

Original: 00007752.eml (attached, click paper clip)

Attachment: 2011-12-16 Infrastructure Support Model.doc (attached, click paper clip)

CITE: John Podesta. (Dec. 17, 2011). Re: Draft Infrastructure Model. From: Cheryl Mills, To :John Podesta, Doug Band, Justin G. Cooper, Terry McCauliffe. EmailID No. 3399. WikiLeaks.

<https://wikileaks.org/podesta-emails/emailid/3399>

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Re: Draft Infrastructure Model

From: cheryl.mills@gmail.com

To: john.podesta@gmail.com, doug@presidentclinton.com,
justin@presidentclinton.com, terry@tdmca.com

Date: 2011-12-17 00:21

Subject: Re: Draft Infrastructure Model

To: John Podesta <john.podesta@gmail.com>
From: Cheryl Mills <cheryl.mills@gmail.com>
Cc: Doug Band <doug@presidentclinton.com>
Cc: Justin G. Cooper <justin@presidentclinton.com>
Cc: Terry McAuliffe <terry@tdmca.com>

All:

Attached is the revised memo - please advise if any comments by Sunday am.

thanks

cdm

On Thu, Dec 15, 2011 at 12:21 PM, John Podesta <john.podesta@gmail.com>wrote:

> I'm good with this.

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> On Thu, Dec 15, 2011 at 9:55 AM, Doug Band <doug@presidentclinton.com>

> wrote:

> > Are we doing this at 4? I have a 5pm mtg that can't be moved

> > Terry should also join

> >

> > From: Cheryl Mills [mailto:cheryl.mills@gmail.com]

> > Sent: Monday, December 12, 2011 01:18 PM

> > To: Doug Band

> > Cc: john.podesta@gmail.com <john.podesta@gmail.com>; Justin Cooper

> > Subject: Re: Draft Infrastructure Model

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> > I can do 4-5pm.

> >

> > cdm

> >

> > On Mon, Dec 12, 2011 at 10:36 AM, Doug Band <doug@presidentclinton.com>

> > wrote:

> >>

> >> Agreed

> >>

> >> A call friday afternoon?

> >> I can do anytime from 230 to 530

> >>

> >> ----- Original Message -----

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> >> Sent: Sunday, December 11, 2011 08:34 AM

> >> To: Doug Band

> >> Cc: cheryl.mills@gmail.com <cheryl.mills@gmail.com>; Justin Cooper

> >> Subject: Re: Draft Infrastructure Model

> >>

> >> See you on return. We should try to button this up when you two are

> back.

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> >> On Sat, Dec 10, 2011 at 4:36 PM, Doug Band <doug@presidentclinton.com>

> >> wrote:

> >> > Justin and I are both going to the me

> >> >

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> >> > Sent: Saturday, December 10, 2011 04:12 PM

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> >> > Cc: Doug Band; Justin Cooper

> >> > Subject: Re: Draft Infrastructure Model

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> >> > Doug,

> >> > Are you going to the middle east? If not, want to do this in DC first

> >> > of the week? Cheryl, you back?

> >> > John

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> >> > wrote:

> >> >> Revised/Updated Memo attached.

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> > >> wrote:
> > >>>
> > >>> Let's do a call and discuss this
> > >>> Document is mostly fine with a few
> > >>>
> > >>> Late last night, laura graham called me as she couldn't reach my
> > >>> brother
> > >>> or her shrink. She was on staten island in her car parked a few feet
> > >>> from
> > >>> the waters edge with her foot on the gas pedal and the car in park.
> > >>> She
> > >>> called me to tell me the stress of all of this office crap with wjc
> > >>> and cvc
> > >>> as well as that of her family had driven her to the edge and she
> > >>> couldn't
> > >>> take it anymore. I spent a while on the phone with her preventing
> her
> > >>> from
> > >>> doing that, as I have a few times in the past few months, and was
> able
> > >>> to
> > >>> reach roger and her shrink.
> > >>>
> > >>> Bruce said the stress of specifically the office had caused his very
> > >>> serious health issues as you both know.
> > >>>
> > >>> But I'm sure chelsea is more concerned with a mostly false story in

