernadette Peters
Actress
New York, NY
Guest: Mr. Michael Wittenberg

The Honorable and Mrs. Donald L. Plusquellic
Mayor, City of Akron
Akron, OH

Mr. Anthony Podesta
President, Podesta & Associates
Washington DC
Guest: Ms. Elizabeth Rogan

Hon. and Mrs. John D. Podesta
former Assistant to the President

Mr. Paul S. Polo
National President, Order Sons of Italy in America
Manchester, CT
Guest: Ms. Frances S. Andrews

Ms. Anna Quindlen and Mr. Gerald Krovatin
Author

Mr. and Mrs. John Raffaelli
Raffaelli, Spees, Springer & Smith
Washington, DC

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REPORT DATE: August 9, 1995
REPORT TIME: 10:18 AM

Accepts and No Responses

Hon. (Amb.) Molly Ralser
Chief of Protocol, Department of State

Mr. and Mrs. Fred Rzepka
President & CEO, Transcon Builders, Inc.
Cleveland, OH

HE (Amb.) and Mrs. Ferdinando Salleo
Ambassador of Italy, Embassy of Italy
Washington, DC

Professor Vincenzo Sammartino
Health Counselor to President Scalfaro

Miss Marianna Scalfaro

HE Oscar Luigi Scalfaro
President of the Italian Republic

Honorable and Mrs. Antonin Scalia
Justice, The Supreme Court of the U.S.
Washington, DC

General Paolo Scaramucci
Military Counselor to President Scalfaro

Dr. Gaetano Scelba
Press & Information Counselor to President Scalfaro

Mr. Martin Scorsese
Film Director/Writer, Scorsese Productions-Cappa Productions
New York, NY
Guest: Mr. Raffaele Donato

Dr. Aileen Riotta Sirey and Mr. Charles J. Sirey
Chairwoman and Founder, National Organization of Italian American Women
New York, NY

Mr. Frank Stella
F.D. Stella Products Company
Detroit, MI
Guest: Miss Marsha Anne Stella

Mr. and Mrs. George Stevens
Film & Television Producer/Writer

Mr. and Mrs. Paul Tagliabue
Commissioner and President, National Football League
New York, NY

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REPORT DATE: August 9, 1996
REPORT TIME: 10:18 AM

Accepts and No Responses

Hon. Strobe Talbott and Hon. Brooke Shearer
Deputy Secretary of State, Department of State
Washington, DC

Mr. and Mrs. Gay Talese
Author

Ms. Helen J. Thomas
White House Correspondent, UPI
Washington, DC
Guest: Mr. Robert Geha

Hon. (Rep.) Robert G. Torricelli
Representative, House of Representatives
Washington, DC
Guest: Ms. Judy Balaban

Mr. and Mrs. Richard Trumka
Secretary-Treasurer of AFL-CIO, AFL-CIO
Washington, DC

Hon. (Dr.) Laura D'Andrea Tyson and Mr. Erik Tarloff
Chair, The White House

Hon. and Mrs. Patrick J. Ungaro
Mayor of Youngstown, Ohio
Youngstown, OH

Hon. and Mrs. Jack Valenti
President, Motion Picture Association of America
Washington, DC

Hon. (Rep.) Bruce F. Vento
Representative, House of Representatives
Washington, DC
Guest: Ms. Sue F. Lynch

Hon. and Mrs. Alexander R. Vershbow
Special Assistant to the President & Senior Director for European Affairs, NSC, The White House

Hon. Melanne Verveer
Deputy Assistant to the President & Deputy Chief of Staff to the First Lady, The White House

Mr. and Mrs. Joseph Volpe
General Manager, Metropolitan Opera
New York, NY

Mr. Harvey Weinstein
Co-Chairman, Miramax Films
New York, NY
Guest: Mr. Dennis Ward

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Page 8

REPORT DATE: August 9, 1996
REPORT TIME: 10:18 AM

Accepts and No Responses

Mr. Dirk Ziff
Ziff Brothers Investments
New York, NY
Guest: Ms. Natasha Baciagalupo

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REPORT DATE: August 9, 1996
REPORT TIME: 10:18 AM

Regrets

Mr. Ken Auletta
The New Yorker
New York, NY

Miss Cecilia Bartoli
Soprano
New York, NY

Hon. and Mrs. Mitchell W. Berger
President, Berger & Davis, P.A.
Fort Lauderdale, FL

His Eminence Joseph Cardinal Bernardin
Archbishop, Archdiocese of Chicago
Chicago, IL

Mr. Frank L. Branson
Attorney
Dallas, TX

The Most Reverend Agostino Cacciavillan
Apostolic Pro-Nuncio
Washington, DC

Hon. and Mrs. Warren M. Christopher
Secretary of State, Department of State

Mr. and Mrs. Arthur A. Coia
General President, Laborers' International Union of North America
Washington, DC

Mr. and Mrs. Francis Ford Coppola
American Zoetrope
San Francisco, CA

Mr. and Mrs. John De Luca
President, The Wine Institute
San Francisco, CA

Mr. Danny De Vito and Ms. Rhea Perlman
Actor
Beverly Hills, CA

Mr. Robert DeNiro
Beverly Hills, CA

Mr. and Mrs. Livio D. DeSimone

Hon. John DeStefano
Mayor of New Haven
New Haven, CT

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Page 10

REPORT DATE: August 9, 1996
REPORT TIME: 10:18 AM

Regrets

Mr. E.J. J. Dionne
Washington Post
Washington D.C.

Hon. (Sen.) and Mrs. Pete V. Domenici
Senator, United States Senate

Hon. (Rep.) and Mrs. Vic H. Fazio
(D/California), House of Representatives
Washington, DC

Honorable Geraldine Ferraro and Mr. John A. Zaccaro
Keck, Mahin & Cate
New York, NY

Mrs. Margaret Ferraro (Spouse of: John Ferraro)

Mr. Ernest Gallo
Owner, Ernest and Julio Gallo Winery
Modesto, CA

Mrs. Susan Gilman (Spouse of: Howard Gilman)

Hon. (Mayor) and Mrs. Rudolph Giuliani
Mayor, New York City
New York, NY

Mrs. Mary Elizabeth Gore (Spouse of: Albert Gore)

Mr. Andrew Heyward
President, CBS News
New York, NY

Mr. Lee Iacocca
Los Angeles, CA

Hon. John Kornblum
Assistant Secretary for European & Canadian Affairs, Department of State

Hon. Anthony Lake
Assistant to the President for National Security Affairs, The White House

Mr. and Mrs. Tommy Lasorda
Vero Beach, FL

Senator and Mrs. Carl Levin
United States Senate
Washington, DC

For Official Government Use Only

REPORT DATE: August 9, 1996
REPORT TIME: 10:18 AM

Regrets

Ms. Susan Lucci and Mr. Helmut Huber
New York, NY

Mr. and Mrs. Dan Marino
Fort Lauderdale, FL

Honorable Anthony M. Masiello
Mayor, City of Buffalo
Buffalo, NY

Mr. Robert Mondavi
Chairman of the Board, Robert Mondavi Winery
Oakville, CA

Mr. and Mrs. Joe Montana
San Jose, CA

Mr. Tommy Mottola and Ms. Mariah Carey
President, Sony Music Entertainment Inc.
New York, NY

Ms. Susan Spencer (Spouse of: Thomas Oliphant)
Washington, DC

Mr. Al Pacino
New York, NY

Mr. and Mrs. Samuel A. Perroni
Perroni Law Firm
Little Rock, AR

Mr. Joe Pesci
Beverly Hills, CA

Mr. and Mrs. Wayne Reaud
Senior Partner, Reaud, Morgan & Quinn, Inc.
Beaumont, TX

Ms. Isabella Rossellini
New York, NY

Hon. (Rep.) Marge Roukema and Dr. Richard Roukema
Representative, House of Representatives
Washington, DC

Ms. Illeana Douglas (Guest of: Martin Scorsese)

Mr. Frank Wright Sesno
CNN
Washington, DC

REPORT DATE: August 9, 1996
REPORT TIME: 10:19 AM

Regrets

Mr. and Mrs. Francis Albert Sinatra
Sinatra Enterprises
Beverly Hills, CA

Ms. Nancy Sinatra
Singer/Actress
Guest: Mr. Larry King

Mr. Sylvester Stallone
Washington, DC

Mrs. Mary Anne Stella (Spouse of: Frank Stella)

Mr. and Mrs. William P. Stirtz
Chairman and CEO, Ralston Purina Company
St. Louis, MO

Ms. Lilly Tomlin
Los Angeles, CA

Mr. John Travolta and Ms. Kelly Preston
Studio City, CA

Mr. and Mrs. Frankie Valli
Beverly Hills, CA

The Honorable and Mrs. Peter Vallone

Mrs. Eve Weinstein (Spouse of: Harvey Weinstein)

Rank	Name	Age	Position	Company	Location	Business	Holdings	Estimated Wealth
1	BILL GATES	41	chr/ceo	MICROSOFT	Redmond, WA	SW	282.2M	\$38.66B
Consider this: Gates wishes Microsoft weren't a public company. But at the time of Microsoft's 1986 IPO, he actually had little choice in the matter. The company's stock option plan forced the offering. So many options were outstanding that SEC rules required the company to register its securities. Gates owned 44.8% of the company after the IPO, and still holds about 24%. Like many of Microsoft's rich, Gates is on a regular, blind predefined stock-selling "program," in part to avoid any allegations of insider trading.								
2	PAUL ALLEN	44	fndr/dir	MICROSOFT	Redmond, WA	SW	107.8M	\$14.77B
Allen became ultrarich the easy way—by association. Sure, he and Gates started Microsoft in 1975, but by the time it went public, Allen had been retired for three years. He left after contracting Hodgkin's disease (he's been in remission for more than 10 years). He owned 24.9% of the company after the IPO and now holds about 9%. He's enjoying his wealth, buying airplanes (a Boeing 757) and sports teams (Portland Trailblazers, Seattle Seahawks), and investing in a variety of new technology companies (Starwave, etc.).								
3	STEVE BALLMER	41	vp	MICROSOFT	Redmond, WA	SW	59.9M	\$8.21B
Ballmer met Bill Gates at the movies when they were dorm-mates at Harvard (although Ballmer graduated). In 1980 Gates and Paul Allen hired Ballmer from Procter & Gamble as Microsoft's first manager. They lured him to the startup with a stake of about 8%. Today Ballmer still owns 5%. He's called the company's general (he controls the troops and pinches pennies) and its "embalmer" (because he is so competitive). Either way, he's the company's key tactician.								
4	LARRY ELLISON	53	chr/ceo	ORACLE	Redwood Shores, CA	SW	150.8M	\$8.20B
The industry's most notorious playboy, Ellison started Oracle in 1977, building the first relational database product nights and weekends. Ellison's initial investment: \$2,000. He almost ran the company into the ground in 1990 with his overdrive management style. Since then (he had to restate earnings in 1991 and cope with nasty investor lawsuits), Ellison has contained his warp speed activities to the air. He owns a Gulfstream 5, a Pilatus Swiss jet trainer, a Cessna Citation, and a Machetti Italian jet fighter. Why not? With 22.8% of Oracle stock, he's California's richest citizen.								
5	GORDON MOORE	68	chr	INTEL	Santa Clara, CA	SEMI	90M	\$7.97B
Without him, the modern PC wouldn't be the same. Moore left Fairchild Semiconductor in 1968 with the late Robert Noyce to form Intel, now the world's largest chipmaker. As founding partners, he and Noyce led the equity pecking order over others (notably CEO Andy Grove, No. 26). Moore still owns 5.5% of the company. One of the industry's nice guys, he ran Intel from 1975 to 1987, earning options along the way.								
6	MICHAEL DELL	32	chr/ceo	DELL	Round Rock, TX	CH	59.2M	\$4.66B
The youngest billionaire on our list, Dell's story is the stuff that high tech legends are made of. A onetime biology major at the University of Texas at Austin, he started Dell in 1984 at age 19 by using his BMW as collateral for a loan and taking \$1,000 out of his savings account to buy a business license. By the day he would have graduated from college, Dell was selling \$70 million worth of computers a year. Today it is the leader in the field of customized PCs, selling \$2 million a day from its Web site alone. Dell's revenues in fiscal 1997 were \$7.8 billion. He owns 16% of the company.								
7	WILLIAM HEWLETT	84	fndr	HEWLETT-PACKARD	Palo Alto, CA	CH	63.9M	\$4.20B
Hewlett and the late David Packard created technology's first "garage startup" when they formed HP as an electronic instruments company in a garage in 1939. Never a go-go kind of place, HP has been quietly nimble at making quality products that keep pace with technologies. Hewlett's 6.4% current stake is worth billions almost 60 years later.								
8	TED WAITT	34	chr/ceo/fndr	GATEWAY 2000	N. Sioux City, SD	CH	71.1M	\$2.83B
This pigtailed Iowa-born South-Dakota native borrowed (for tax reasons) \$10,000 from his grandma to cofound (with Michael Hammond) a mail-order computer concern in a farmhouse in 1985. Now it's the second-largest computer mail-order house (behind Dell) in the world, with \$5 billion in sales. The relatively low cost of doing business in the heartland helped Gateway net \$250.7 million in fiscal 1996. Waitt still owns 45.6% of the company.								
9	DAVID DUFFIELD	57	fndr/ceo	PEOPLESOF	Pleasanton, CA	SW	29.8M	\$1.73B
PeopleSoft is a great example of how the right niche market can really pay. In the 1980s Duffield repeatedly tried, to no avail, to get his employer, Integral Systems, to create decentralized client/server human resources software. So he quit and started PeopleSoft in 1987, mortgaging his house to do it. Today PeopleSoft's sales are in the \$500 million range, and its stock trades at 77 times trailing earnings. The clean-cut, white-haired Duffield, who owns 27.4% of the company, is one of the industry's sweeter guys. He sends his own thank-you notes and displays a puppy-picture calendar in his cubicle office.								
10	CHARLES B. WANG	53	chr/ceo	COMPUTER ASSOC.	Islandia, NY	SW	18.7M	\$1.20B
Wang lands on our list because he has built a \$4 billion business the hard way—through acquisition. This Shanghai native (Mao drove the family out) started CA in 1976 with three other people and his credit cards—he maxed them out to keep the company afloat. With the business market in mind, Wang concentrated on enterprise and information management applications. When CA couldn't produce a product fast enough, Wang bought a company that could. He's acquired more than 60 entities so far. His stake in CA is 5%, more than enough to pay down his credit cards.								
11	ROBERT GALVIN	74	chr	MOTOROLA	Schaumburg, IL	COMM	14.2M	\$1.10B
Who says it doesn't pay to follow in your father's footsteps? Son of Motorola founder Paul Galvin, Robert ran the company from 1956 to 1990. He turned it into a high tech consumer goods powerhouse. He is the only Motorola officer or director with more than a 1% ownership share; he has 2.4%.								
12	JOHN MORGRIDGE	64	chr	CISCO	San Jose, CA	NET	10.1M	\$779.4M
Unlike many on our list, Morgridge isn't a founder of Cisco. That honor goes to Sandy Lerner and Leonard Bosack, who were pushed out to make room for more professional management. Morgridge was the chosen man, serving as CEO from 1988 to 1995. Legendary for his frugality, he's turned Cisco into a billion-dollar company. For his trouble he got 1.55% of the company. He remains Cisco's largest individual shareholder.								
13	SANJIV SIDHU	39	chr/ceo	i2 TECHNOLOGIES	Irving, TX	SW	16M	\$716.0M
Sidhu's got the formula for high tech wealth: Own 64.5% of your company after it goes public. i2 develops and sells pricey manufacturing productivity software to customers such as 3M, Caterpillar, and Bethlehem Steel. Born in India, Sidhu started i2 in 1988 in his Dallas apartment. His pregnant wife supported him as a technical writer while he got the company off the ground. Lucky guy.								
14	CRAIG BENSON	42	fndr/coo	CABLETRON	Rochester, NH	NET	19.3M	\$641.8M
With cofounder S. Robert Levine (No. 19), Benson actually cut cable in a garage during his lunch hour to make Cabletron's first networking products. Now a leader in local area-network and wide-area-network products, Cabletron rang up \$1.4 billion in sales last year. Benson's stake: 12.2%.								

Rank	Name	Age	Position	Company	Location	Business	Holdings	Estimated Wealth
15	JIM CLARK	53	fndr/chr	NETSCAPE	Mtn. View, CA	SW	15.9M	\$597.0M
He founded Silicon Graphics with venture capital, so he was forced to give most of SGI's equity to his backers. Clark didn't make the same mistake twice. When he founded Netscape in 1994, his \$3 million investment bought more than 9 million (presplit) shares, or 28% of the company. When Netscape led the Internet stock boom after its August 1995 IPO, Clark became a paper billionaire. The stock market has since cooled on Internet companies, but Clark (with an 18% stake) can still afford to fly planes and sail boats.								
16	NORMAN WAITT	43	ret cfo	GATEWAY 2000	N. Sioux City, SD	CH	13.6M	\$543.0M
This brother is probably happy he was a natural number cruncher. Ted (No. 8), the entrepreneur, asked Norman, a math whiz, to join Gateway six months into its operation to provide financial guidance. Norman agreed, so long as he could get an equity share. Smart move. Retired as CFO in 1991, Norman still owns 8.7% of the company.								
17	STEVE JOBS	42	chr/ceo	PIXAR	Richmond, CA	SW	30M	\$513.8M
He was tossed out of Apple in 1985, but Jobs's equity stake in Pixar—a whopping 72.9%—ensures him a permanent place at Pixar's table. He purchased this digital animation studio from Star Wars director George Lucas for \$10 million in 1986. Jobs invested \$50 million before Pixar finally penned a deal with Disney for three movies in 1991. The first, Toy Story, was the third-largest-grossing animated movie in history. That helped Pixar earn \$25 million on \$38 million in revenues (1996).								
18	PATRIZIO VINCIARELLI	50	ceo	VICOR	Andover, MA	PER	21M	\$503.5M
After Larry Ellison, he's this list's most eligible bachelor. This Roman physicist was listening to classical music when his stereo failed in the 1970s. The event inspired him to build a more stable converter for direct current. Today Vicor, founded in 1981, is the largest manufacturer of high-density power components. Now that's beautiful music.								
19	S. ROBERT LEVINE	39	fndr	CABLETRON	Rochester, NH	NET	14.7M	\$488.2M
Levine is a onetime cable supply shop owner in Massachusetts who had bigger things on his mind. With Craig Benson (No. 14), Levine founded networking hardware giant Cabletron in 1983. Famous for penny-pinching (Cabletron employees on the road have to bunk at Best Western), Levine can afford better. He owns 9.3% of the company. He recently stepped down as CEO.								
20	JON SHIRLEY	59	dir	MICROSOFT	Redmond, WA	SW	3.6M	\$483.5M
The second professional president at Microsoft, Shirley came in from Tandy in 1983 to give the company's nerd founders a touch of management class. After the 1986 IPO, he had a 1.4% stake. He left his operating role in 1989, at age 51, to sail his boat and have some fun.								
21	TOM SIEBEL	44	fndr/chr/ceo	SIEBEL SYSTEMS	San Mateo, CA	SW	13M	\$425.0M
Siebel is an example of how millions beget millions in Silicon Valley. A marketing wizard, he was employee number 50 at Oracle, where he made his first fortune. He left in 1990 for Gain Technology, which was sold to Sybase. The deal made him richer. Then he started his own company with some of that dough in 1993. It specialized in a niche—sales, marketing, and customer service automation systems—that other vendors ignored, but which has become a fast-growing area. Following a 1996 IPO, Siebel now holds 38% of the company.								
22	SCOTT MCNEALY	42	chr/ceo	SUN MICROSYSTEMS	Mtn. View, CA	CH	9.2M	\$417.0M
The son of an American Motors executive, McNealy is proof that technology founders can turn startups into billion-dollar enterprises. In 1982 he and Vinod Khosla, both M.B.A.'s, plus two technologists, founded Sun. McNealy became CEO in February 1984 at the ripe old age of 29. Sun today has \$9 billion in revenues. It burst onto the Internet scene with its Java programming language in 1995. McNealy is also a mean ice hockey player. He owns 2.5% of the company.								
23	DAVID HUBER	47	ret	CIENA	Linthicum, MD	COMM	5.6M	\$306.5M
Ciena produced the single largest venture-backed IPO in the history of Wall Street last February; at the end of trading, the then \$54.8 million (revenues) company had a market cap of \$3.6 billion. That's why Ciena supplied the Forbes ASAP Top 100 list with four multimillionaires. It's in one of the hottest businesses around: fiber-optic transmission systems that deliver what everyone wants—bandwidth. Huber percolated the technology at a lab at General Instrument (now called Next Level) before starting the company in 1992. He owns 5.9% of its shares and left Ciena to enjoy them.								
24	RICHARD EGAN	61	fndr/chr	EMC	Hopkinton, MA	PER	6.2M	\$300.4M
One of the most successful data storage outfits in the business, EMC was founded by Egan, his wife Maureen (No. 64), and a college roommate, Roger Marino, in 1979. They self-financed the company with their savings. Egan claims his stint working for Andy Grove (No. 26) as general manager of Intel's systems division taught him more than business school. It certainly seems so. EMC revenues for 1996 were \$2.3 billion. Egan holds a 2.7% stake.								
25	JEFFREY P. BEZOS	33	fndr/ceo	AMAZON.COM	Seattle, WA	SRV	9.9M	\$275.5M
A onetime hedge fund manager, Bezos can take credit for creating the Internet's most successful commercial enterprise. A computer buff (he has degrees in electrical engineering and computer science from Princeton), Bezos became fascinated with the Internet and drew up a list of products he might want to sell over it: CDs, computer parts, videos...he settled on books. A wise choice. Amazon offers 2.5 million titles over the Net. Bezos smartly still owns 41.4% of the company, public since May.								
26	ANDY GROVE	61	ceo	INTEL	Santa Clara, CA	SEMI	3.1M	\$267.0M
Intel's employee number three, Grove worked his way up the corporate ladder to CEO. His place in the founding hierarchy results in a lower net worth than that of founder Gordon Moore (No. 5). Grove, a management legend in Silicon Valley, has turned a billion-dollar enterprise into a \$21 billion behemoth. Sales of his best-selling book, Only the Paranoid Survive, should boost his own bottom line.								
27	GEORGE PERLEGOS	47	chr/ceo/pres	ATMEL	San Jose, CA	SEMI	8.1M	\$266.8M
Atmel makes nonvolatile memory chips, used mostly in portable devices like pagers and cell phones. That's why it's a \$1 billion company. This Greek immigrant, with brother Gust (No. 48) and engineer Tsung-Ching Wu (No. 69), started Atmel in 1984 with George's handwritten business plan. They financed it with \$30,000 of their own money. George holds 8.2% of Atmel's outstanding shares.								
28	PATRICK NETTLES	53	ceo/pres	CIENA	Linthicum, MD	COMM	4.1M	\$221.0M
The hired professional manager behind Ciena's success, Nettles came to the company in 1994, two years after its inception. A physicist turned CEO, Nettles worked at Vitalink and Optilink before one of Ciena's major venture backers, Sevin Rosen, brought him in. An avid sailor, Nettles now has enough Ciena stock (4.2%) to buy himself a big boat.								
29	WILFRED CORRIGAN	59	chr/ceo	LSI LOGIC	Milpitas, CA	PER	7.1M	\$209.6M
The Liverpool, England-born Corrigan landed in Silicon Valley as did many early pioneers in the chip business: He got a job at Fairchild. In 1981 he founded LSI. It's now one of the leading suppliers of custom, high-performance semiconductors. LSI has been public since 1983; Corrigan retains a 5.5% ownership stake.								

Rank	Name	Age	Position	Company	Location	Business	Holdings	Estimated Wealth
30	RAY NOORDA	73	ret	NOVELL	Provo, UT	NET	25.9M	\$202.2M
Noorda put Utah on the high tech map when he created Novell in 1982 as a networking software company. Noorda invested \$125,000 of his own money to buy about 33% of Novell, which was originally a subsidiary of Safeguard Scientific. Noorda's one miss: buying WordPerfect. Soon after he retired in '94, the acquisition failed. Noorda now chairs the Canopy Group. Under former Sun Microsystems technologist Eric Schmidt, Novell is struggling. Noorda still owns 7.5%.								
31	JIM BARKSDALE	54	ceo/pres	NETSCAPE	Mtn. View, CA	SW	5.3M	\$198.9M
He didn't join Netscape for the salary: Barksdale makes a buck a year. Founders Jim Clark (No. 15) and Marc Andreessen (No. 91) lured this smooth-talking Southerner away from AT&T with a big chunk of stock—originally 11.6% of the company. It could have been worthless, but Barksdale's leadership turned a flashy startup into a real business. He's holding his own against Microsoft, which is more than a lot of CEOs can claim. He owns 6% today.								
32	SCOTT COOK	45	fndr/chr	INTUIT	Mtn. View, CA	SW	7.7M	\$187.9M
What a difference a couple of years can make. When we calculated the worth of technology's rich two years ago, Cook was worth \$400 million. But the blush is off this maker of personal financial software, despite the fact that its Quicken program has captured 90% of the market. Unfortunately for Intuit, the other 10% belongs to Microsoft. In 1994 Bill Gates convinced Cook to sell out, but the DOJ stopped the merger. The deal would've made Cook's current 16.9% of Intuit worth about \$1.5 billion in late-1997 Microsoft shares. Ouch!								
32	JERRY YANG	28	fndr	YAHOO	Santa Clara, CA	SRV	4M	\$187.9M
34	DAVID FILO	31	fndr				3.9M	\$185.6M
They turned a cool technology—a directory for the World Wide Web—into a big business. This pair of Stanford University grads owns a big piece of the company, 14% each. That's after they gave up 50% of the company to a venture firm, Sequoia Capital, and Japan's Softbank Holdings, for funding. Yang and Filo personify the best in young, wealthy Silicon Valley entrepreneurs: They each donated 52,718 Yahoo shares, then worth \$1 million, to their alma mater.								
35	RICHARD MOLEY	58	vp	CISCO	San Jose, CA	NET	2.4M	\$184.8M
One great way to make a high tech fortune? Build a super company (StrataCom) and sell it to Cisco. That's what Moley did. His StrataCom was a leader in frame relay technology; he sold out to Cisco in July 1996. He's aggressive, gutsy, smart, and oh, pretty darn rich. His shares of StrataCom were exchanged one-for-one for Cisco shares.								
36	LESLIE VADASZ	61	dir/vp	INTEL	Santa Clara, CA	SEMI	2.1M	\$183.4M
Another Intel founder (he joined in 1968), Vadasz has worked in a half-dozen engineering units of the chip giant, always in a management role. He's a director, too, although his office is still the company's standard cubicle.								
36	CHRISTOPHER GALVIN	47	ceo	MOTOROLA	Schaumburg, IL	COMM	2.5M	\$183.4M
Like grandfather, like father, like son. This Galvin is the third in line to run the company, started in 1928 as a family business. CEO since January, he's Motorola's second-largest individual shareholder, behind father Robert (No. 11).								
38	DAVID FULTON	53	ret	MICROSOFT	Redmond, WA	SW	1.3M	\$178.1M
Fulton is a terrific example of why software entrepreneurs dream of selling out to Microsoft. In 1992 Microsoft acquired his Fox Software in a stock swap, a deal valued at \$175 million. Fox made a database compiler; Fulton was the chief architect of it. He headed Microsoft's database development division for a while, but he's no longer there. He doesn't need the income.								



John Morgridge \$779.4 Million

John Chambers \$54.6 Million

Richard Moley \$184.8 Million

Rank	Name	Age	Position	Company	Location	Business	Holdings	Estimated Wealth
39	KEN SHARMA	56	exec vp	i2 TECHNOLOGIES	Irving, TX	SW	4M	\$176.8M
Here's why engineers take risks to join technology startups. Sharma agreed to leave a secure job in 1988 to join i2 cofounder Sanjiv Sidhu (No. 13). Both were former Texas Instruments programmers. Sharma got 18% of the company for taking the risk. After the IPO he still holds 15.9%.								
40	FRED CHAN ANNIE CHAN	50 45	ceo dir	ESS TECHNOLOGIES	Fremont, CA	SEMI	11.7M	\$174.2M
He's the business brain and engineer behind the company. She's served in a variety of roles. Together they've made a bundle making mixed-signal semiconductor audio chips, the devices that make desktop and notebook PCs jingle and hum. The couple holds over 30% of the company. They put another 9.5% of ESS into a trust for their kids.								
41	CRAIG BARRETT	58	dir/coo	INTEL	Santa Clara, CA	SEMI	2.1M	\$172.5M
Barrett is credited with making Intel into the manufacturing machine that it is today, giving it a significant edge over competitors who clone Intel's chips. Since 1975 Barrett has been a loyal lieutenant to CEO Andy Grove, whom he'll likely replace as CEO. But he's known for living a balanced lifestyle, taking time out to enjoy outdoor sports.								
42	ECKHARD PFEIFFER	55	ceo	COMPAQ COMPUTER	Houston, TX	CH	1.4M	\$157.5M
This straitlaced German led ailing Compaq back to prosperity after the board booted out the first CEO, Rod Canion. Last year Compaq was the number-one PC maker in the world, with \$18.1 billion in sales. Pfeiffer's big gamble of late: acquiring Tandem Computers last summer. His wealth comes from exercisable options, priced on average at about 15% of the market price of the stock.								
43	LARRY GARLICK	48	chr/ceo	REMEDY	Mtn. View, CA	SW	3.3M	\$140.9M
Garlick could be voted our list's least likely to be identified as a millionaire. When Remedy went public in 1995, he bought a fly-fishing rod and new seat covers for his '88 Acura. Remedy's scalable and adaptable client server software for IS departments is hugely popular. Revenues were \$20 million in 1994, \$80 million last year. Garlick still has the Acura, but he's picked up some other cars.								
44	STEPHEN CASE	39	chr/ceo	AOL	Dulles, VA	SRV	2.2M	\$137.3M
He's the brash founder of America's most popular online Internet access service provider. With a background in consumer marketing at Procter & Gamble and Pepsico, Case in the past 12 years has turned AOL into a \$2 billion company with more than 8 million subscribers. He's had his share of problems, including a 40% stock drop, an FTC investigation into billing practices, and countless service interruptions and access problems. Still, AOL remains the ISP of choice and Case (with 2.4% of the company) is one rich entrepreneur.								
45	PAUL MARITZ	42	vp/prod	MICROSOFT	Redmond, WA	SW	1M	\$132.5M
A South African, Maritz was hired away from Intel in 1986 to run Microsoft's product groups. Bill Gates calls him a "crisp" thinker; engineers love to work with him. His Microsoft wealth comes from options; almost all of his holdings are vested.								
46	JEFF RAIKES	39	vp/sales/mrkt	MICROSOFT	Redmond, WA	SW	909,274	\$124.6M
Born in Nebraska and educated at Stanford (he has an engineering degree), Raikes left Apple Computer in 1981 (talk about your good move) to take on sales and marketing at Microsoft. Raikes owns part of the Seattle Mariners baseball team.								



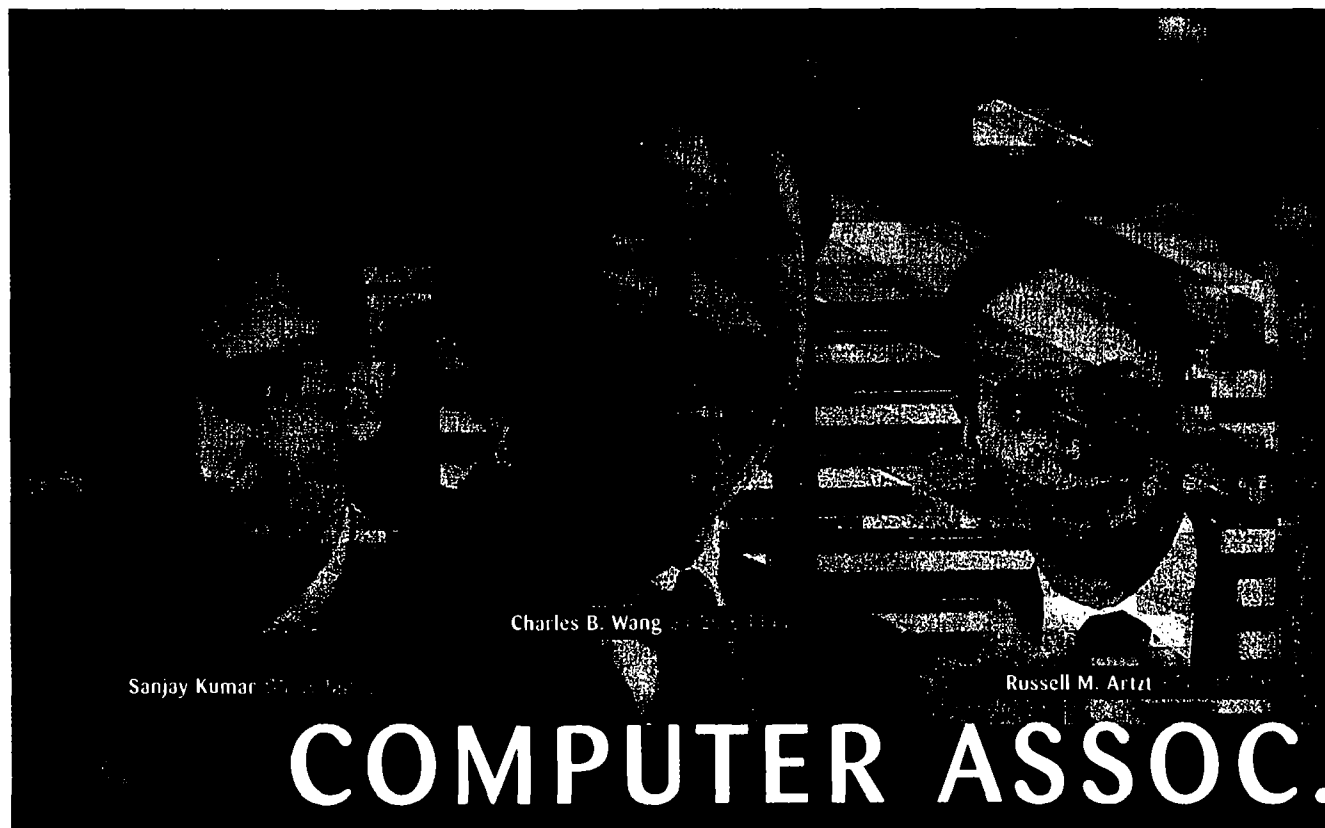
Dirk Kabcenell \$67.9 Million

Larry Ellison \$8.20 Billion

Jeffrey Henley \$55.3 Million

ORACLE

Rank	Name	Age	Position	Company	Location	Business	Holdings	Estimated Wealth
47	LOU GERSTNER	55	chr/ceo	IBM	Armonk, NY	CH	1.5M	\$122.1M
Remember when IBM seemed doomed, and the industry predicted that this RJR Nabisco alum wasn't savvy enough in technology to turn it around? That was in 1993, after IBM lost almost \$8 billion. Last year the company made \$5.4 billion on sales of \$76 billion. So Gerstner is having the last laugh all the way to the bank. His generous 1996 comp package includes a \$1.5 million annual salary, \$3.27 million bonus, and a 10-year stock option plan for 600,000 shares of common stock at \$63.34 per share.								
48	GUST PERLEGOS	50	exec vp/gen mgr	ATMEL	San Jose, CA	SEMI	3.7M	\$120.1M
Like his younger brother George (No. 27), Gust is an E.E. from Stanford University. The brothers created a company perfect for the 1990s: making memory chips suited for lightweight devices like cell phones. Gust and George are sons of a Greek grape grower. Gust has 3.7% of Atmel's stock.								
49	NATHAN MYHRVOLD	38	cto	MICROSOFT	Redmond, WA	SW	863,160	\$118.3M
As chief technologist of Microsoft, Myhrvold is responsible for guiding the software giant toward new markets. He's not always right: He missed the Internet market, at least for a while. This roly-poly physicist (he worked with Stephen Hawking at Britain's Cambridge University) wound up in Redmond by selling his Berkeley, California-based Dynamical Systems in 1986. He's famous in the company for his rambling memos on the future of computing and his talent as a French chef.								
50	BERNARD VERGNES	52	chr/Eur	MICROSOFT	Redmond, WA	SW	860,500	\$116.3M
Another Microsoft millionaire on our list, Vergnes lands here because he was the company's first European officer, joining in 1983. The Frenchman went on to conquer the Continent and the world, creating 24 subsidiaries that employ 4,000. He retired from running the operation as president in July, assuming the chairmanship.								
51	JERRY FIDDLER	45	fndr/chr	WIND RIVER SYSTEMS	Alameda, CA	SW	2.8M	\$109.6M
Fiddler developed generic off-the-shelf software for building and running embedded applications. Technical sounding, yes, but an important market. Wind River is considered the Microsoft of this kind of microprocessor code. Started in 1981, Wind River went public in 1993. But the stock sank to two bucks (split adjusted), thanks to poor management. Fiddler hired a businessman to run the show (current CEO Ron Abelman), and the stock has bounced up twentyfold. Fiddler owns 11.2% of it.								
52	RAY STATA	62	fndr/chr	ANALOG DEVICES	Norwood, MA	SEMI	3.5M	\$108.0M
He's one of those who made the mold for MIT entrepreneurs. Stata founded this integrated circuit maker in 1965 and ran the no-nonsense company first as president until 1973, then as CEO until 1996, and now as chairman of the board. There was little room at Analog for the freewheeling frivolity found in the culture of Silicon Valley companies. That didn't seem to hurt. Now a \$1.2 billion company. Stata owns 1.8%.								
53	RODNEY SMITH	57	chr/ceo	ALTERA	San Jose, CA	SEMI	1.8M	\$104.4M
British-born but Silicon Valley aggressive, Smith wasn't a founder of Altera in 1983. He showed up within months to become CEO. He's been there ever since, amassing 2% of the company, the largest Altera holding of any individual. Hard-nosed and competitive, Smith recently overtook rival Xilinx in the standings in the programmable logic devices market.								
54	C.N. REDDY	41	sr vp/engineering	ALLIANCE	San Jose, CA	SEMI	8.2M	\$103.4M
55	N. DAMODAR REDDY	59	chr/ceo/pres	ALLIANCE	San Jose, CA	SEMI	8.2M	\$103.3M
These two brothers founded Alliance, a maker of DRAMs, SRAMs, and other memory products, in 1985. Older brother "Dan" is an E.E. with an M.B.A.; C.N. is a design wizard with 15 RAM patents. Together they have turned Alliance into what Inc. magazine ranked the 12th-fastest-growing small public company of 1996. Each owns about the same, which is a lot. Dan has 20.5%, C.N. has 20.6%.								



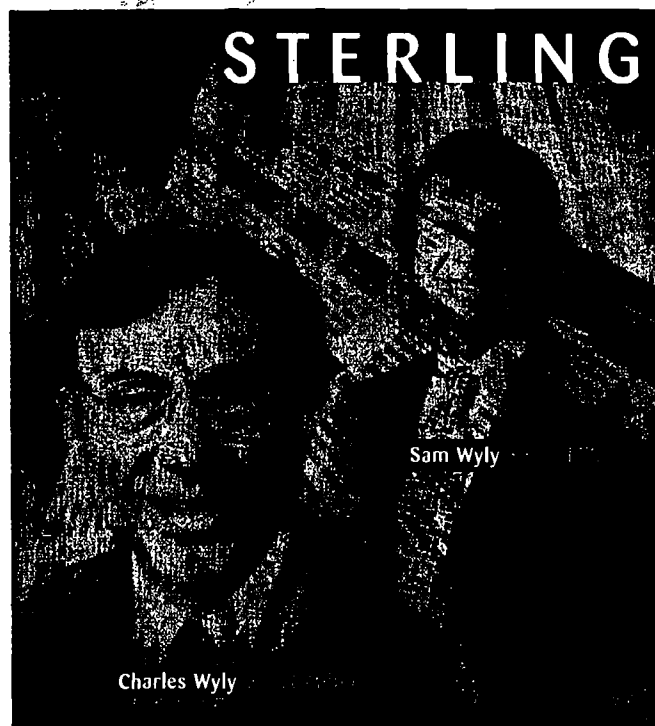
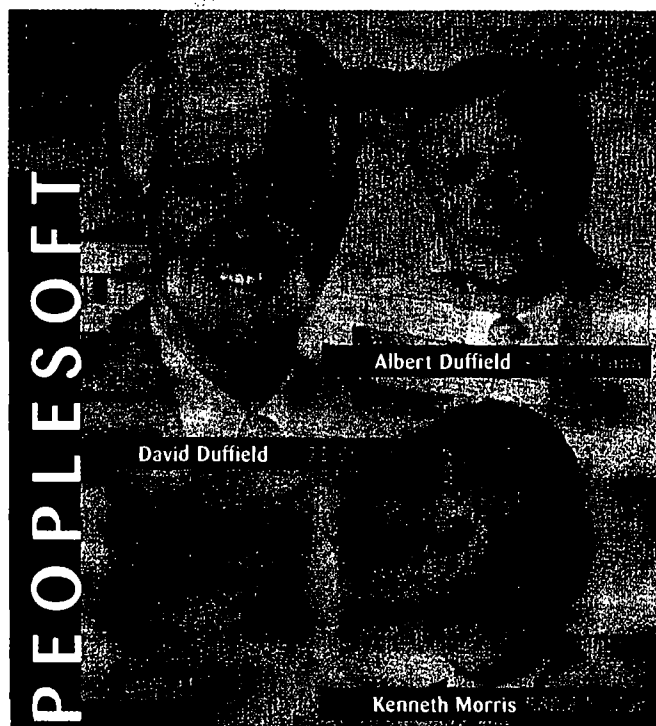
Sanjay Kumar

Charles B. Wang

Russell M. Arizl

COMPUTER ASSOC.