> > >> the
> > >> distinguished ny post about mf global and teneo not her role in what
> > >> happened to laura/bruce, what she is doing to the organization or
> the
> > >> several of stories that have appeared in the ny post about her
> father
> > >> and a
> > >> multitude of women over the years.
> > >>
> > >> For teneo, well before mf global, we have been discussing this. Its
> > >> going
> > >> to hurt teneo to have wjc on the adv bd any longer but we need come
> up
> > >> with
> > >> a reorg concept for the relationship with wjc and teneo that is
> lower
> > >> key
> > >> and handled privately and properly that we should discuss
> > >>
> > >> Life is to short so let's have a call and get this over with
> > >>
> > >> From: Cheryl Mills [mailto:cheryl.mills@gmail.com]
> > >> Sent: Wednesday, December 07, 2011 04:38 PM
> > >> To: Doug Band; Justin Cooper
> > >> Cc: john.podesta@gmail.com <john.podesta@gmail.com>
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> > >>
> > >> Doug/Justin (and John):
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> > >> Not sure where things stand in terms of folks feelings and

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> >> >>> to
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> >> >>> option and outlining the creation of a personal office paid for by
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> >> >>> various entities and serve as advisors to him regarding what and how
> >> >>> he does
> >> >>> things. Each separate entity then would operate independently and
> >> >>> would
> >> >>> engage the leadership of the personal office - a designated CEO or
> COS
> >> >>> who
> >> >>> b/cs in effect what Doug and Justin have been de facto -- the
> arbiter
> >> >>> and
> >> >>> decision-maker. That person would have the benefit (if you two
> >> >>> choose) of
> >> >>> Doug and Justin's best advice as consultants but ultimately would be
> >> >>> accountable for ensuring that the implementation of the President's
> >> >>> will
> >> >>> occurs in the various entities and the various entities would
> operate
> >> >>> according to the time and engagement and direction as necessary as
> the
> >> >>> President gives.

> >> >>>
> >> >>> See what you think.
> >> >>>
> >> >>> This model would mean that all non-Foundation entities would no
> longer
> >> >>> be
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> >> >>> Foundation or personal. Whatever rules the Foundation creates for
> >> >>> folks
> >> >>> being able to earn outside income would apply equally (so e.g., if
> >> >>> Bari is
> >> >>> on the Foundation payroll and Dorvir; and Ami is on Teno and the
> >> >>> Foundation
> >> >>> -- whatever rules there are for outside income would apply equally
> to
> >> >>> both
> >> >>> of them as Foundation employees -- namely, if rule becomes no
> outside
> >> >>> income, then both have to stop doing anything except Foundation to
> >> >>> stay on
> >> >>> Foundation payroll; if rule is you can earn outside income as long
> as
> >> >>> it is
> >> >>> disclosed and approved by the Board, that becomes the applicable
> rule;
> >> >>> etc.
> >> >>> - you get the pix).
> >> >>>
> >> >>> It's easiest for me if folks sent actual edits or comments in