Rank	Name	Age	Position	Company	Location	Business	Holdings	Estimated Wealth
56	KENNETH LEVY	54	chr	KLA-TENCOR	San Jose, CA	PER	1.63M	\$102.6M
The product of the April 1997 merger between KLA Instruments and Tencor Instruments, KLA-Tencor is now a \$1 billion maker of semiconductor manufacturing equipment. That put Levy on our list. He founded KLA Instruments in 1976; he owns 1.9% of the merged entity. His strong engineering background gives the new company a competitive edge: a strong engineering orientation.								
57	GEORGE KOZMETSKY	80	dir emeritus	DELL	Round Rock, TX	CH	1.3M	\$102.3M
A longtime board member of Dell, Kozmetsky made his real fortune as cofounder of electronics company Teledyne. When it merged with Allegheny in 1996, in a deal valued at \$3.2 billion, Kozmetsky owned 5.2%. His Dell holdings come in part as a result of his board participation.								
58	OLIN B. KING	63	chr/ceo	SCI SYSTEMS	Huntsville, AL	CH	1.3M	\$95.5M
They call SCI the "Kmart of the electronics industry." It makes just about anything electronic—PCs, peripherals, telecom equipment, consumer gadgets. It has 24 manufacturing plants worldwide; revenues last year were \$4.5 billion. Back in ol' Alabama, King, who can be pretty darn funny, runs a lean and mean shop—no PR department, no investor relations department. You have a question? Call Olin. He likes to recall the early days (1961) when he was really a "low overhead" company—he worked out of an apartment that had just 7-foot ceilings.								
59	ROBERT BISHOP	55	chr/world trade	SILICON GRAPHICS	Mtn. View, CA	SW	3.8M	\$94.0M
The largest single individual holder of SGI stock (2.2%), Bishop cut himself this lucrative ownership deal when he joined the company to run its world sales organization in 1986. He's made more individual wealth from the workstation maker than the founder did. A burly, brilliant Australian, Bishop also built global sales organizations for DEC and Apollo.								
60	PAUL SEVERINO	49	dir	BAY NETWORKS	Santa Clara, CA	NET	3.1M	\$90.3M
A super technologist and entrepreneur, Severino founded networking company Wellfleet Communications in 1986. Then he merged it with SynOptics in 1994 to form Bay Networks. Severino is more of a company starter than a company grower, which could explain why Bay Networks has lagged behind competitors. Wellfleet was his third company. His 1.7% stake in Bay helps him finance his ventures.								
61	KENNETH MORRIS	47	fndr/vp	PEOPLESOFT	Pleasanton, CA	SW	1.5M	\$88.8M
The cofounder of PeopleSoft, Morris left Integral Systems with Dave Duffield (No. 9) in 1987 to start this client/server software company. He's the principal architect of many of the company's core technologies. This programmer has an M.B.A. from Harvard and a B.A. in business from Southern Methodist University.								
62	JOSEPH COSTELLO	43	ceo/pres	CADENCE DESIGN	San Jose, CA	SW	2M	\$83.0M
One of technology's tallest millionaires (he's 6 foot 6 inches), Costello has run this design automation software company for nine years. He's been flexible in his vision. He brought services into his business model in 1993 when design software became too complex for customers to use. Now, 20% of Cadence's revenues (\$742 million total sales last year) come from the service side. Costello owns 2.2% of the company; he's never exercised any of his options.								
63	MICHEL LACOMBE	46	pres/Eur	MICROSOFT	Redmond, WA	SW	600,244	\$82.2M
Lacombe got rich in Microsoft options, joining Microsoft's European operations in 1983 from Microsoft's French subsidiary. Last July he assumed the top operations spot in the division, which accounts for one-third of all Microsoft revenues.								
64	MAUREEN EGAN	60	invstr/dir	EMC	Hopkinton, MA	PER	1.7M	\$82.1M
The wife of founder Richard Egan, she agreed to invest the couple's life savings to start EMC in 1979. She initially acted as office manager and taught the company's new college recruits how to dress. Now the matriarch of the company, she serves as EMC's ambassador to its Cork, Ireland, manufacturing facility. All of her children (three sons and a daughter) work for the company.								



Rank	Name	Age	Position	Company	Location	Business	Holdings	Estimated Wealth
65	CHARLES WYLY	64	fndr/dir dir	STERLING SOFTWARE STERLING COMMERCE	Dallas, TX Dallas, TX	SW SRV	1.65M 1.35M	\$81.1M
Brothers Charles and Sam (No. 79) ran the Bonanza Steakhouse chain for 22 years, growing it to 600 outlets. They are the brains behind the success of Michael's Stores too. Then they went high tech. With partner Sterling Williams, they bought several small software companies, then grew them. The threesome then created Sterling Commerce, which markets software and services for electronic business transactions. The two companies made them rich...again. Charles still owns 4.6% of Sterling Software and 2.1% of Commerce.								
66	MIKE FARMWALD	43	fndr/dir	RAMBUS	Mtn. View, CA	SEMI	1.6M	\$79.7M
Seven years ago, Rambus was just another Stanford University alumni startup. Today this purveyor of semiconductor memory devices that increase memory bandwidth has a \$1 billion market cap. Farmwald's technology was paired with a brilliant business plan: Make the memory but not the chips. As a "fabless" semiconductor shop, margins are huge. Farmwald left in 1993 to start a media microprocessor company called Chromatic Research. It could produce his second fortune.								
67	THOMAS JERMOLUK	41	chr/ceo/pres	@HOME	Redwood City, CA	COMM	4M	\$79.0M
@Home has no earnings and a deficit of \$50 million. But never mind, it's in a hot area—delivering the Internet over superfast cable modems. So this Silicon Graphics alum—he was a questionable success as COO there—got rich (on paper) after @Home's July IPO. He would have walked out as a millionaire even if @Home were a flop. Board members are rumored to have guaranteed Jermoluk no less than \$10 million to join, regardless of the outcome.								
68	ANDY LUDWICK	52	dir	BAY NETWORKS	Santa Clara, CA	NET	3.4M	\$75.9M
The product of a merger between SynOptics and Wellfleet in 1994, Bay Networks was in a position to compete with Cisco. But Ludwick (from SynOptics) reportedly was too nice to tough it out in the high-stakes networking game. He resigned as CEO in July 1996, six months before the company reported a 90-cent-per-share drop for the second quarter. Now a director, he's holding 1.8% of the stock.								
69	TSUNG-CHING WU	46	vp	ATMEL	San Jose, CA	SEMI	2.3M	\$75.5M
Atmel has made this native of Taiwan rich but not famous. Like the Perlegos brothers who founded Atmel with him, he stays out of the limelight, travels coach, and keeps his nose to the engineering grindstone. He left chipmaker SEEQ Technology with the brothers in 1984 to form the company; he still holds a 2.3% ownership stake.								
70	JEAN-PAUL GIMON	61	dir	Hewlett-Packard	Palo Alto, CA	SW	1.1M	\$74.9M
Gimon made his money the real old-fashioned way—he married into it. He's the husband of Eleanor Hewlett, HP founder William Hewlett's daughter. She technically owns most of the shares. But since they've been married for 32 years, it's safe to say he's in the chips. A director of HP, he's a retired rep for Credit Lyonnais.								
71	MAX PALEVSKY	73	dir emeritus	INTEL	Santa Clara, CA	SEMI	841,330	\$73.0M
Palevsky has been a fixture in high tech ever since there has been such a thing. The founder of Scientific Data Systems in 1961, Palevsky sold out to Xerox in 1969, then retired from there in 1972. He earned his stock at Intel the long way—by sitting on the board for 29 years. One of the industry's true eccentrics, he became a director emeritus last May.								
72	JAMES MORGAN	59	chr/ceo	APPLIED MATERIALS	Santa Clara, CA	SEMI	824,102	\$72.0M
One of technology's great CEOs, Morgan has run this semiconductor equipment and systems manufacturer for 21 years. Morgan joined in 1976 and turned Applied (which was founded in 1967) into a company with global reach and product depth. His holdings come from options piled up over his two decades at the helm.								
73	WILLIAM NEUKOM	55	vp/law	MICROSOFT	Redmond, WA	SW	505,087	\$69.2M
What an interesting name for Microsoft's head lawyer! Neukom has made his mark in business law by aggressively fighting against claims that Microsoft is a monopolist. He made his money (in options) from years of dedicated service to the software giant. He was a member of a Seattle law firm, Shidler, McBroom, Gates & Lucas, when William Gates Jr. (Bill's dad) asked him to keep an eye on the fledgling Microsoft in 1979. He's been Bill's in-house legal counsel ever since.								

ATMEL

George Perlegos

Gust Perlegos

Tsung-Ching Wu

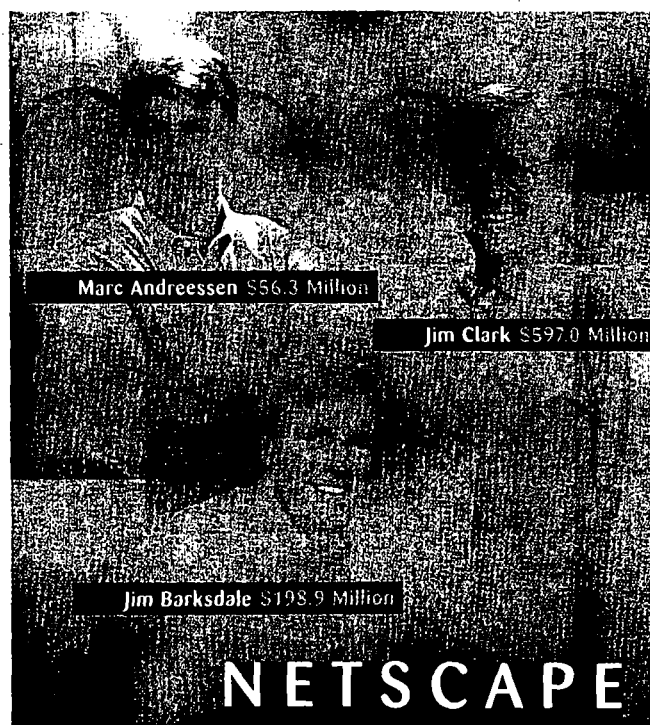
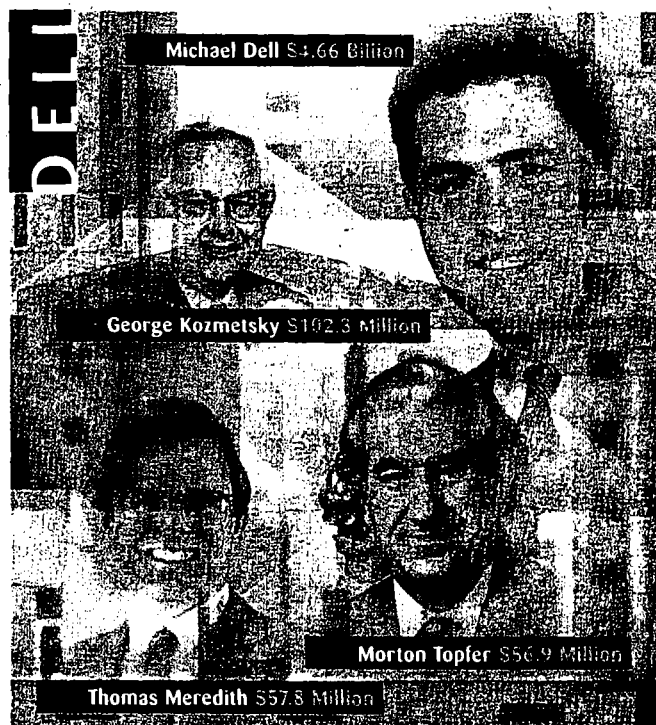
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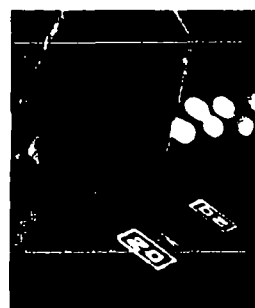
CABLETRON

Rank	Name	Age	Position	Company	Location	Business	Holdings	Estimated Wealth
74	DIRK KABCENELL	44	vp/prod	ORACLE	Redwood Shores, CA	SW	1.4M	\$67.9M
An early employee (he joined in 1983), Kabcenell is Oracle's products division guru. It's a big job: He's responsible for all product planning and delivery. That's why Oracle has loaded up this E.E. from MIT with low-priced options, which account for his wealth.								
75	FRANK GILL	53	vp	INTEL	Santa Clara, CA	SEMI	799,368	\$67.2M
Not so long ago, Intel's Hillsboro, Oregon, campus was seen as a second sister. No more. Now that the Internet and bandwidth are in, so too is the Intel division that Gill supervises in the Pacific Northwest. It specializes in producing communications and Internet-related products. A veteran since 1975 (he joined the company as a district sales manager), Gill's fortune comes from a long history of options and the run-up of Intel's stock.								
76	RUSSELL M. ARTZT	50	vp/r&d/dir	COMPUTER ASSOC.	Islandia, NY	SW	1.1M	\$67.0M
A cofounder of CA with Charles Wang (No. 10), he was a college pal from Queens College in New York. Artzt is head of R&D. His mission is a tough one: Integrate the technologies that CA picks up through its acquisitions into CA's own product development mix of 500.								
77	JOHN GIFFORD	55	chr/ceo	MAXIM INTEGRATED	Sunnyvale, CA	SEMI	1M	\$66.9M
Aggressive? You bet. Gifford is a guy who hunts Kodiak bears for fun. He's made this analog integrated circuit maker into a half-billion-dollar (and climbing) enterprise. Known for delegating very little, he's smart enough to handle everything he undertakes. Gifford's a classic overachiever with a solid-gold motive: He owns 1.7% of Maxim.								
78	LAWRENCE HUANG	46	vp/sales	CIENA	Linthicum, MD	COMM	1.2M	\$63.8M
79	STEVE CHADDICK	46	sr vp/prod & tech	CIENA	Linthicum, MD	COMM	1.2M	\$63.7M
Ciena's employees number three and four. Huang and Chaddick both joined in 1994 from AT&T Tridom. Huang is a sales and marketing vp whiz; Chaddick is one of Ciena's top engineers. Both are fun-loving in their spare time. Huang flies and golfs; Chaddick likes a good cigar. Both own 1.2% of the company, so they can afford their vices.								
79	SAM WYLY	63	chr/fndr dir	STERLING SOFTWARE STERLING COMMERCE	Dallas, TX Dallas, TX	SW SRV	2.2M 1M	\$63.7M
In the past 14 years, Sam, the younger of the wily Wyly brothers, has watched Sterling Software's stock price increase by more than 650%. It's paid off. Last year he and two of Sterling Software's other founders received three of the largest pay packages in corporate America. Sam's alone totaled \$69.5 million. The bulk of the money came from option exercises; Sam owns 6% of Sterling Software and 2.1% of Commerce.								
81	DAVID WILNER	43	fndr/cto	WIND RIVER SYSTEMS	Alameda, CA	SW	1.6M	\$63.2M
Cofounder with Jerry Fiddler (No. 51), Wilner was a senior staff scientist at Lawrence Berkeley Laboratory before he jumped into the business world in 1981. He won the title of CTO away from Fiddler with a coin toss. He's also a noted authority on real-time computing. His real-time wealth? Tied to his 7.5% stake in Wind River.								
82	RICK BURGUM	51	dir	GREAT PLAINS SOFTWARE	Fargo, ND	SW	2.4M	\$62.7M
Blessed with family money (from a grain elevator business), Rick backed his cousin, Doug Burgum, to create this client/server financial software maker. It's a family affair. Along with other investors, Doug bought out Great Plains's original founders. His personal investment was more than \$265,000. Then the rest of the Burgums got in the act. Rick sits on the board, as does Doug's brother, Bradley, a lawyer. Rick owns 18.9% of the \$57 million (sales) company. The family controls 46% of the outstanding stock. Doug, with 15%, just misses our list.								
83	BERNARD VONDERSCHMITT	73	chr	XILINX	San Jose, CA	SEMI	1.4M	\$62.4M
One of the true gentlemen in the chips business, "Bernie" founded and then ran this programmable logic chip house for 11 years. He's also one technologist—he holds 13 patents in integrated circuit design—who successfully bridged the gap between engineering and management. He retired as CEO last year, holding 1.9% of the \$568 million (sales) company.								



Rank	Name	Age	Position	Company	Location	Business	Holdings	Estimated Wealth
84	GEOFF TATE	43	pres/ceo	RAMBUS	Mtn. View, CA	SEMI	1.2M	\$60.7M
The hired CEO (from chipmaker AMD) who has put Rambus on the map. Tate is hardworking (he even studies Korean and Japanese to be a more effective deal maker in Asia). Revenues for the first nine months were up 130% for this developer of high-speed, chip-to-chip interlace technology. While the company skyrockets, Tate remains down-to-earth.								
85	CHRISTOPHER OLIVER	37	dir/eng	CABLETRON	Rochester, NH	NET	1.8M	\$60.1M
One of the first 10 employees of this local-area-network and wide-area-network equipment maker, Oliver invented the transceiver, an early networking device. The gadget is considered the first true networking product.								
86	SHAWN HAILEY	48	ret	AVANT	Fremont, CA	SW	2M	\$59.8M
When we caught up with him, Hailey was in Hawaii, having retired in April. Avant grew through mergers and acquisitions of five companies in the integrated circuit design business. One is Meta-Software, started by Hailey and his fraternal twin, Kim. Kicked off with \$5,000 in a Cupertino, California, bedroom, Meta went public in 1995. They were the sole shareholders. In October '96, Avant acquired Meta. Hailey went to the beach with 6.9% of Avant's shares in his pocket.								
87	WILLIAM REED	57	dir	MICROSOFT	Redmond, WA	SW	456,400	\$58.8M
A Microsoft board member, Reed's holdings in the software company are hardly his sole source of wealth. He's the man behind Simpson Timber, a family logging, papermaking, and investment business founded in 1890. Reed's been involved with Simpson since 1971 and bought out the few nonfamily member investors through a legal battle in 1987.								
88	THOMAS MEREDITH	47	cfo	DELL	Round Rock, TX	CH	751,826	\$57.8M
Probably Michael Dell's most trusted lieutenant, Meredith came to the PC maker in 1992 from Sun Microsystems. He has a master's degree in tax law, plus a J.D. He is the only one of Dell's top executive team to have weathered management shakeups over the last four years.								
89	MORTON TOPFER	61	vice chr	DELL	Round Rock, TX	CH	750,804	\$56.9M
A Motorola careerist (who surely made a fortune there), Topfer joined Dell as vice chair in 1994. He brings an understanding of business from the customer's point of view to the company; he's driving some major decisions, according to analysts. He's the "tree" man to Michael Dell's forest of ideas.								
90	GERHARD PARKER	53	vp	INTEL	Santa Clara, CA	SEMI	675,182	\$56.7M
Soft-spoken and low-key, "Gerry" heads Intel's manufacturing and technical development efforts. A Ph.D. in engineering (from California Institute of Technology), he's a nerd with know-how, serving in several divisions of quality assurance before moving to manufacturing. Joining in 1969, he has amassed wealth that has come from stock options granted over 28 years.								
91	MARC ANDREESSEN	26	fndr/exec vp	NETSCAPE	Mtn. View, CA	SW	1.5M	\$56.3M
Netscape's visionary, Andreessen fittingly met Silicon Graphics founder Jim Clark over the Internet. Less than two years later, their company broke Wall Street IPO records (beaten this year by Ciena), and the University of Illinois grad was a millionaire. Like most young guys who hit it rich, he bought a car, trading in his Mustang for a Mercedes. He holds 1.7% of Netscape.								
92	ALBERT DUFFIELD	54	dir/vp	PEOPLESOFT	Pleasanton, CA	SW	984,883	\$55.8M
The dapper kid brother of PeopleSoft founder Dave Duffield (No. 9), Albert runs the company's worldwide sales organization. He's the owner of about 1% of the company's outstanding shares.								
93	JEFFREY HENLEY	52	cfo	ORACLE	Redwood Shores, CA	SW	1.1M	\$55.3M
Henley got a sweet options deal to come in as CFO in 1991, following Oracle's only financial fall from grace. His previous employers weren't in the industry—try manufacturing and real estate—but Henley's move to high tech put him on our list. Nearly all his holdings are options, cheap options. If he were to exercise all of them, it would cost him just \$7 million.								
94	DAVID MAHLER	41	fndr/vp	REMEDY	Mtn. View, CA	SW	1.3M	\$54.7M
While an HP employee, Mahler thought the market for help desk software was ripe. So did Larry Garlick (No. 43), who was at Sun Microsystems. The two met when they separately sought venture capital funding; the VCs put them together. They started Remedy in 1990. Today cofounder Mahler runs the business development division of the \$80 million concern.								
95	JOHN CHAMBERS	48	pres/ceo	CISCO	San Jose, CA	NET	764,916	\$54.6M
Chambers gets credit for being one of the finest managers in the business. When he took over Cisco in January 1995, it was slightly larger than competitors Bay Networks and 3Com. Now Cisco is the undisputed leader, growing from \$1.2 billion to \$6.5 billion in sales. Although a CEO who came in late (from Wang, where he ran U.S. operations), he makes our list because his compensation is weighted toward equity, not salary.								
96	SANJAY KUMAR	35	pres/coo/dir	COMPUTER ASSOC.	Islandia, NY	SW	986,691	\$52.9M
Kumar came to CA the way most of its nearly 10,000 employees did—by acquisition. CA bought out his company, called UCCEL, in 1987. He became CA's COO in 1994 and has become a premier deal maker. A brilliant strategist (and some say CEO Charles Wang's alter ego), Kumar's biggest coup to date is CA's 1996 acquisition of Cheyenne Software.								
97	ROBERT SANSOM	37	vp/arch	FORE SYSTEMS	Warrendale, PA	NET	3.6M	\$50.5M
Sansom is one of the four founders of FORE who took their research on high-speed networking out of Carnegie Mellon University and into the business world. FORE successfully commercialized asynchronous transfer mode technology for local area networks and wide area networks. Revenues reached \$395 million in the fiscal year ending in March. Sansom, a software engineer, serves in the nonexecutive role of vp of architecture. He also leads development and advanced projects. He has 3.7% of all outstanding shares.								
98	STEVEN WALSKE	45	chr/ceo	PARAMETRIC TECH.	Waltham, MA	SW	1M	\$49.8M
Parametric's Russian founder, Sam Geisberg, was a genius in CAD/CAM software, but he wasn't a businessman. Luckily he tapped Walske to do the job. A focused, serious leader, Walske has turned Parametric into the preeminent CAD/CAM/CAE vendor, with 1996 revenues topping \$600 million. Unlike many CEOs, most of Walske's stake in the company is stock, not options.								
99	FRANCOIS BITZ	37	fndr/vp	FORE SYSTEMS	Warrendale, PA	NET	3.53M	\$49.0M
Another of the four who started FORE at Carnegie Mellon, Bitz is a hardware engineer who leads overall product development. He has holdings of 3.6%. He's vp of advanced product development. The two remaining FORE founders, CEO Eric Cooper and President Onat Menziloglu, narrowly missed our list. They own 3.4% and 3.3% of the company, respectively.								
100	MARK HOROWITZ	40	fndr/dir	RAMBUS	Mtn. View, CA	SEMI	968,365	\$48.7M
When cofounder Farmwald (No. 66) proposed his idea for Rambus, this professor of electrical engineering wanted to turn it into a Stanford research project. Luckily for him, Farmwald insisted on forming a company in 1990. Though now worth millions, Horowitz continues as a professor at Stanford and works part time for Rambus as part of the technical staff.								

Reporters: Suzie Amer, Geoff Baum, Dustin Kehoe, Lisa Klug, Sarah Novasel, Evantheia Schibsted



YOUNG MILLIONAIRES



BEFORE THE Internet, there was the Arpanet. If you remember it, you were way ahead of the technology curve.

Doug Humphrey was an early convert. "When I first started using the Arpanet, there were 22 computers on it," says the 38-year-old high-tech CEO.

The story is similar for Raul Fernandez, president of software innovator Proxicom: The 31-year-old was the first kid on his block to have a computer.

Julie Holdren, 28 and the CEO of another software success story, remembers taking a class in her school's new computer lab as a sophomore in high school.

As Humphrey, Fernandez, and Holdren grew up, so did the computer industry. When they hit their twenties and thirties, businesses needed people who understood computer networks.

"Someone who was in their twenties who had five, ten years' Internet experience was by default the expert," Holdren says.

It may come as no surprise that twenty- and thirtysomethings who were breast-fed on emerging technologies know more about them than their parents.

What is surprising is that more and more of them, at such tender ages, are starting their own computing and communications businesses. And getting very rich.

WASHINGTON IS IN THE MIDST OF A HIGH-TECH business boom. This region has long been a hub for telecommunications, biotech, and satellite-based ventures, but in the past five years, more Web-based firms are emerging, such as America Online and UUNet.

**THEY'RE UNDER 40,
SMART, DRIVEN—
AND MAKING
FORTUNES IN HIGH-
TECH. HERE'S HOW
THEY'RE DOING IT,
AND HOW TO GET IN
ON THE ACTION.**



"What you have in this region is a remarkably rich basis of content," explains Mario Morino, chairman of Potomac Knowledge-Way Project, a non-

profit organization that is fostering the high-tech community in Washington. In the past few years, government agencies, trade associations,

and other Washington institutions have recognized the value of putting their warehouses of data on the Internet. That has meant increased funding for Web work.

With the addition of Web-based businesses to the region's high-tech mix, Washington has become one of the country's top technology centers. The major players already here are attracting even more businesses as well as investors.

"If you were to put us on a national chart today, we might measure third or fourth in the United States for areas that have critical masses of technology," says Dyan Brasington, head of the High Technology Council of Maryland.

All of which is good news for the local economy.

"This economy was not doing so great three years ago," says Roger Mody, CEO of Signal Corporation, a computer contractor in Fairfax. "I question where we'd be locally if it weren't for the high-tech community. First and foremost we're creating jobs."

MOST NEW BUSINESSES STARTED THESE DAYS ARE by people under 40, according to a study done for the National Federation of Independent Business and Wells Fargo Bank. Entrepreneurs can do well at any age, but being young has its advantages.

"People should start a business when they're young, when

BY SHERRI DALPHONSE PHOTOGRAPHS BY ROBERT SEVERI

they have the energy, when they don't have the responsibility," says Doug Humphrey, founder of SkyCache, a Web venture in Laurel.

"When you're very young, all you've got to lose is your time, and you've got a lot of that left, and your energy, and you've got a lot of that."

Starting a business means great outlays of not only time and energy but also capital. Here, too, young entrepreneurs in high-tech fields do well.

"The cost to compete isn't as expensive as it once was," says James Kenefick, CEO of NET-tel Corporation, a long-distance carrier. "The price of memory in 1986 was \$5,000 a meg for an IBM mainframe. Here we are ten years later, and you can buy a whole PC for less than \$3,000."

Proxicom's Raul Fernandez agrees. "The ability to get into these marketplaces doesn't require as much cash as it does to get into real estate or retail," he says.

HUMPHREY, KENEFICK, AND THE other young entrepreneurs profiled in the following pages are creating a lot of wealth—for themselves and for investors and employees with stock options.

Starting a business has never been a sure-fire way to become a millionaire: Failure rates are high, and entrepreneurs who do make it often draw less of a salary than they would if they worked for someone else. For most business owners who succeed, it usually takes years of toil and sacrifice to accumulate real wealth.

But high-tech start-ups are about high growth: You can't spend years growing a business because technologies shift. The game is about working quickly and working smart, and then, after a few years, taking a company public or selling it. With the right idea and business smarts, one can do very well, very fast.

When Michael Saylor opened the Vienna office of MicroStrategy, a maker of decision-support software, half the desks were empty. When clients came for a meeting, Saylor would turn on the lights in the empty offices and shut the doors, to give the impression of prosperity. That was in 1994. MicroStrategy has since grown from 50 employees to 600. Revenues have risen as rapidly, and an initial public offering is in the works.

High-tech entrepreneurs have to move fast; slow thinkers do not survive. Fernandez has described the industry as "Darwinism on steroids."

"A lot of people who've been in business a long time are afraid of change," he says. "I'm afraid of not changing. The technology requires you to be constantly looking out into the marketplace and figuring out

how to make course corrections."

The entrepreneurs succeeding in today's high-tech marketplace share a lot of characteristics: They're smart, confident, focused, and energetic. They're gamblers. They're also visionaries. Not only have they identified an opportunity, but they're also answering it better than most everyone else.

"Business has changed a lot in the past 15 years," says Jim Kenefick. "You see so many people doing part of other people's business, outsourcing. Twenty years ago that wasn't the case; companies like IBM did everything. There are more opportunities for entrepreneurs to say, 'Hey, you know what, I can manage that part of your business better.' That's the way the future is going to be."

INITIAL PUBLIC-STOCK OFFERINGS are creating sudden wealth, but the entrepreneurs we talked with say they're not in it for the money.

"I think it's true of any entrepreneur—we do this because it's in our blood," says Roger Mody. "This is not work."

It's easy for someone with money to say money isn't important. So how has striking it rich affected the lives of local entrepreneurs?

To be sure, there are more calls from stockbrokers, charities, and other entrepreneurs looking for funding. But the CEOs we talked with live busy but surprisingly simple lives.

For some, that's because they still roll profits back into their companies—they're millionaires on paper only. Those who do reward themselves do so sparingly—a new car, maybe a new house, but usually not monthlong vacations on the Riviera.

Jim Kenefick thinks that's a reflection of both the 1990s' supposed yearning for simplicity and the age of these entrepreneurs.

"Where maybe in the past, everyone had to be seen and be heard—'Hey, I'm Mr. Important and I want you to know that'—today people couldn't care less. There's always a few who want to have the fanfare, who want to have the chauffeur, but I think for the majority, they don't want fame."

"I think also some wealth has come at such an early age that it's not easy to handle. It's not like they spend 50 years getting this and—'I've arrived and I want everyone to know I've arrived.' A lot of people say, 'Hey, look at what happened to me in three years. I think I'm very fortunate.' Fortunate is the word. It's not, 'I'm the smartest, I'm the best.' I'm fortunate—and I'd rather keep that to myself because who knows if that opportunity will come around again."

Raul Fernandez agrees that the newer high-tech culture is different from Washington's K Street establishment.

"There's less focus, I think, from the entrepreneurs in the high-tech space than

some of the traditional wealth in dining at the Prime Rib or being seen at some of the places that, frankly, we couldn't get into because we were in blue jeans."

BUT, JUST MAYBE, GIVE IT TIME.

Another reason these entrepreneurs aren't on spending sprees and aren't well known may be because they don't have the time. There's no time for buying vacation homes, often no time to network and to socialize in the "right" circles. These new millionaires are working 10 or 12 hours a day to grow their companies.

"I think you'll see more spending of wealth in the next couple of years, as companies get bought out, as people have more time to look for homes," Fernandez says. "And as all of us get more active in local community issues—not just politics but giving back to the region, in terms of foundations—I think you'll see more influence. Because the financial power is definitely there. It's just untapped."

DOUG HUMPHREY: NOT A BIRD BRAIN

DOUG HUMPHREY DOESN'T look like a businessman, let alone a very successful businessman.

On a recent winter day, Humphrey is in worn jeans and a T-shirt. He's padding around his office in socks. On his shoulder perches his cockatoo, Shiro.

The office atmosphere is aggressively casual. There's no receptionist out front, no fancy furnishings. The building is drab, functional. Humphrey and his associates remind you of graduate students working on a science project.

Well, almost. When the laptop on Humphrey's desk chimes, he stops in mid-conversation, takes his feet off his desk, and sits at attention.

"Cisco is at 89," says Humphrey, smiling. "I'm waiting for it to crack 90."

DOUG HUMPHREY IS THE 38-YEAR-old CEO of SkyCache, a Laurel upstart that is planning to use satellite technology to relieve traffic jams on the Web. SkyCache, just six months old, is scheduled to be up and running by the end of April.

SkyCache is not Humphrey's first venture. Before this, he cofounded Beltsville-based DIGEX, now one of the largest Internet-service providers in the country. When DIGEX was bought this past summer, Humphrey walked away with several million dollars. He immediately sank much of the money into SkyCache.

"After I left DIGEX, I sat down and

thought, 'What are the weak points of the Internet? Where is its Achilles' heel?' Where it's breaking is how it handles large pieces of data."

Lots of people are betting on Humphrey again. He is smart, a visionary. He's also eccentric and charismatic.

"Doug can get up in front of groups of customers, groups of venture capitalists, and within 15 minutes he's got all of them saying, 'Please, take my money,'" says Doug Mohnhey, SkyCache's director of marketing.

DOUG HUMPHREY WAS BORN IN Hollywood, Florida. His father was an airline pilot, and the family moved often—to Georgia, to Virginia, then to Maryland.

Humphrey wound up at the University of Maryland but left without a degree. He later worked at GTE and then at Tandem before starting DIGEX.

Humphrey, who works an average of ten hours a day, says that in the past few years, "I lost most of the hobbies I had"—such as target shooting. He still likes to collect port and single-malt Scotch, attend sci-

ence-fiction fairs, and read about space flight and other cosmic news.

His only indulgence after the DIGEX payday is to fly first-class, because the seats are roomier.

"Most entrepreneurs who started a company with nothing in their pockets are extremely unlikely to start chucking huge amounts of money around on very wasteful things," says Humphrey. "That would be a 180-degree change in character. You are who you are, and the presence of money doesn't change who you are."

He lives in a modest house in Laurel with his wife, Lisa Losito, whom he met at DIGEX, and Shiro, the bird, as well as two other feathered friends: Luna, another cockatoo, and Deadeye, a green-winged macaw.

During a recent photo session at their home, the birds were flying free, Luna kept landing on people's heads. Deadeye got spooked by the camera lights and flew into a dining-room window, shattering it. The bird was unharmed.

"Welcome to Friday at our home," Losito said at one point.

PART OF HUMPHREY'S LIFE NOW is managing all the distractions. It's the price of success.

"People want to meet *the* Doug Humphrey," says Mohnhey, who also worked at DIGEX. "You've got people who want to hear his success story and listen to him speak. You've got people who have a great business opportunity and want his cash. We didn't have that problem when we had no money."

Humphrey doesn't have time for many of the inquiries—"stockbrokers can definitely not call me," he says—but he likes to help aspiring netpreneurs with good ideas.

To that end, he has also founded Phase1, a business incubator. Phase1—run by his wife—doesn't hand out money but provides entrepreneurs with advice, office space, and access to resources such as an accountant.

"The drive is, to me, having the opportunity to work with people who are at their creative zenith," Humphrey says. "If you can be involved in a start-up company, that is the best thing. It's risky. But it's fun, exhilarating, exciting. It's a million miles away from being a job."

JULIE HOLDREN: WORK HARD, PLAY HARD

JULIE HOLDREN HASN'T WON ANY one-arm pushup contests—yet.

"We'll have these competitions in the office," says Holdren, the 28-year-old CEO of Olympus Group. "One guy, he can do 20 pushups on each arm. I come in second—I can do 17 on each arm."

Holdren also is flexing her muscles in the world of software design. Her three-year-old company, based in Alexandria, designs programs that enable people to more easily access large databases.

It's a competitive field, and to stay ahead Holdren and her team of 30 put in long hours. Holdren arrives each day around 7 AM and leaves about 10 PM.

The hours can inspire things like impromptu pushup contests.

"We have Nintendo that a few people play after hours," says Todd Levitt, the first person Holdren hired back in 1995. "We had a laser-tag outing in January."

The employees, most in their twenties and thirties, have gone bowling together and once whipped up a fondue party. Holdren installed a Direct TV satellite dish for

In high-tech, young women haven't yet hit it as big as the men, but Julie Holdren plans to change that.



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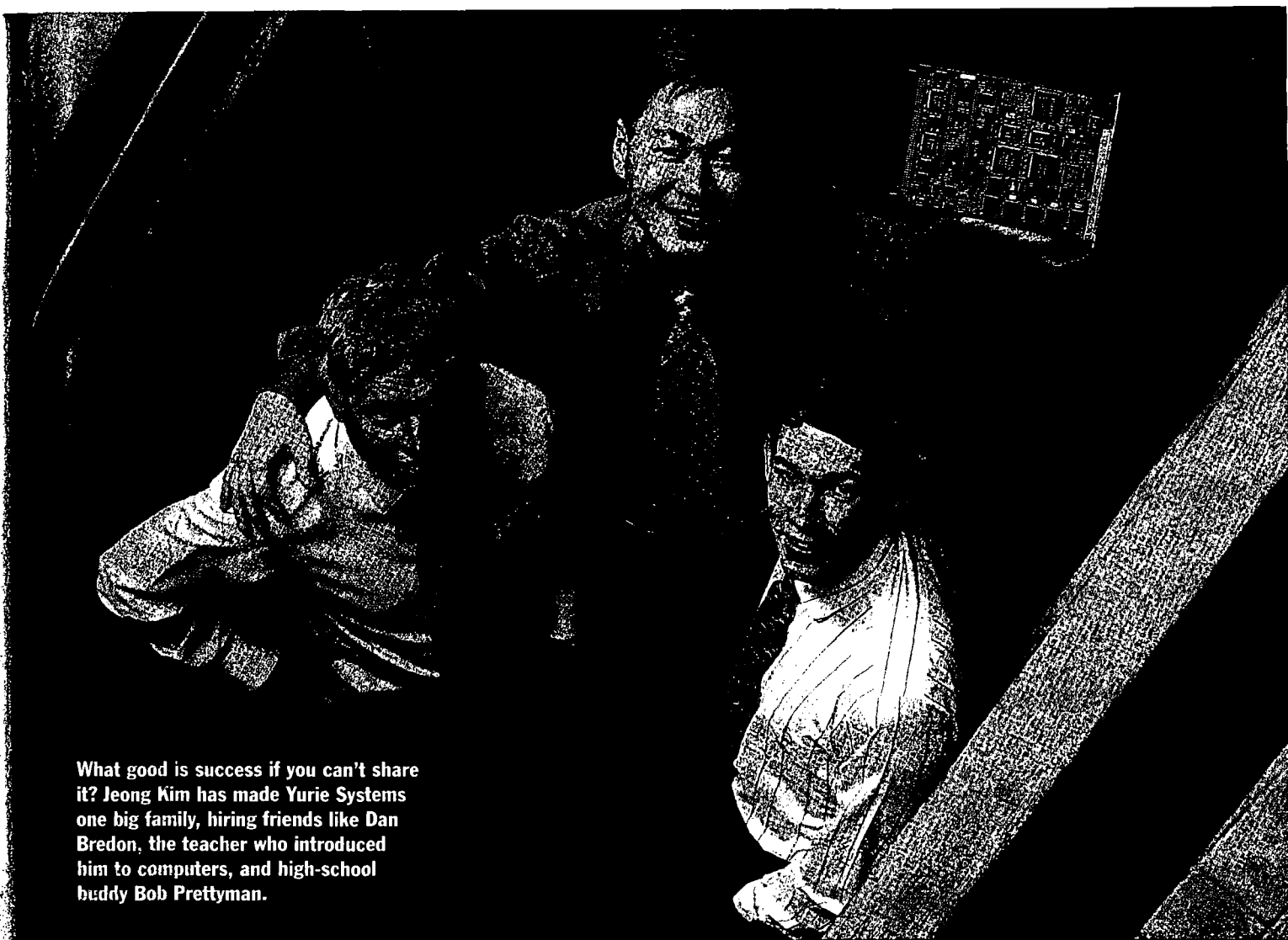
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What good is success if you can't share it? Jeong Kim has made Yurie Systems one big family, hiring friends like Dan Bredon, the teacher who introduced him to computers, and high-school buddy Bob Prettyman.

the office, so people working on weekends wouldn't miss football games.