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> writing
> >> >>> that
> >> >>> can be implemented -- otherwise this exercise b/cs one of feeling in
> >> >>> the
> >> >>> dark for me.
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> >> >>> I am happy to do a call on Thursday or Friday if that works too.
> >> >>>
> >> >>> best.
> >> >>>
> >> >>> cdm
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> >> >>
> >
> >
>
```

A circular button with a thin grey border and the word "Top" centered inside in a black sans-serif font.

Proposed WJC Infrastructure Model

December 9, 2011

President Clinton's support infrastructure currently is designed to support him in the following activities:

- Personal activity (friends, family, household, finances);
- Political activity (campaign, national party, state party, political fundraising);
- For-profit activity (paid speeches, books, advisory consulting services);
- Non-profit activity (Clinton Foundation and affiliated entities; other non-profits);
- Former President official activity (U.S. and foreign governments).

This document seeks to identify a paradigm that fits within the best practices frame being developed for the Clinton Foundation through the corporate audit to ensure appropriate distinctions and considerations of appearances and ethics are observed for it and all the entities with which the President is associated (and by all employees/consultants of the Foundation entities). As these boundaries ultimately may find their expression in the codification of a code of a revised ethical conduct for employees/consultants of at least the Foundation entities, the model set forth in this memorandum may need to be modified as the recommendations of the corporate audit are implemented.

The model for how President Clinton might structure support for his activities going forward, consistent with best practices and all parties' willingness to engage in the selected framework, revolves around the formal delineation of a personal office that supports President Clinton.

Formalization of an Independent Personal Office of WJC (PO)

Currently, the President personally compensates certain employees to perform duties that fall outside of the scope of the Foundation entities' mission. These employees support the President's business, personal, former president and political activity, while also providing support for Foundation activity (for which their services are billed to the Foundation).

To bring greater transparency and clear of the lines of accountability, the President can establish an independent personal office. The following positions could be engaged for the office to provide comprehensive support to the President:

- Chief of Staff/CEO
- Director of Advance/Personal Aide
- Director of Communications/Spokesperson
- Director of Correspondence
- Director of Operations/Personal Assistant
- Director of Scheduling
- Director of Speechwriting

The PO would serve as the nucleus of decision-making for the overarching allocation of WJC's time – Foundation/Non-Profit Activity, Former President, Political Activity, For-Profit Activity and Personal Activity. Ideally, the PO and its associated staff also would be physically separated in location from other WJC-related entities (*e.g.*, the President's personal office could be located in Harlem; the Foundation entities could be located at Water Street). Assuming these employees are compensated solely by the President, they may engage in any activity in support of his activities. They would be tasked to act in direct support of the President, with the management and implementation of decisions related to, for example, the Foundation entities addressed by the CEO or COO of the respective entity. PO employees would serve, on behalf of the President, as liaisons and facilitators for the accountable decision-maker of each activity area as well as a clearing house for decisions that require the President's time, attention or input.

With the Clinton Executive Services fashioned to support a solely independent PO, the following model could attend:

- Doug and Justin are engaged by the PO as consultants to advise the President and his PO Chief of Staff/CEO on matters that span the spectrum of the President's activities.
- The management and implementation of Foundation entities' activity, including the use of the President's time on behalf of Foundation entities, would be handled by the CEO of the appropriate Foundation entity, with support as necessary and appropriate from the President's Chief of Staff/CEO.
- The management and implementation of Former President activity, including the President's time on behalf Former President activity, would be handled by the President's Chief of Staff/CEO.