"Young start-up companies tend to have some real crazy atmospheres. People are under a lot of pressure, and they do all sorts of crazy things to have fun," says Katherine Clark, the CEO of Landmark Systems Corporation and a member, with Holdren, in a Women Technology Entrepreneurs group.

Olympus Group isn't *Animal House* crazy; it's a professional place. The outings help employees to bond, to recharge.

Holdren leads by example, making time in her schedule for other things—mainly her husband, Jim Harrison, their two Jack Russell terriers, and exercise. She jogs five times a week and lifts weights three times a week.

But even when letting off steam, Holdren can't completely relax.

Case in point: Many Olympus Groupers, including Holdren, spend their lunch hours jogging together. Holdren often uses some of the time to run ideas by colleagues.

JULIE HOLDREN WAS BORN AND raised in Mount Vernon, to a father who worked for the Interior Department and a mother who was a nurse. Holdren was first exposed to computers as a sophomore at

Mount Vernon High School, in its then-new computer lab.

She went on to George Mason University, where she majored in computer engineering. To pay for college, she worked full-time at Sprint while taking classes.

When the entrepreneurial itch struck in 1994, Holdren withdrew the \$5,000 or so she had in her 401(k) and founded her firm. She was 25, but you wouldn't have known it: Holdren is confident beyond her years. Take, for example, the name she choose to announce herself.

"Olympus Group is the home of the gods," Holdren says. "We were calling ourselves the Internet gods."

Her first client was UUNet Technologies, before it would become a multi-million-dollar Internet company. Since then, corporations like Gannett, non-profit organizations such as the National Football Players Association and even the Pentagon have hired Olympus to make their banks of data more accessible.

Revenues in 1997 totaled a few million, and Olympus just landed a big part of a five-year, \$35-million federal contract. Although every employee holds stock options in Olympus, Holdren is the majority owner.

What accounts for Olympus's success? While Holdren gives much credit to her colleagues, there's no doubt her vision and energy have been one key.

"What we've been through in the past three years is truly roller coaster," says Todd Levitt. "It takes someone who can weather the storm. Julie has been the driving force."

Holdren is nothing if not driven.

"I want to be the first woman to found and run a billion-dollar corporation," she says. Holdren has a lot of work in front of her, a lot of one-arm pushups. But like most successful entrepreneurs, what keeps her going is that next goal.

JEONG KIM: DON'T FORGET YOUR FRIENDS

BOB PRETTYMAN' FIRST MET Jeong Kim in high-school physics. Of the 40 or so students in the class, all but a handful would drop out. It was not, Prettyman says, because the class was tough but because the teacher didn't understand

physics and had never taught it before.

"In the second semester, there were seven or eight of us left," Prettyman recalls. He and Kim were two of those remaining. "What happened was, Kim went home and studied the physics book and ended up basically teaching the rest of us."

Prettyman would become fast friends with Kim, now the 37-year-old CEO of Yurie Systems, a Lanham company Kim founded in 1992. Yurie makes equipment that allows more efficient transport of voice, video, and data over phone lines.

The story of Kim's teaching debut is not a surprise to anyone who knows him. Kim is brilliant, determined, and impatient when it comes to success. And he places great value on helping friends.

In fact, Kim—whose net worth hovers around \$300 million—has not forgotten any friends along the way. Walk the halls of Yurie, and you'll find that he has hired friends from high school, such as Prettyman, and buddies from college and from the Navy, where he was a nuclear submarine officer. He's even hired the high-school math teacher who introduced him to computers.

"That's what life is about, working with your friends," Kim says. In his company's initial public offering last February, some of those friends and colleagues who owned company stock became millionaires.

JEONG KIM IMMIGRATED FROM Korea with his family in 1975, when Kim was 14. The family settled in Anne Arundel County.

Kim's family was not poor, but they could not afford to send Kim to college. To earn his way, Kim worked full-time at 7-Eleven while in high school. He manned the store at night, then went to class during the day. Despite his schedule and lack of proficiency in English, he graduated near the top of his class.

"I think Jeong, when he has to, can operate very effectively on little sleep," Prettyman says. "In high school, we used to play squash from midnight to 2 AM—Fort Meade had a court that we could use 24 hours a day. Jeong's biorhythms were so different."

Kim has never been one to waste time. He completed his undergraduate studies at Johns Hopkins University in three years. He earned a PhD in reliability engineering from the University of Maryland in half the usual four years. And he got those two degrees—plus a master's from Hopkins in technical management—while working full-time.

Yurie Systems has grown at the same rocket pace. The company, which has 250 employees, topped *Business Week's* 1997 list of "Hot Growth Companies." From 1996 to 1997 revenues doubled, from \$22 million to an estimated \$44 million. Profits in 1996, the last year for which figures are

available, were \$3.2 million. The company is currently valued at almost \$600 million. Kim owns about 52 percent of the stock.

In the volatile stock market, a share of Yurie has fluctuated up to 40, down to 8, and now hovers around 22. "I have seen my net worth go from \$500 million to \$200 million. I guess it's back to about \$350 million," Kim says. "You can calculate the numbers. I don't do that anymore."

LIKE MANY HIGH-TECH START-Ups, Yurie has benefited from the explosion of the Internet, as more users transmit voice, data, and video signals. Fiber-optic lines can carry these signals without much trouble, but copper wires are less efficient. Yurie's equipment—black boxes the size of toaster ovens—helps move high-speed data through fiber and wireless links as well as through low-tech copper.

Yurie got a big boost in 1995 and 1996 when it signed a distribution deal with AT&T. The telephone company, with its antiquated copper system, resold the equipment largely to government agencies such as the Pentagon, where the machines come in handy for transmitting signals from outposts like Bosnia. Yurie also sells equipment to firms such as Prodigy and MCI.

Kim likes to say that his success is not because he is smarter or luckier than others but because he works hard. In the early days of Yurie—when Kim had mortgaged his house and borrowed from friends, family, and credit cards—he says he was working 120 hours a week.

"It was crazy," Kim said in a recent talk to Korean-American students. "This kind of extreme and focused effort almost ruined everything: our health, relationships with family members."

But, he later says, "The difference between success and not-so-success is not that much. Just the last push."

Kim has slowed down a bit, working 60 hours a week and spending more time with his wife, Cynthia, whom he met at Hopkins, and their two children.

Kim's other love is racquetball; he plays every other day—and with the same intensity he has for business.

"The other day I played two-and-a-half hours," he says one recent morning. "I couldn't walk up the stairs after that. Exercise was something I wasn't able to do for several years. I gained so much weight, I got thoroughly disgusted. I basically said to myself, I will make exercise a priority." On the days he doesn't play racquetball he lifts weights.

To give back, Kim has set up a charitable foundation. He recently pledged \$1 million to the University of Maryland.

"I believe how you spend money is more important than how you make money,"

says Kim, who spends little on himself. He drives an Acura, for instance. "My president, he drives a better car than me, a Mercedes SL. He's a taller guy; it has more headroom. We only drive what we need."

"Obviously, I'm not in this just to make money. I have always had enough money. The United States, there's so much opportunity here if you are willing to work."

ROGER MODY: TIMING IS EVERYTHING

ROGER MODY HASN'T MISSED A Redskins game since he was eight years old. Not even the birth of his three children interfered: One son was born in the off-season, and another son and a daughter were born during bye weeks.

"Thank God I didn't have to choose," says Mody, chuckling. He's both a devout fan and father.

Most of his adult life, Mody seems to have been blessed with good timing. The 34-year-old is CEO of Signal Corporation, a company in Fairfax that designs, installs, and maintains computer networks for government agencies. The desktop-publishing company he started in 1987 with his wife, Lori, has grown to 1,100 employees and a projected \$150 million in sales this year.

"Desktop publishing created the need to link computers together, thus creating networks, and networks became very popular in the late '80s," Mody explains. "We were well positioned because we had the experience of creating these networks."

He also distinguished his firm by meeting personally with every client every quarter.

"It was an era in the procurement process where companies didn't spend as much time face to face," Mody says. "I started doing that early. If a client has any issues, I'm there to fix them." Because of it, he says, he's never lost a contract.

It helps that Roger Mody has a presence. He's six-foot-three—and he's stylish, with his goatee and custom suits. He has a hearty laugh and a big smile.

"Roger has always comported himself as a successful person, even when we were working out of a townhouse in Fairfax," says Mike Dolton, a friend and a Signal vice president. "He will walk into a room and all eyes will focus on him. It's always been that way."

ROGER MODY WAS BORN AND raised in Washington, to parents who immigrated from India. Roger's father, a freelance photographer, died when Roger was 12, leaving behind large medical bills. His mother took on three jobs. Roger lied about his age and got work washing dishes

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002. fax	Ambassador Charlene Barshefsky to Elizabeth Steele re: SSNs and DOBs [partial] (1 page)	02/23/1998	b(6)
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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]

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b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

THE UNITED STATES TRADE REPRESENTATIVE
EXECUTIVE OFFICE OF THE PRESIDENT
WASHINGTON, D.C. 20508



FROM: Ambassador Charlene Barshefsky

FAX NO. 202-395-4549

TO: Elizabeth Steele

PHONE NO. 202-395-6890

WITH: Cabinet Affairs

DATE: February 23, 1998

Total Pages: 3

Message:

Thanks, Elizabeth. Kazia Heywood of the Millennium Office said that she asked the Social Secretary's office to add Amb. Barshefsky to the list for the Millennium program on March 6 at 7:00 p.m. Then Amb. Barshefsky followed up with the Social Secretary's office to see if 2 "relatives" could also attend. Here's the relatives:

Brother, Alvin Barshefsky,
Husband, Edward B. Cohen,

(b)(6)

[002]

If only one relative can get invited, in addition to Amb. Barshefsky, she'd like it to be her brother. He and Charlene are so excited about the lecturer, Stephen Hawking, that Alvin would fly in from Chicago for the event.

Thanks, Elizabeth. You're kind.

Carol

Carol Chernish

Lectures by Stephen Hawking

hold for the
event →

Upcoming Lectures:

The Theory of Everything

Tuesday 24th February, Oxford Town Hall, 7:30 for 8pm.

For more details and ticket information contact Robyn Gason of the L'Chaim Society on 01865 794462

Creativity in Science in the Next Millennium

At The White House on Friday 6th March - 7:00 PM!

The second in the President's Millennium Lecture Series: This event is to be held in the East Room of the White House to 180 invited guests. Live and unrestricted satellite coverage has been arranged. C-SPAN and CNN will be taping the lecture, which they will show in the evening. The public can also watch the lecture as it happens on a specially created web-site.

You can find out more about the Millennium Lecture Series at the White House Millennium Program

The Theory of Everything

Monday 27th April, Convocation Hall, University of Toronto, 6pm.

Tickets may be obtained in person at any branch of Ticketmaster, via Internet at www.ticketmaster.ca or by phone at any branch (in Toronto, 416-870-8000) from the end of February.

Past Lectures

Professor Hawking has given many lectures to many people. Here is a selection of lectures, starting appropriately with The Beginning of Time, which is a discussion on the origins of time and whether or not it will come to an end.

Attached

Stephen Hawking and Roger Penrose gave a series of lectures that debated the Nature of Space and Time at the Isaac Newton Institute in Cambridge in 1995.



Home

THE UNITED STATES TRADE REPRESENTATIVE
EXECUTIVE OFFICE OF THE PRESIDENT
WASHINGTON, D.C. 20508



FROM: Ambassador Charlene Barshefsky

FAX NO. 202-395-4549

TO: **Capricia P. Marshall**

PHONE NO. 202-395-6890

WITH: White House Social Secretary

DATE: February 18, 1998

Total Pages: 1

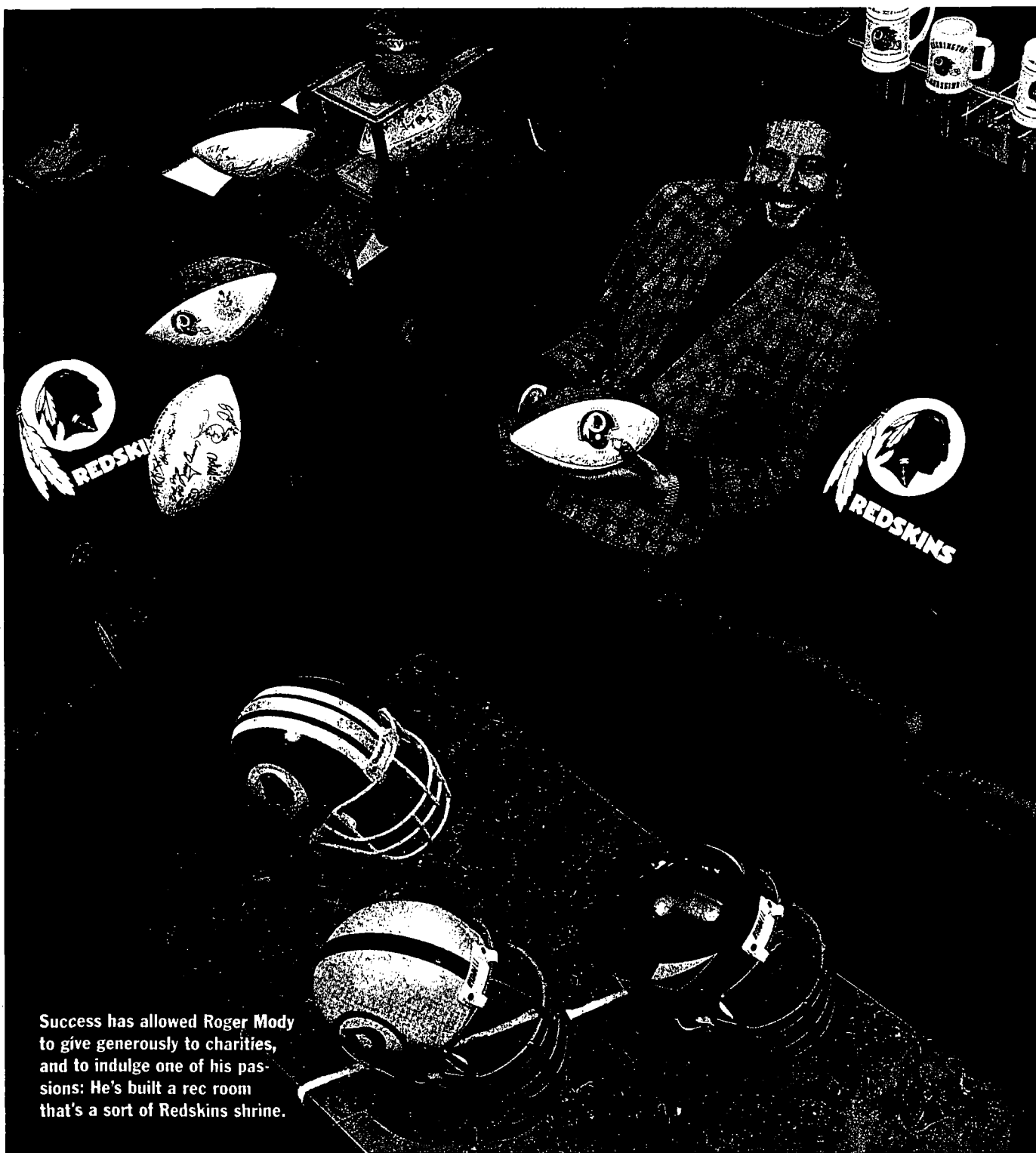
Message:

I am extremely interested in attending the March 6th 7:00 p.m. lecture by Stephen Hawking in connection with the Millennium programs the White House is sponsoring. I believe that the Millennium Office has asked that I be included on the guest list for this lecture.

Capricia, may I be request that two of my family be able to attend with me? This is a fascinating event which I would love for them to be able to share.

I appreciate your consideration of this request.


Charlene Barshefsky



Success has allowed Roger Mody to give generously to charities, and to indulge one of his passions: He's built a rec room that's a sort of Redskins shrine.

in a restaurant and delivering the *Washington Post*.

After his father's death, the Redskins were a constant in Roger's life, a sort of an escape. One of Mody's most cherished possessions is a photograph—taken by his dad—of seven-year-old Roger sitting on the lap of Chris Hanburger, one of the great Skins linebackers.

Mody put his name on the waiting list for season tickets when he was 11. He finally got them last season, 22 years later. By then he had the means to lease a luxury box—and to start what he calls “a nice little shrine to the Redskins” in his base-

ment. In a burgundy-carpeted rec room, he has autographed jerseys from Sonny Jurgensen, Art Monk, and Joe Theismann, autographed footballs from all three Super Bowl teams, and signed portraits of Gus Frerotte and Sonny Jurgensen.

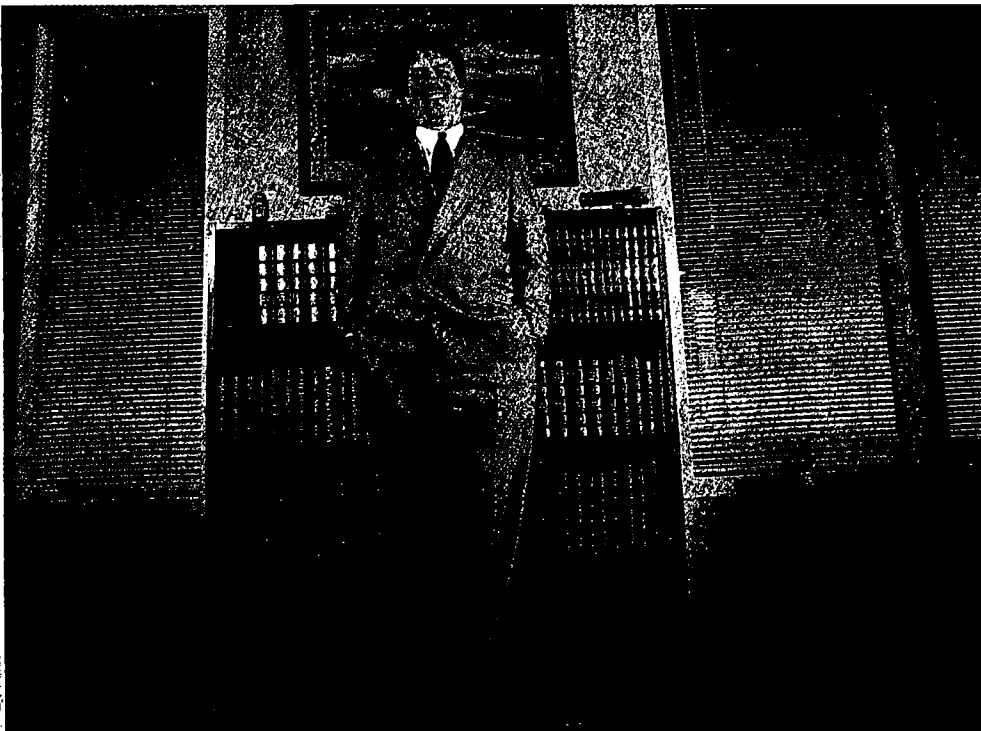
The kid who watched the Redskins all those years from afar now gets invited to functions where he hangs out with players.

“When I’m around some of the players I’ll have my little boy with me and I’ll get his photograph with those guys,” Mody says, “because I know how much it means to me now, and I hope it means as much to him when he’s older.”

MONEY HAS ENABLED MODY TO acquire other luxuries, including a suite at the MCI Center and a red '97 Ferrari. He had a mini mansion built in Fairfax County, with a separate condo for his mom.

Mody also takes joy in contributing to the kinds of charities that helped him in his childhood. He gives time and money to the YMCA, to a boys' home run by Youth for Tomorrow, and to the Volunteer Emergency Families for Children program, which helps abused, runaway, and other at-risk children.

“Some of the materials around me may have improved,” Mody says, “but I’d like to think I haven’t changed as a person.” →



Michael Saylor is changing the way companies do business. He's also hoping to change the course of history.

Signal recently signed a lease increasing its office space to 70,000 square feet—more than half the building; with that came the right to put the Signal name on the building.

When the neon sign was mounted and the day came to turn it on, Mody reserved a table across the way, at Grevey's Restaurant and Sports Bar. He gathered friends and colleagues, passed out cigars, and waited.

"It was something he's been waiting for for ten years," says friend Dominic Orfitelli. "Fifteen minutes before the sign was lit, he was paged and found out that his daughter had broken her arm. So he had to leave before the sign was lit. The funny part is, he laughed and shrugged it off. There was only one thing in the world that would make him leave that function, and it was his family."

MICHAEL SAYLOR: THINKING BIG

"I'LL TELL YOU WHAT INSPIRES me," Michael Saylor says. He reaches for one of the many history books in his office, this one on the Roman Empire, and flips to a photograph of a stone bridge. "The Bridge of Alcantara," he says. "This bridge was built in the first century AD by C. Julius Lacer. The inscription is: 'This bridge will last forever through the ages.'"

"At the time, people laughed at that inscription, but Julius Lacer knew this thing would last for all time. It was incredibly well built. It has lasted for 60 generations."

Generations from now, Michael Saylor

wants people to marvel at the bridge he's building on the information highway.

Saylor, who turns 33 this month, is the founder and chief executive of MicroStrategy, a Vienna firm whose software allows companies to analyze massive amounts of data. MicroStrategy, which is planning to go public sometime in the near future, counts among its clients MCI, Merck, AT&T, Giant Food, Hallmark, Xerox, American Express, and Levi-Strauss.

Using MicroStrategy's "decision support" software, Victoria's Secret crunched its sales figures and discovered, for example, that size-32 bras are 20 times more popular in New York than in most of the retailer's other locations. So Victoria's Secret shipped more size-32 bras to the Big Apple, and sales increased by 40 percent, according to spokesman Marc Reifeis.

McDonald's uses the software to analyze every product sold in every restaurant every day, allowing it to instantly measure the impact of an ad campaign.

"Everybody's always wanted to do this, but to do it well requires that you collect 100 million to a billion pieces of information," Saylor says. "Until '93 it was prohibitively expensive to collect that data."

When advances in technology made it less costly, Saylor's firm was there, providing tools to analyze these databases. That alone was big, but Saylor is thinking bigger. He intends to leave his mark not on the marketplace but on history.

THE SON OF AN AIR FORCE sergeant, Michael Saylor grew up on military bases around the world before his family settled in Dayton, Ohio. A high-school valedictorian—he scored 1540 out of a possible 1600 on the Scholastic Apti-

tude Test—Saylor went to MIT on an Air Force scholarship, dual-majoring in aeronautics/astronautics and humanities. He planned to be a pilot and an astronaut.

Sanju Bansal, a cofounder of MicroStrategy and a friend from MIT, recalls how hard Saylor has always worked. "I remember when the rest of our fraternity was partying around him, he'd sit and read," Bansal says. "When he's focused on something, he pretty much shuts out the rest of the world."

Hard work wasn't enough; fate intervened. For a while it looked like plain bad luck.

While at MIT, Saylor had joined the Air Force ROTC and learned to fly jets. In his senior year, a routine physical detected a heart murmur. Grounded for good, he ended up in the reserves.

Saylor needed a job and went to work for a software start-up. As luck would have it, that firm quickly dissolved.

"I was broke and in debt and psychologically a bit confused," Saylor recalls.

He then landed a job with DuPont. DuPont wanted a computer simulation that would predict the profitability of investing \$1 billion in a chemical refinery. Saylor spent months writing the program, fed in the numbers, and reported back: The investment was not a good idea.

DuPont managers, ready to spend the money, were not satisfied. They sent him back to rewrite the program, factoring in global currency fluctuations. The results were the same, so he was sent back again. And again. Eighteen months later, Saylor had learned a lot about databases.

In 1989, DuPont asked Saylor to build a "war game" that could predict business trends. He agreed to do it, but as an independent contractor—he had decided to start his own company. He was 24 years old. DuPont paid him \$250,000 for the war game and gave him office space and contacts.

He finally had control of his life.

"There are many paths to happiness but few maps," he says. "If you had given me what I wanted at any point of my life, I wouldn't have got what I have now. There are some things where fate has a hand."

MICHAEL SAYLOR IS A SERIOUS man. His inspirations are Winston Churchill, Julius Caesar, and Gandhi. In his spare time he reads books like *Decline and Fall of the Roman Empire*, plays classical piano, and enjoys spirited debates.

Not that he has much free time. His Vienna townhouse remained unfurnished for two-and-a-half years after he moved in—he made do with a bed, a milk crate turned upside down with a lamp on top, a piano, and his books. Finally his mom took him shopping, buying 50 pieces of furniture in a week.

"I live essentially as a middle-class engi-

neer, in a townhouse with a mortgage and one car, a black Lexus," says Saylor, who is single. "I have about \$10,000 or \$20,000 in cash. I pay myself a modest salary. If any one of my salesmen makes their quota, they make more money than me. I've invested every dime back into the company."

Saylor is passionate when talking about his company. Last January, during a new-employee orientation session, Saylor's remarks went on for eight hours—he took no breaks and used no notes.

"Mike gets a little excited about the company," says Sanju Bansal, laughing. "Those people came out at 2 in the morning a bit dazed. But Mike can go two, three days with little food and an hour of sleep."

WHAT'S NEXT FOR MICRO-Strategy, which has grown 100 percent annually in both revenue and employees and last year earned \$50 million?

One idea is what Saylor calls Query Tone—as in dial tone, but for calling up answers to any question, any time, using a computer. Want to find a resort in Jamaica that costs less than \$150 a night and has a guest-return rate of more than 50 percent? Type in a query. Who are the top five heart surgeons in Washington? Again, type it in.

"It's no more difficult to ask, 'What percentage of people live through open-heart surgery in this hospital?' than it is for you to ask, 'How many Snickers bars get sold through that store?'" Saylor explains.

Saylor is betting that the marketplace will force institutions and businesses to make their databases public—if hospital A puts the information online and starts attracting patients, other hospitals may have to follow.

There are a lot of "ifs" in Query Tone, but Saylor knows that the Romans laughed at C. Julius Lacer, the bridge-builder.

"I want MicroStrategy to become a great institution," Saylor says. "Any great institution—the Roman Catholic Church, the Boy Scouts—has at its core a mission that's timeless, ethical, and imperative."

"We're the most technically advanced nation on earth, but we have a 99-percent ignorance ratio because we don't have access to these databases. Our mission is to purge ignorance."

RAUL FERNANDEZ: STAYING FOCUSED

BY 1991, RAUL FERNANDEZ HAD saved enough money for a down pay-

Nice guys do finish first: Raul Fernandez runs one of the hottest high-tech companies around.

ment on a house. Instead, the 25-year-old used the cash to start a company.

"I figured I was young enough, and single, and if I lost it all I could always get back to that point again," he says. "So I bet it all."

It was a good bet. Fernandez, now 31, is CEO of Proxicom, a hot high-tech company in Reston. Proxicom designs Internet sites, extranets (networks accessible to a company's employees and select outsiders), and intranets (employees only).

Proxicom's Web sites are stylish and fun—its L'eggs Pantyhose site won the first Clío awarded to Web design—but Fernandez recognized early on that Web-site design was limiting. He refocused.

"There are a lot of Web-site development firms," he says, "and they're never going to be able to do mission-critical applications. We were able to make the transition."

When Fernandez says mission critical, he means sites that help corporations operate more efficiently—not sites that just feature nifty graphics but ones that save a company time or money, build stronger client relationships, or help transact business.

For example, Proxicom developed an extranet for Mobil that allows its distributors to place and track orders. Other powerhouse clients include GE, MCI, Visa, American Express, Pepsico, and Citicorp.

Again, Fernandez bet right. While Proxicom charges about \$100,000 for Web sites, extranets are priced up to \$1.5 mil-

lion. Since 1994, Proxicom has posted annual revenue gains of more than 100 percent, from \$1 million in sales to an estimated \$30 million-plus for 1998.

"What you can do on the Web, and what a lot of people don't understand, is you can fundamentally change the way business is being done," says Fernandez, with his trademark brilliant smile.

RAUL FERNANDEZ GREW UP IN Silver Spring. His father had immigrated from Cuba; his mother was from Ecuador.

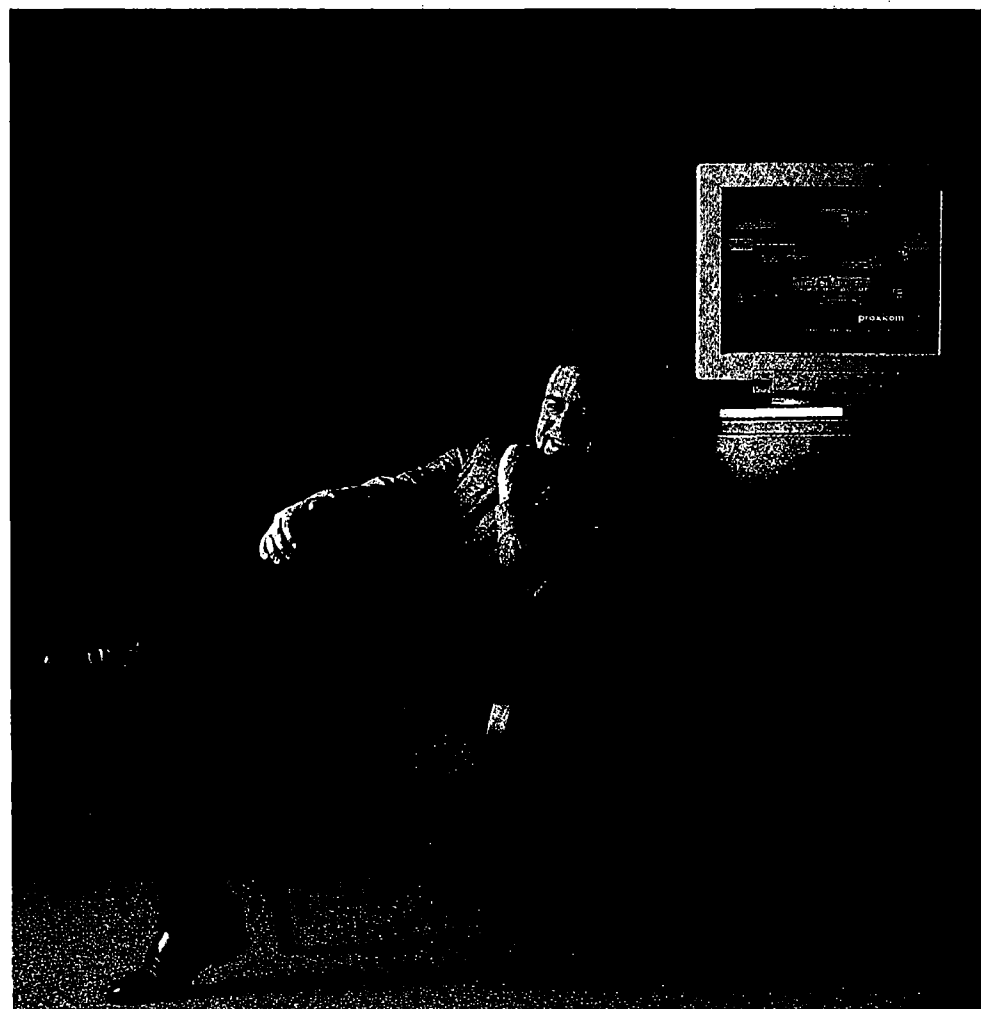
Raul was probably the first on his block to have a computer, an Atari 400. He went to St. John's College High School in Northwest DC, then an all-boys military academy.

While getting an undergraduate degree in economics at the University of Maryland, Fernandez worked on Capitol Hill as a legislative assistant to Congressman Jack Kemp. Besides being a staff expert on Latin and Central American issues, part of Fernandez's job was to write a software program to analyze proposed tax cuts.

"I would run the numbers on children, on the elderly, to see the impact of the new tax law," he recalls. "I took what was a lot of calculations by hand and automated it."

He was on the Hill from 1984 to 1988, then spent a few years at a Bethesda high-tech before founding what is now Proxicom.

"He's very focused. No chitchat or nonsense," says friend Josh Young. "He's got a



YOU COULD STRIKE IT RICH, TOO

WHEN TELCO COMMUNICATIONS, a discount long-distance carrier in Chantilly, was sold last year to Excel Communications of Dallas, it wasn't just Telco's principals who got rich.

Telco's founder and CEO Donald Burns earned about \$111 million in cash and \$118 worth of Excel stock, and the windfalls for Burns's partners, Henry Luken III and Thomas Cirrito, were more than \$150 million each. But Telco employees further down the chain of command also found a pot of gold. Stock options for some of them were worth millions.

It's the Microsoft model of success: Get into a company on the ground floor, earn stock options, watch the company go public, make millions. Watch the company get sold, get richer still. It's happening more and more to employees of local computing and telecommunications firms.

"It's happening enough that it keeps the dream alive," says Robert Templin, president of the Center for Innovative Technology in Herndon. "It's not without downsides and risks. There are people who give it their all, and could be earning more somewhere else, only to find the company failing. I hear as many of those as the other."

Being part of a start-up usually means long hours. And not all start-ups offer stock options; some owners prefer profit-sharing or bonuses. But being part of a start-up can be exhilarating.

"One of the reasons people sacrifice to be on an entrepreneurial team is everything is horizontal, a team approach, and you're involved in everything," says Dyan Brasington, head of the High Technology Council of Maryland. "It's exciting to feel you're an owner of the company, that you have a stake in it."

It takes a certain type of person, though. "You have to be a person who can withstand a tremendous amount of change, someone who doesn't need a regimented environment. And you have to have a good sense of humor, above all," says Julie Holdren, president of the software start-up Olympus Group.

What you don't need is a high-tech background. What these firms want are hard workers who learn quickly.

"They're also interested in people with artistic, musical, and liberal-arts backgrounds who are Net savvy. People who can think with both sides of their brain, not just one," Templin says. "Someone quick, bright, articulate, very flexible. A liberal-arts graduate with a lot of street smarts and proficiency on the Internet is perfect."

HOW DO YOU FIND HOT COMPANIES that are hiring?

"Rule No. 1 is you do your looking on the World Wide Web," says Templin. "If you're not adept at locating these companies and their job opportunities on the Net, they don't want you. The second recruiting tool is by word of mouth. They often will create bounties for employees to bring in new talent. You will rarely see them at career fairs or with traditional postings in the paper."

Web sites with good job postings include netstartinc.com, monsterboard.com, mdhitech.org, and nea.com.

Don't underestimate word of mouth.

"You know what I'd tell a young kid?" says April Young of Potomac KnowledgeWay Project. "Hang out in Reston. It's ground zero at the moment. Listen to people around the bar at Clyde's, at South of the Border. I've overheard interesting conversations at bars in Ballston, too, and at Clyde's in Tysons."

Young also suggests plugging into a network group such as Internet Society, New Media Society, and the MIT Enterprise Forum. Most meet regularly; Potomac KnowledgeWay Project's netpreneur.org site has a calendar of some of these events.

THERE'S NO GUARANTEE THAT A start-up will hit it big. Often companies that make a fortune come out of nowhere.

The firms we've profiled are some of the region's hottest, and good bets. Many are hiring—and most have yet to go public. We asked local experts to pick other up-and-comers that may turn out to be the next Telco or America Online.

These companies generally have Web sites where you can learn more about them.

Julie Holdren likes the chances of three other Web ventures: Clara Vista Corp. and HCL James Martin, both in Fairfax, and Women's Connection On-Line in McLean.

Dyan Brasington would keep her eye on Maryland biotech HT Medical in Rockville, Sensors for Medicine and Science in Germantown, and Guilford Pharmaceuticals in Baltimore. She also suggests telecommunications start-up Telogy Networks in Germantown and software maker Visual Networks in Rockville.

Other high-tech firms to watch: NetStart in Reston, PathNet in Georgetown, pragmaSYSTEMS in Fairfax, Reliable Integration Services in Dunn Loring, Manugistics in Rockville, Versatility in Fairfax, Net Capital in DC, and LeapFrog Solutions in Oakton.

really good vision of what he wants to do. God knows I don't understand it. Which is why he's going to be the next Steve Jobs and I'm not."

IN THE HARD-SELL WORLD OF business, Fernandez is low key. He's a listener, not a talker, which is important when your job is to address client needs.

"A lot of guys, they want to tell stories about themselves. Raul listens," says Stephen Vermillion, a friend from the Hill.

Fernandez, who is single, seems to put others first. He's bought himself a few nice things—a Jaguar XK-8, a house in Potomac, a share in a luxury suite at Jack Kent Cooke Stadium. (The limited-liability corporation he helped form to buy the box is named "Dallas Sucks.")

But he's probably given more than received. He is endowing a scholarship at his alma mater, St. John's, in the name of a classmate and friend who died of cancer. He often buys gifts at charity auctions for friends and family.

"Raul is very generous," says Josh Young. "He leads with his heart."

Proxicom plans an initial public offering this year. The company, which has more than 200 employees in Reston and New York, may open offices in Chicago, Houston, and Atlanta. All of which keeps Fernandez busy: He works 12 to 15 hours a day; two-thirds of his time is spent on the road.

"When you make this decision to start a business, you put a lot of your personal life on hold," Fernandez says. "I know that I will not be doing this for 30 years, that I will have an opportunity to live that part of my life."

"The sense of balance for me is being able to give back. This is going to be very rewarding for myself, my investors, my employees. And I would like to eventually start a foundation. But today my whole focus is continuing to grow the business."

JIM KENEFICK: NO MORE TOYS

IN 1995, JAMES KENEFICK FOUND himself several million dollars richer. He wondered: How to spend the money?

Kenefick had sold Keystone Corporation, a company he had founded that provided a more efficient infrastructure for hotel telephone networks.

Maybe he should buy a bigger house? Then he looked around at what years of hard work and success had already made possible. He had a Porsche, a Toyota Landcruiser, a house in Reston, a second house in Vermont, a sailboat. There was

Continued on page 141

Young Millionaires

Continued from page 44

only one thing he really coveted: time.

"It's nice to have toys, but once you have a few toys, the reality is you really don't have time for all this pomp and circumstance," says Kenefick, now 33. "People are really searching for happiness and not necessarily the collection of toys. When you run a successful company what you don't have is time. Balance of life is much more important than all the fanfare."

After the sale of Keystone, Kenefick took a few months off, using part of it to travel. He pondered his next career move.

"I was too young to not do something else," he says.

After helping some other entrepreneurs to start Epoch Networks—now the largest business-to-business, private Internet-service provider in the country—Kenefick decided to be his own boss again. In June 1996 he founded NET-tel Corporation, a full-service long-distance carrier that sells discounted services to residential users and to small and midsize businesses.

This time around Kenefick vowed to keep his work and personal lives balanced.

"The thing I tried to avoid was getting back on the treadmill. I think as an entrepreneur you should take at least four weeks off a year, one week a quarter," he says, knowing few entrepreneurs do.

In recent years he has recharged by going fishing in Alaska, New Zealand, Costa Rica, and Maine. He's sailed in the Virgin Islands, hiked in Switzerland, skied the best peaks in North America.

"I've gotten to know Jim fairly well, and we always talk about this balance of life," says friend René Kirckfeld. "Before, he was so work-oriented, and now he's sold his first venture; he's realized life is about several baskets. He's gone back to the outdoors to search for that balance."

Kenefick not only skis, fly-fishes, sails, and hikes, he also plays golf, basketball, and tennis. When he wanted to learn to kayak, he asked two guys he had met, Olympians John Trijullio and Steve Trumpower, to teach him. Why do anything halfway?

With his boyish good looks, reddish hair and goatee, and casual attire, he also looks the part of weekend warrior.

"A sport he doesn't do?" jokes Kirckfeld. "Maybe bungee jumping."

KENEFICK VIEWS BUSINESS AS A game, too—a challenge to be faced and mastered, like kayaking.