- The management and implementation of the President's political activity, including the President's time spent engaging in political activity, would be handled by the President's Chief of Staff/CEO.
- The management and implementation of the President's for-profit activity, including the balance of the President's time spent on speeches, advisory services and books, would be handled by the President's Chief of Staff/CEO.
- The management and implementation of the President's personal activity would be managed by the President's Chief of Staff/CEO. In addition, the following personal activities would be handled by agents specifically designated by the Clintons:
 - The management of Clinton family finances (including bill payments, wire transfers, household vendor payments, family foundation contributions, etc); and,

- The management of Clinton household staff, immediate family and extended family support functions, and related matters (*e.g.*, support for family holidays, servicing extended family and friends needs, securing private air transportation and other support for personal activity).

President Consulting Arrangement with Teneo

Since July 2011, the President has served as an advisor to Teneo in support of its establishment and start-up. Commencing January 1, 2012, the President instead will become a client of Teneo; Teneo principals will provide consulting services to the President in his personal capacity.



Tor is an encrypted anonymising network that makes it harder to intercept internet communications, or see where communications are coming from or going to.

(<https://www.torproject.org/>)



Tails is a live operating system, that you can start on almost any computer from a DVD, USB stick, or SD card. It aims at preserving your privacy and anonymity.

(<https://tails.boum.org/>)



The Courage Foundation is an international organisation that supports those who risk life or liberty to make significant contributions to the historical record.

(<https://www.couragefoundation.org/>)



Bitcoin uses peer-to-peer technology to operate with no central authority or banks; managing transactions and the issuing of bitcoins is carried out collectively by the network.

(<https://www.bitcoin.org/>)



(<https://www.facebook.com/wikileaks>)



(<https://twitter.com/wikileaks>)

File

Message



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To: John Podesta; Doug Band; Justin G. Cooper; Terry McAuliffe
Cc: Cheryl Mills
Subject: Re: Draft Infrastructure Model

Sent: Fri 12/16/2011 9:21 PM

Message 2011-12-16 Infrastructure Support Model.doc (41 KB)

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188

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Properties ▾

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Pages	3
Words	796
Total Editing Time	39 Minutes
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Tags	Add a tag
Comments	Add comments
Template	Normal.dotm
Status	Add text
Categories	Add a category
Subject	Specify the subject
Hyperlink Base	Add text
Company	NYU

Related Dates

Last Modified	Today, 9:48 AM
Created	12/16/2011 9:00 PM
Last Printed	Today, 9:50 AM

Related People

Manager [Specify the manager](#)

Author  cdmills
[Add an author](#)

Last Modified By  cdmills

Delivered-To: john.podesta@gmail.com
Received: by 10.52.22.199 with SMTP id g7cs77427vdf;
Fri, 16 Dec 2011 18:21:20 -0800 (PST)
Return-Path: <cheryl.mills@gmail.com>
Received-SPF: pass (google.com: domain of cheryl.mills@gmail.com designates 10.236.93.4 as permitted sender) client-ip=10.236.93.4;
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Fri, 16 Dec 2011 18:21:18 -0800 (PST)
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16 Dec 2011 18:21:18 -0800 (PST)
Received: by 10.147.133.6 with HTTP; Fri, 16 Dec 2011 18:21:18 -0800 (PST)
In-Reply-To: <CAE6FiQ_hgvi2Jx1s=Nq+EOGqThVZAzMGRpCG8YBgtPehHzW9=g@mail.gmail.com>
References: <CALk44aBObAXqFiv7Rbf5ML9tYbHp5CUwWi158B1rhKsahMNdg@mail.gmail.com>
<786762D781A7FF4FAC9060892B40448822B4BD13A3@CLNTINET08.clinton.local>
<CAE6FiQ_hgvi2Jx1s=Nq+EOGqThVZAzMGRpCG8YBgtPehHzW9=g@mail.gmail.com>
Date: Fri, 16 Dec 2011 21:21:18 -0500
Message-ID: <CALk44aCUZBLNxGchOT=B7Kgvs2-F5iXG-B94UQ5OaeUGguTsBA@mail.gmail.com>
Subject: Re: Draft Infrastructure Model
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"Justin G. Cooper" <justin@presidentclinton.com>,
Terry McAuliffe <terry@tdmca.com>
CC: Cheryl Mills <cheryl.mills@gmail.com>
Content-Type: multipart/mixed; boundary=20cf301af4756fcf6404b4405ff9

--20cf301af4756fcf6404b4405ff9
Content-Type: multipart/alternative; boundary=20cf301af4756fcf5f04b4405ff7

--20cf301af4756fcf5f04b4405ff7
Content-Type: text/plain; charset=ISO-8859-1

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> >> >
> >> > Doug,
> >> > Are you going to the middle east? If not, want to do this in DC first
> >> > of the week? Cheryl, you back?
> >> > John
> >> >