There are more than 250 long-distance companies, he says. They range from the giants—AT&T, MCI, Sprint—making a

billion or more a year, to firms with revenues of less than \$100 million. Kenefick's goal is to grow NET-tel rapidly: In November, he had 30 employees and six offices; by this month he planned to have 150 employees. He expects to have 300 people working in 25 offices by the end of 1998 and revenues of more than \$50 million.

"After 30 months, who knows what's going to happen?" he says. "We'll probably get acquired and/or do a public offering. But probably get acquired—that's our intent."

That could mean another big payday, but not just for Kenefick.

"We're giving the people who perform the opportunity to share in the pie," he says. "For me that's really very important because I want a lot of other people to grow as individuals."

"You had families over the past 150 years, whether it was the Hafts or the Grahams, just because of the name, they became extremely powerful," he says. "Today, because of technology, the playing field is different. You have access to a lot more information, and if you move quickly, and you harness that access and you harness that information, and you can provide a service, you can legitimize a great business opportunity."

Kenefick—who was raised in Connecticut by a mother who was a nurse and a dad who was an aeronautical-stress engineer—knows that success in telecommunications means doing something better than the competition. It's about developing a niche and leveraging it. By all accounts, Jim Kenefick has an intuitive mind that easily wraps around business.

A graduate of Babson College, Kenefick shares his knowledge and experience by serving on a variety of boards, such as the Young Entrepreneurs' Organization, and by guest-lecturing at area colleges.

Kenefick has toyed with the idea of leaving the Washington area, partly because of its obsession with money.

"If I met a woman at McCormick & Schmick's and we were to strike up a conversation, it would be, 'Hi. What do you do? Where do you live? What kind of car do you drive? And by the way, what's your name?'" says Kenefick, who is single. "I like to say I'm a sales rep for a telecom company."

"It's about me," he explains. "It's not about what I have. Because what I have is going to come and go. People who are quote, unquote successful, who have sold a company, gone through an IPO, whatever, say, 'Geez, I don't have to worry about my rent, I don't have to worry about my car payment, but you know what I really have to worry about—what makes me happy. And that's what was important all along.'" □

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100 members of The Four Hundred have been divorced at least once.



Mervyn Davis
Wildcatter,
Hollywood deal-
maker, real estate
tycoon—now gam-
ing guru, Davis
just spent \$225
million for LA's
Fox Plaza office
complex in
gauche Century
City: "The building
where Ronald
Reagan works."

Norman W. Waitt

\$90 million
Gateway 2000
North Sioux City, S.D.; 43
Married

Cofounded Gateway 2000 in 1986 with younger brother Ted (*see*) and \$5,000 seed money; designed accounting system, handled finances. Left company in 1991 over differences with Ted but still holds nearly 9% of stock. Went into music. Launched production company under self-descriptive moniker Antipreneur in 1995; not wildly successful. Restructured, renamed Gold Circle Entertainment. New record label, Samson Music, signed 6 artists, but no records due until 1998. Member since 1994.

Sidney Kimmel

\$150 million
Jones Apparel Group
Philadelphia, Pa.
Single

Son of Philly cab driver, worked in knitting mill after dropping out of college. Rose

to president of women's sportswear company Villager Inc. Left to run W.R. Grace & Co.'s label, Jones Apparel. Eventually bought company, began marketing moderately priced career clothing. Sold off weak divisions, held on to moneymakers: Jones New York, Evan-Picone, Saville. Took public in 1991. Last year Kimmel's "poor girl's Armani" topped \$1 billion in sales. Addition of Ralph Lauren brand expected to boost sales by another \$200 million this year. Also movies: Jones Film (*Blame It on Rio, Clan of the Cave Bear, 9½ Weeks*) just finished new Michael Caine flick, 2 more in preproduction. Member since 1992.

Ernest E. Stempel

\$950 million
American International Group
Birmingham, Ala.; 43
Divorced; 1 child

Joined AIG predecessor as assistant manager in 1938 on referral by uncle. Only 23 other employees. Climbed AIG corporate ranks, law school by

night. Shipped to Bermuda by founder Cornelius Vander Starr in 1953 to run subsidiary American International Reinsurance's general insurance operations. Took over Starr's life insurance division in 1963; made president. Serious international business traveler: says he knows villages, cities of Southeast Asia better than U.S.; commutes between Bermuda and NYC. Member since 1994.

David Howard Murdock

\$950 million
Real estate tycoon
Bel Air, Calif.; 74
Twice divorced; widowed 2 sons

Dole Food chief executive sank \$285 million into lavish 1,800-acre country club/residential community. Lots of beauty; few buyers. Setback not a problem: "At one point in time every great man in history has said, 'Damn the torpedoes.'" Made fortune building houses after WWII; lost it in housing market crash in 1964. Rebuilt through California real estate and by taking over companies. High school dropout; eternal optimist: "My dad died at 93, but he didn't take care of himself." Member since 1982.

Joseph Dahr Jamail Jr.

\$750 million
Law firm
Houston, Texas
Married; 3 sons

"It's hard to quit. There's still some loose money out there." Jamail has no problem finding it. His firm should reap another \$100 million year in settlements. His standard take: one-third. Got start in D.A.'s

office, left, excelled as personal injury lawyer. Struck Texas gold with Texaco-Pennzoil case in 1987; estimated winnings \$345 million. Runs small staff, low overhead. Brought antitrust case against American Airlines on behalf of Northwest and Continental; first loss in 28 years. Son Randall runs Houston-based Justice Records. Member since 1989.

Billy Joe (Red) McCombs

\$740 million
Automobiles, media
San Antonio, Tex.

Auto mechanic's son, set goal age 9 to be rich. Washed dishes, delivered newspapers. Quit law school after 1½ years, began selling new Fords on commission in 1950. Entered used-car market; became partner in dealership 1958. Made first million by 1960. Teamed with Lowry Mays (*see*) to start Clear Channel Communications in 1972. Bought distressed radio stations in mid-size markets. Took public 1984, now third-biggest radio station owner in country. Mays runs the business; Big Red focuses on car dealerships, ranching. "Success is the journey, not the destination." Member since 1996.

Richard T. Farn

\$750 million
Clothing, food, telecommunications
Birmingham, Ala.

Two years after stepping down as CEO of Cintas, still active, still optimistic: predicts uniform renter Cintas will maintain 20% annual growth and reach \$1 billion sales by next year. Says market will grow twice as fast as the rest of the

Average number of children
of The Four Hundred is 2.9.



Craig Robert Benson

\$820 million
Cabletron Systems. Rye, N.H. 43
Married, 2 daughters

Stuart Robert Levine

\$730 million
Cabletron Systems.
Stratham, N.H. 39
Divorced, 1 son
Cabletron founders. In August Levine resigned as CEO at a time when company is struggling in networking market. Reason: rise of new switching technology, dominated by rival Cisco Systems (*see Morgridge*). Levine's eccentric style—drove army-surplus tank—didn't help. Still retains about 10%

voting control of company, even after selling more than \$300 million in stock over the years. Benson still chairman, active in GOP politics. Began Cabletron in garage in 1983. Gained tough reputation with suppliers, customers and employees. First to hook up a network in orbit, on troubled Mir space station. Levine voted least likely to succeed by high school classmates. Members since 1991.

Richard J. Egan

\$800 million
Data storage. Hopkinton, Mass. 61
Married, 5 children
EMC Corp. founder and family still unloading stock in data storage company. Co-founded 1979 with college

roommate. Sold solid-state memory boards; faltered after mid-1980s IPO. Breakthrough with storage scheme using cheap disk drives simultaneously to store and back up data. With nearly 50% of mainframe storage market, now pushing into client-server storage. Member since 1994.

Louis L. Gonda

\$800 million
International Lease Finance Corp.
Beverly Hills, 49
Married, 5 children

Leslie L. Gonda

\$780 million
International Lease Finance Corp.
Beverly Hills, 78
Married, 3 children

Father and son. Leslie and wife, Susan, survived Holocaust concentration camps; fled Hungary 1947. With son Louis and friend Steven Udvar-Hazy (*see*), pooled \$150,000 and \$1.7 million bank loan to found International Lease Finance 1973. Deregulated airliners eager for cheap, low-risk, short-term leases. Public 1983; now one of world's largest aircraft lessors. Merged with AIG 1990. Leslie ILFC chair; Louis executive VP. Big philanthropists: Leslie and wife's foundation sponsor medical research at UCLA, Mayo Clinic, City of Hope. Also U.S. Holocaust Museum, humanitarian projects in U.S. and abroad. Members since 1993.

John C. McNair

\$800 million
Energy. Houston. 59
Married, 4 children
His Cogen Technologies largest private, independent power company in U.S., with 1,400 megawatts. Known for holding fattest utility contracts in the industry, may still feel pinch of deregulation. "Electricity will become a commodity." Now solely domestic but says Asia is where industry growth lies. Backed out of 2 Cogen deals earlier this year in China and Pakistan, ostensibly to avoid double profits' taxation. Other interests managed by personal investment company Palmetto Partners: equities, Thoroughbred racehorses. Co-owner of 1997 Belmont Stakes' winner Touch Gold. Member since 1996.

Donald Tyson
Hamburger helper: he is now buying Hudson Foods.



George Mitchell has the most children: 10.



Stanley F. Druckenmiller

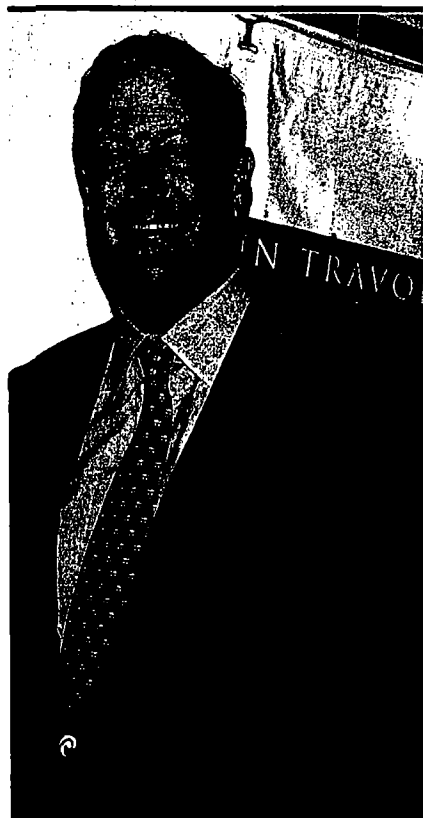
\$800 million
Money management.
NYC; Palm Beach, Fla. 44
Married, 3 children
George Soros' second-in-command. Dismal 1996 with giant Quantum Fund returning 1.5% loss. Better 1997, but having trouble beating S&P 500. Magna cum laude, Bowdoin College. Stock analyst Pittsburgh National Bank. Quickly promoted: "I had a natural aptitude." At 28, left to start money manager Duquesne Capital Management 1981. Left to work for Soros 1988, who became mentor. Day-to-day manager of funds since 1989. Believed to get 30% of Soros' incentive fee. Member since 1995.

Ronnie Chan

\$800 million
Hang Lung Group. Hong Kong. 47
Married, 2 children
U.S. citizen, but lives, does business in Hong Kong: "I thought I would never go back." Heads late father's Hang Lung Group (Hang Lung Development, Amoy Properties, Grand Hotel Holdings). Concentrated on Asian investments. Does not believe in silver spoons: "It's the best way to poison your family. I told my kids early on: You're not going to get a dime." Member since 1995.

William Michael Cafaro

\$800 million
Shopping malls. Hubbard, Ohio. 84
Widowed, 3 children



David Koch
Deeply immersed in New York high life, the former Libertarian Party honcho holds court with wife, Julia, from Jackie Kennedy Onassis' \$9.5 million Fifth Avenue apartment.

We hear rumblings family may want to sell company. William an immigrant's son who built first strip mall late 1940s with brother John (d. 1987). Big contributors to postwar suburban sprawl. Focus on midwestern middle-market shoppers; rarely sells property, little debt. Today among top developers in nation; strong ties to anchors such as J.C. Penney, Sears, Montgomery Ward. "If you make a friend today, you can always make a deal tomorrow." Member since 1989.

John P. Morgridge

\$790 million
Cisco Systems. San Jose, Calif. 64
Married, 2 children
Former CEO of Cisco Systems. Sales up more than 100-fold during tenure. Now market leader in networking technology: 80% of all routers hooked up to the Internet are Cisco's. Stanford M.B.A., worked at Honeywell for 20 years. Came to Cisco after two-year stint at laptopmaker Grid Systems. Main product: routers, devices used to connect groups of computers. Stepped aside as CEO in 1995, became chairman. Known for frugality, generosity: recently rented vacation car from Rent-a-Wreck; big donor to Stanford. At recent conference said this about company: "Cisco is not, and has never been, strategic. What we are, and have been, is excellent tacticians and very good at execution." Member since 1996.

Nelson Peltz

\$790 million
LBOs. Bedford, N.Y.;
Palm Beach, Fla. 55
Divorced, remarried; 8 children

In May, his Triarc Cos. completed purchase of Snapple from Quaker Oats for \$310 million, 3 years after Quaker paid \$1.7 billion. Redesignated labels, now focusing on deli market. Wharton dropout. Built up family food distributor, sold 1978. With longtime partner Peter May bought, sold companies (Triangle Industries, canning operations) through 1980s. Paid \$80 million for 26% of Victor Posner's DWG 1993, now Triarc. Company also owns Arby's fast-food chain, Mystic drinks. Hangs out at his hot Midtown Manhattan restaurant Patroon. Member since 1989.

Robert Allen Naify

\$790 million
Movie theaters.
San Francisco. 75
Married, 6 children

Marshall Naify

\$540 million
Movie theaters.
San Francisco. 76
Divorced, 3 children
Two sons of Lebanese immigrant father who built movie theater empire, starting with Atlantic City theater in 1912. Later bought half of United Artists Theater Circuit. One of cable TV pioneers in 1950s. Two sons worked their way up the company as ushers, projectionists. In 1986 sold to Telecommunications Inc. for stock, cash, convertible notes. Still control Todd-AO, Los Angeles-based post-production company for *Apollo 13*, other films. Brothers keep low profiles. First appeared on list 1987.

last year; now called Simon DeBartolo Group REIT. Ed Jr. also spreading out into casinos, riverboat gambling. Member since 1995.

Thomas H. Lee

\$750 million

LBOs. Boston. 53

Divorced, remarried;

2 children

Thomas H. Lee Co. buying Fisher Scientific for \$1.4 billion, beating out hostile \$1 billion bid by Bass brothers. Biggest win 1996: Experian credit data company for \$1 billion; sold 7 weeks later \$1.7 billion. Founded firm 1974 with \$100,000 savings and inheritance: "I knew I wanted to own companies, but I didn't know quite how to do it." Found out: between 1974 and 1984, bought and sold about 50 companies. Analyzes 1,500 deals a year; 300 fit midcap growth strategy. Average year: buy, sell 5 companies. Member since 1993.

Sanjiv Sidhu

\$750 million

Manufacturing software.

Dallas. 40

Married, 2 children

Founder, 67% owner of i2 Technologies, software maker that figures out most cost-effective production schedules for manufacturers, others. Born Hyderabad, India. College near home, then Oklahoma State for master's in chemical engineering. Started company 1988 after stint at Texas Instruments. Said no thanks to venture capitalists: "It took less effort to sell \$3 million of software than to negotiate \$3 million in venture capital." Member since 1996.

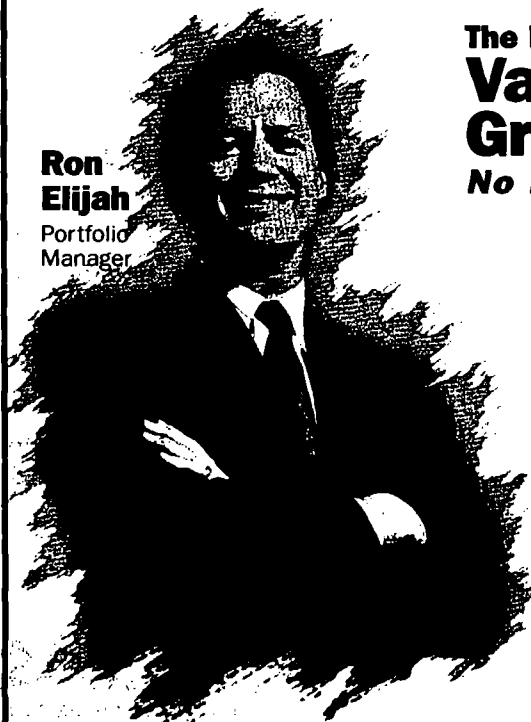
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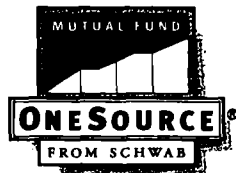
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B R I N G I N G T H E F U N D M A N A G E R T O Y O U

Kenneth D. Tuchman

\$660 million

TeleTech. Denver. 37

Married

Billionaire dropout: investor infatuation for TeleTech stock faded; down 55% from high. Son of Los Angeles home builder, started company 1982, age 22, after he could not get answers from building suppliers while working with dad. TeleTech handles customer questions, complaints for big companies. First clients: ITT, Greenpeace, Herbal Life. Quick success, then 6 years of cash-flow problems. Did risky borrowing against future earnings, receivables. Survived. Explosive growth 1990s; IPO 1996. Tuchman still 65% owner. Member since 1996.

George Phydias Mitchell

\$660 million

Oil & gas, real estate. Houston. 78

Married, 10 children

Mitchell Energy & Development Corp. has sold pet project, The Woodlands, 26,000-acre community north of Houston. Woodlands' Research Forest still biotech center of Texas. Son of Greek immigrant, graduated Texas A&M, took job with Amoco in 1940. Army engineer World War II. Returned, became north Texas wildcatter. Founded own company in 1946; discovered huge natural gas field. Developed Woodlands 1970s, 1980s. Historic preservationist, spent over \$70 million restoring native city of Galveston Island. Member since 1982.

Ann Walton Kroenke

\$660 million

Inheritance. Columbia, Mo. 47

Married, 2 children

Nancy Walton Laurie

\$660 million

Inheritance. Columbia, Mo. 45

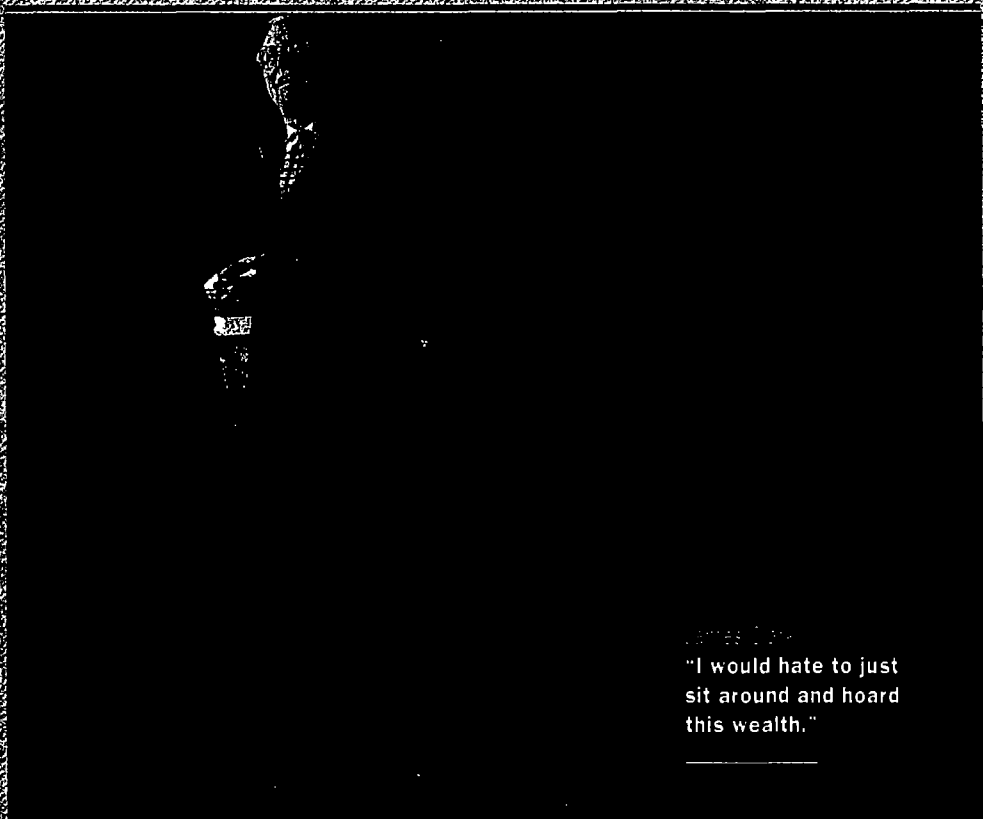
Married, 1 child

Daughters of James L. (Bud) Walton (d. 1995); cousins of Sam Walton's children (*see*). Bud operated small five-and-dime store in Missouri. Pooled

assets with older brother Sam Walton (d. 1992), built first Wal-Mart, Rogers, Ark. 1962. Bud: low profile, handled real estate. Today Wal-Mart largest U.S. retailer, with 2,322 stores. Ann: University of Missouri dropout. Husband, E. Stanley Kroenke, Wal-Mart director; real estate developer. Owns shopping centers, many

with Wal-Mart stores as main attraction. Minority owner St. Louis (football) Rams. Sister Nancy: U. Arkansas dropout, owns 350-acre Crown Center Farms with husband, Bill; breeds Appaloosa and quarter horses. Donated \$10 million to U. Missouri for new basketball arena. Members since 1995.