> >> > On Fri, Dec 9, 2011 at 4:43 PM, Cheryl Mills <cheryl.mills@gmail.com>
> >> > wrote:
> >> >> Revised/Updated Memo attached.
> >> >>
> >> >>
> >> >> On Thu, Dec 8, 2011 at 2:49 PM, Doug Band <doug@presidentclinton.com>
> >
> >> >> wrote:
> >> >>>
> >> >>> Let's do a call and discuss this
> >> >>> Document is mostly fine with a few
> >> >>>
> >> >>> Late last night, laura graham called me as she couldn't reach my
> >> >>> brother
> >> >>> or her shrink. She was on staten island in her car parked a few feet
> >> >>> from
> >> >>> the waters edge with her foot on the gas pedal and the car in park.
> >> >>> She
> >> >>> called me to tell me the stress of all of this office crap with wjc
> >> >>> and cvc
> >> >>> as well as that of her family had driven her to the edge and she
> >> >>> couldn't
> >> >>> take it anymore. I spent a while on the phone with her preventing
> her
> >> >>> from
> >> >>> doing that, as I have a few times in the past few months, and was
> able
> >> >>> to
> >> >>> reach roger and her shrink.
> >> >>>
> >> >>> Bruce said the stress of specifically the office had caused his very
> >> >>> serious health issues as you both know.
> >> >>>
> >> >>> But I'm sure chelsea is more concerned with a mostly false story in
> >> >>> the
> >> >>> distinguished ny post about mf global and teneo not her role in what
> >> >>> happened to laura/bruce, what she is doing to the organization or
> the
> >> >>> several of stories that have appeared in the ny post about her
> father
> >> >>> and a
> >> >>> multitude of women over the years.
> >> >>>
> >> >>> For teneo, well before mf global, we have been discussing this. Its
> >> >>> going
> >> >>> to hurt teneo to have wjc on the adv bd any longer but we need come
> up
> >> >>> with
> >> >>> a reorg concept for the relationship with wjc and teneo that is
> lower
> >> >>> key
> >> >>> and handled privately and properly that we should discuss
> >> >>>
> >> >>> Life is to short so let's have a call and get this over with

> >> >>>
> >> >>> From: Cheryl Mills [mailto:cheryl.mills@gmail.com]
> >> >>> Sent: Wednesday, December 07, 2011 04:38 PM
> >> >>> To: Doug Band; Justin Cooper
> >> >>> Cc: john.podesta@gmail.com <john.podesta@gmail.com>
> >> >>> Subject: Draft Infrastructure Model
> >> >>>
> >> >>> Doug/Justin (and John):
> >> >>>
> >> >>> Not sure where things stand in terms of folks feelings and
> willingness
> >> >>> to
> >> >>> engage with WJC -- attached is a revised model memo based upon
> >> >>> offering one
> >> >>> option and outlining the creation of a personal office paid for by
> WJC
> >> >>> 100%
> >> >>> which acts as the interlocutor for his time regarding engagement
> with
> >> >>> the
> >> >>> various entities and serve as advisors to him regarding what and how
> >> >>> he does
> >> >>> things. Each separate entity then would operate independently and
> >> >>> would
> >> >>> engage the leadership of the personal office - a designated CEO or
> COS
> >> >>> who
> >> >>> b/cs in effect what Doug and Justin have been de facto -- the
> arbiter
> >> >>> and
> >> >>> decision-maker. That person would have the benefit (if you two
> >> >>> choose) of
> >> >>> Doug and Justin's best advice as consultants but ultimately would be
> >> >>> accountable for ensuring that the implementation of the President's
> >> >>> will
> >> >>> occurs in the various entities and the various entities would
> operate
> >> >>> according to the time and engagement and direction as necessary as
> the
> >> >>> President gives.
> >> >>>
> >> >>> See what you think.
> >> >>>
> >> >>> This model would mean that all non-Foundation entities would no
> longer
> >> >>> be
> >> >>> co-located with Foundation; that folks would be on a single payroll
> -
> >> >>> Foundation or personal. Whatever rules the Foundation creates for
> >> >>> folks
> >> >>> being able to earn outside income would apply equally (so e.g., if
> >> >>> Bari is
> >> >>> on the Foundation payroll and Dorvir; and Ami is on Teno and the
> >> >>> Foundation

> >> >>> -- whatever rules there are for outside income would apply equally
> to
> >> >>> both
> >> >>> of them as Foundation employees -- namely, if rule becomes no
> outside
> >> >>> income, then both have to stop doing anything except Foundation to
> >> >>> stay on
> >> >>> Foundation payroll; if rule is you can earn outside income as long
> as
> >> >>> it is
> >> >>> disclosed and approved by the Board, that becomes the applicable
> rule;
> >> >>> etc.
> >> >>> - you get the pix).
> >> >>>
> >> >>> It's easiest for me if folks sent actual edits or comments in
> writing
> >> >>> that
> >> >>> can be implemented -- otherwise this exercise b/cs one of feeling in
> >> >>> the
> >> >>> dark for me.
> >> >>>
> >> >>> I am happy to do a call on Thursday or Friday if that works too.
> >> >>>
> >> >>> best.
> >> >>>
> >> >>> cdm
> >> >>
> >> >>
> >
> >
>