The great Netscape artist



James H. Clark

"I would hate to just sit around and hoard this wealth."

James H. Clark

\$700 million

Netscape. Woodside, Calif. 53

Married, 2 children

Founded Netscape 1994 after leaving his first startup, Silicon Graphics. Companies now teaming up to build world's fastest Web server. Netscape's Navigator has at least 60% of Web browser market but lead fragile. Clark trying to bolster, but Microsoft investment in Apple requires bundling of Bill Gates' browser into future Macs. A former Stanford professor, Clark in 1982 created Silicon Graphics. Formed Netscape. IPO August 1995, huge success. "I grew up an absolute poor boy in Texas, so it doesn't bother me to spend money. In fact, if I have nothing left when I die, it'll be fine." At current worth could spend \$100,000 a day and not go broke. Member since 1995.

Alan N. Trefler

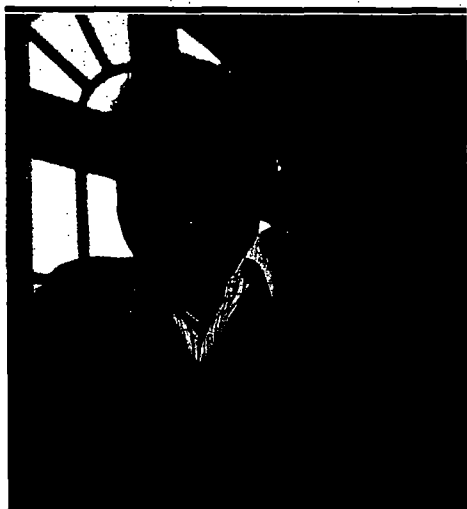
\$650 million
Pegasystems Inc.
Chestnut Hill, Mass. 41
Married, no children

Son of Eastern European émigré father, became professional chess player while at Dartmouth; 2 games published in New York Times. Won World Open 1975, received \$2,250. Put away pawns. Immersed himself in computers late 1970s. Consultant to Citibank; crafted customer-service software for bank's international operations. Saw way to apply artificial intelligence to customer-service problems. Started Pegasystems 1983 with \$500,000 in inheritance. Software enables operators to find quick, custom-fit answers to customer questions. Now used by Citibank, Fidelity, Federal Reserve, many others. Took public 1996. Made fortune in computers, but cheers for humans when they square off against machines over chessboard.



ROCKY THIES

Calling to complain about your credit card bill? Your mutual fund? There's a good chance the operator's using Alan Trefler's software to find a way to keep you a happy customer.



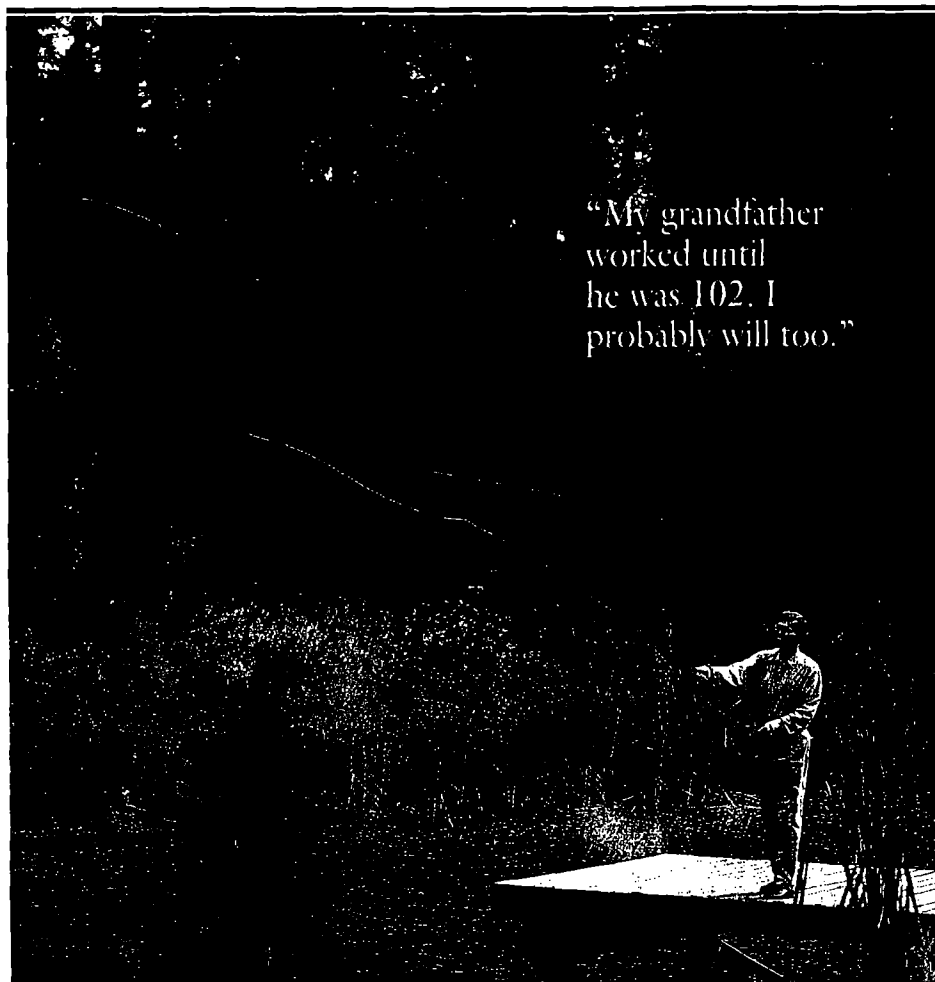
SHONNA WALESKA

Sanford I. Weill

\$725 million
Travelers Group. New York City; Greenwich, Conn. 64.
Married, 2 children

Sandy's office door has neon sign that lights up "The chairman is happy" or "The chairman is not happy." Must be happy: Travelers stock up more than 150% since July 1996, recently added to Dow Jones industrial average. Options make him one of highest-paid CEOs in America. After graduating Cornell, took job as \$150/month clerk at Bear, Stearns. Founded brokerage firm with 3 partners 1960: later became Shearson Lehman Brothers. Sold to American Express 1981. AmEx president until 1985, left after spat with James D. Robinson III. Took over Commercial Credit 1986, Primerica, owner of Smith Barney, for \$1.5 billion 1988. Repurchased Shearson for \$1 billion, bought Travelers 1993 for \$4.1 billion. Son, Marc, Travelers' chief investment officer; daughter, Jessica Bibliowicz, left Smith Barney this year in high-profile exit. Sandy chairman of Carnegie Hall trustees, has recital hall named in his honor. 1991 Forbes cover of Weill after Primerica acquisition asked: "Did he get taken?" Answer: no.

The chairman is happy. Sandy Weill's Travelers Group has taken its own trip, up over 150% since last summer.



"My grandfather worked until he was 102. I probably will too."

Jay Green's great-grandfather, a Confederate Army captain, sought bluer waters in Seattle after the Yankees destroyed his cotton mill in the Civil War.

Joshua (Jay) Green III

\$650 million

Banking, inheritance. Seattle. 61

Divorced, remarried; 3 children

Scion of fifth-generation banking fortune originally made from cotton mill, bank in Jackson, Miss. Great-grandfather William Green (Confederate Army captain) left for Seattle after Yankees razed holdings. Son Joshua builder modern Seattle economy. Made fortune with Puget Sound shipping business 1890s. Sold fleet through 1920s, retired. Got bored, went back into business with purchase of small Peoples Savings Bank in 1926. Took public 1929, survived crash on strong liquidity. Energetic salesman, mementos to favored customers inscribed "When this you see remember me -J.G." Groomed son, grandson for succession, but didn't quit until 1971 at age 102; continued hunting pheasants. Harvard-educated Jay took command 1977, age 37. Sold Peoples to unit of U.S. Bancorp; latter bought by First Bank System of Minneapolis, name kept. Family now owns 6.3 million shares USB worth over \$590 million. Also stakes in Safeco, shopping malls. He controls 79% of family trust with some 40 beneficiaries. Major Seattle philanthropist, happy to see Microsoft millionaires ease charitable load: "The problem used to be raising the money. Now it's keeping everyone included."

Denise DeBartolo York

\$745 million

Shopping centers.

Youngstown, Ohio. 47

Married; 2 sons, twin daughters

Daughter of Edward DeBartolo, suburban shopping mall magnate. Became chair of family's real estate company after dad's death 1994, same year most of family's shopping centers transferred to REIT; Denise continued to oversee private arm. REIT merged with Simon Property Group 1996. Simon DeBartolo Group now owns 1,111 shopping centers, 66 community centers, 6 specialty retail centers. She and brother Edward (*see*) also own Thoroughbred racetracks, football's San Francisco 49ers; recently won approval from city's taxpayers to pony up \$100 million for a new \$500 million shopping mall/stadium project. Active in National Center for Missing and Exploited Children.



San Francisco's vote for a new stadium a touchdown for 49ers co-owner Denise York.



Aubrey Chernick's Candle Corp. was late to the client-server network market. The software maker has been rekindled by a successful turnaround.

Aubrey Chernick

\$500 million
Software. Los Angeles. 49
Married, 3 children

Grocer's son didn't see first minicomputer until college in Toronto; fell in love with writing code while working low-level civil service job for Canadian government. Says he started own company 1975 after reading fortune cookie: "Your wishes will come true." His Candle Corp.'s systems management software acts as roving watchdog to warn of problems in computer networks. Became market leader in mainframe business, but scrappy startups beat it to market with products for client-server networks. Growth slowed to low single digits, but turnaround in effect: sales up 18% last year. Candle software now illuminating network problems for such clients as Northrop Grumman, New York Stock Exchange, Alamo Rent A Car.

Charles Ergen

\$500 million
Satellite television. Denver. 44
Married, 5 children

In February Ergen and Rupert Murdoch scrawled a deal on the back of an envelope—to merge their satellite TV ventures to form SKY, a 500-channel, direct-satellite TV service. But project, dubbed Death Star by rivals, backfired amid opposition from cable operators, broadcast networks. Stock of Ergen's EchoStar plunged after merger crumbled; company now alleging breach of contract, suing News Corp. for \$5 billion. Ergen grew up in Tennessee, started career as financial analyst for Frito-Lay. Banned from Las Vegas for counting cards. On hunch that rural, mountainous terrain would be a good bet for satellite dishes, began EchoStar out of small storefront in Denver. Company offered 40 channels for \$20 a month. Now more than 700,000 subscribers. Shook up industry last year by slashing prices on pizza-size dishes from \$600 to \$200. Competitors (*see Hubbard*) followed resentfully.



Charlie Ergen saw his satellite fortune fall back to earth this year after his deal with Rupert Murdoch collapsed.

At 97, Irene Pennington is the oldest member of The Four Hundred.



Dirk Ziff

Putting daddy's money to work, with help from the pros.

still controls 60% of company. Member since 1982.

Henry R. Kravis

\$1.2 billion
LBOs. New York City. 53
Twice divorced, remarried;
2 children

George R. Roberts

\$1.2 billion
LBOs. San Francisco. 53
Married, 3 children
With stock prices sky-high, these cousins are waiting for right moment to invest their largest-ever pool of money: \$5.8 billion. Last year the firm reaped \$6.5 billion return for its investors by selling off 1987 fund invest-

ments: American Re for \$3.3 billion; Stop & Shop for \$1.8 billion. Also traded Duracell for \$7.8 billion in Gillette stock. Partners left Bear, Stearns to form leveraged buyout shop Kohlberg Kravis Roberts 1976 with mentor Jerome Kohlberg (*see*). Kohlberg left 1987 after friendly "bootstrap" deals turned into mammoth, hostile takeovers. KKR's modus operandi: big deals, low risk, big fees—often 20% of profits. Finished last year buying child care company KinderCare and sporting-goods-maker Evenflo and Spalding. Henry: high social profile New York City. George: lies low on West Coast. Members since 1986.

Dirk Edward Ziff

\$1.2 billion
Inheritance, investments.
New York City. 33
Engaged (to former Forbes reporter)

Robert David Ziff

\$1.2 billion
Inheritance, investments.
New York City. 31
Single

Daniel Morton Ziff

\$1.2 billion
Inheritance, investments.
New York City. 25
Single
Brothers. Rock star pretender Dirk oversees cash from 1994 sale of father's publishing empire through Ziff Brothers Investments. Spreads money Bass-brothers-style: cherry-picks top money managers to invest brothers' funds in areas of expertise. Latest ventures: \$250 million in Asia partnership run by former head of Morgan Stanley's Asia investments; stakes in Russian oil, cement and media companies. All 3 brothers work for ZBI. Dirk: Columbia, Harvard M.B.A. Robert: Harvard, Cornell Law. Daniel: Columbia undergrad. Father, William Jr., took his father's Ziff-Davis publishing house, expanded into auto, computer magazines, TV. Sold off auto mags when fighting cancer 1980 to Rupert Murdoch, CBS for \$713 million; TV stations for \$100 million 1983. Recovered from cancer, retired 1993, handed reins to children. Brothers quickly sold off rest of publishing. Total proceeds: \$2.1 billion. Dirk big giver to Democrats; played guitar in Carly Simon's band. Members since 1994.

Patrick Joseph McGovern

\$1.2 billion
Publishing. Nashua, N.H. 60
Divorced, remarried; 4 children
Inveterate traveler; trekked to Antarctica this year for launch of Computerworld South Pole, seventh continent where IDG publishes. Public may soon get bite of his publishing kingdom with upcoming IDG Books ("For Dummies" series) IPO. Still leads global computer publishing and information business; arsenal includes 280 magazines, computer trade shows, research firm IDC and book division. Sales over \$1.7 billion. Industry pundit: "Large, rigidly hierarchical organizations will be the victims of the digital world, not its masters." Built ticktack-toe machine tenth grade; won scholarship to MIT, studied biophysics, computer science. Launched IDG 1964. Has grown 20% to 30% annually, but McGovern still stingy: despite cache of frequent flier miles, rarely upgrades from coach. Member since 1982.

George B. Kaiser

\$1.2 billion
Oil and gas, banking, real estate.
Tulsa, Okla. 55
Married, 3 children
First love, oil, made him rich; second, banking, made him billionaire. Now expanding banking interests into Texas; seeking "merger of equals." Kaiser-Francis Oil adding exploration efforts in south Texas. Owns more than 50 on-shore oil rigs; operates none: "We are probably the world's largest dormant driller." Third interest is real estate: 18 retirement centers, 7

16 Michael Dell

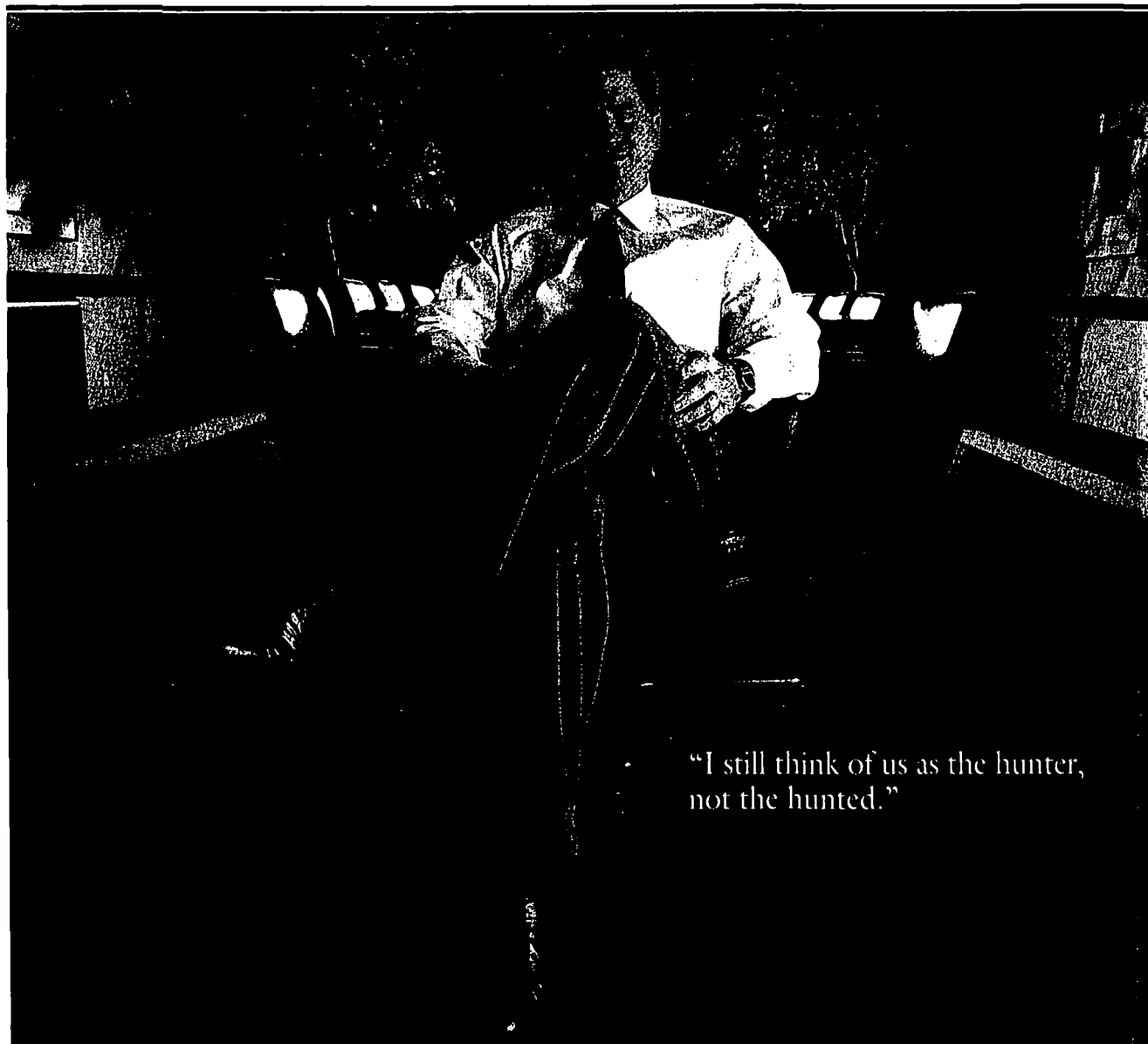
\$5.5 billion

Computers. Austin, Tex. 32

Married, 3 daughters

Dell Computer now fourth-biggest PC maker in the world. Share price up over 1,000% in last 12 months. PC giants Compaq, IBM searching hard for ways to imitate. Direct seller employs simple formula: no middlemen, low inventory means low costs, fast service. Sees supercharged growth continuing, but formula could prove easy for competitors to duplicate. Claims head start is too big to be caught. Born entrepreneur: sold enough

papers last year of high school to pay cash for BMW. Began selling PC upgrades out of freshman dorm room, U. of Texas 1983. Dropped out next year to found Dell Computer. Internal troubles 1993 after out-of-control growth; put back on track after new management team brought in. Next growth area: direct sales over the Internet, could account for as much as 50% of sales in 2 years. Richer than Bill Gates was at 32. First on list 1991.



"I still think of us as the hunter, not the hunted."

Neither retailer nor manufacturer, Michael Dell's computer company created an entirely new industry.