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# FOIA MARKER

**This is not a textual record. This is used as an administrative marker by the George Bush Presidential Library Staff.**

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**Record Group/Collection:** George H.W. Bush Presidential Records  
**Collection/Office of Origin:** Chief of Staff, White House Office of  
**Series:** Card, Andrew, Files  
**Subseries:**

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**OA/ID Number:** 04013  
**Folder ID Number:** 04013-002a

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**Folder Title:**  
AHC General Correspondence 2/88-4/89 [1]

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Stack:	Row:	Section:	Shelf:	Position:
<b>G</b>	<b>15</b>	<b>21</b>	<b>7</b>	

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THE WHITE HOUSE

WASHINGTON

April 12, 1989

Dear Mr. DeFries:

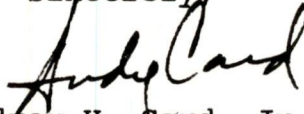
On behalf of the President, thank you for your recent letter in which you offered to be of assistance with the Tower nomination. Unfortunately, your letter was lost in the system, and I apologize for this tardy response.

Please know that the President deeply appreciates your support and the fact that you were willing to help.

Again, thank you and keep in touch.

With best wishes,

Sincerely,



Andrew H. Card, Jr.  
Assistant to the President  
and Deputy to the Chief of Staff

Mr. Gene DeFries, President  
Marine Engineers' Beneficial Association  
444 North Capitol Street  
Suite 800  
Washington, D.C. 20001

## WHITE HOUSE CORRESPONDENCE TRACKING WORKSHEET

O - OUTGOING

H - INTERNAL

I - INCOMING

Date Correspondence Received (YY/MM/DD) 89 / 04 / 10

Name of Correspondent: Gene DeFries

MI Mail Report      User Codes: (A) \_\_\_\_\_ (B) \_\_\_\_\_ (C) \_\_\_\_\_

Subject: Offers assistance with the Tower nomination situation.

**ROUTE TO:**

**ACTION**

**DISPOSITION**

Office/Agency (Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response	Code	Completion Date YY/MM/DD
DC CARD	ORIGINATOR	89 / 04 / 11	AC	A	89 / 04 / 12
Files	Referral Note:				
	A	89 / 04 / 12			/ /
	Referral Note:				
		/ /			/ /
	Referral Note:				
		/ /			/ /
	Referral Note:				
		/ /			/ /
	Referral Note:				

**ACTION CODES:**

- A - Appropriate Action
- C - Comment/Recommendation
- D - Draft Response
- F - Furnish Fact Sheet to be used as Enclosure

- I - Info Copy Only/No Action Necessary
- R - Direct Reply w/Copy
- S - For Signature
- X - Interim Reply

**DISPOSITION CODES:**

- A - Answered
- B - Non-Special Referral
- C - Completed
- S - Suspended

**FOR OUTGOING CORRESPONDENCE:**

- Type of Response = Initials of Signer
- Code = "A"
- Completion Date = Date of Outgoing

Comments: \_\_\_\_\_

Keep this worksheet attached to the original incoming letter.  
 Send all routing updates to Central Reference (Room 75, OEOB).  
 Always return completed correspondence record to Central Files.  
 Refer questions about the correspondence tracking system to Central Reference, ext. 2590.



Affiliated  
with the AFL-CIO

# National Marine Engineers' Beneficial Association

444 North Capitol Street • Suite 800 • Washington, D C 20001 • 202-347-8585

March 7, 1989

The Honorable George Bush  
President of the United States  
The White House  
Washington, DC 20500

Dear Mr. President:

Senator Heflin's announcement on Monday that he will vote to confirm Senator Tower as Secretary of Defense may be the break needed to move a few more Democratic Senators.

Battles of this kind are, I know, decided internally and leave many of your friends looking on in frustration at their inability to help in any meaningful way. At the same time, I want you to know that your steadfast support of Senator Tower is commendable and leaves many of us wondering if there isn't something we might do to help.

As you know, we have a few friends on the Democratic side of the aisle in the Senate. If your people think some quiet work on our part would help, you shouldn't hesitate to have them call on me.

With best personal regards, I remain

Sincerely,

  
Gene DeFries  
President

CED/ccg

C. E. DeFRIES  
President

C. E. DODSON  
Secretary-Treasurer

R. T. McKAY  
Executive Vice President

R. F. SCHAMANN  
Vice President

M. H. PELFREY  
Vice President

THE WHITE HOUSE

WASHINGTON

April 3, 1989

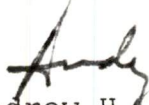
Dear Duke:

Enclosed are several copies of the photo taken with President-elect Bush on January 17, 1989.

Please let me know if I can be of any further assistance.

With best wishes,

Sincerely,



Andrew H. Card, Jr.  
Assistant to the President  
and Deputy to the Chief of Staff

Mr. Duke Zeller  
Communications Department  
Teamsters' Union  
25 Louisiana Avenue, N.W.  
Washington, D.C. 20001

Enclosures



Office of the Director

f-6

August 6, 1989

Dear Andy

Thanks for taking time in the midst of your own political situation to assist in launching the Bush initiative at U.S. Peace Corps.

I know this has been a rough decision for you — but I believe it's going to work well for you — I know it's good for the President — metoo!

Mitch McConnell has offered to help on the Peace Corps work. Let me know if any material I can make available to help with your discussion with Darmon.

Thanks again,  
Jonny

THE WHITE HOUSE

8/8/89

JH-  
Thank you for visiting with me  
when you were in Washington. I  
enjoyed sharing some of the excitement  
of my job with you.

Please give my best to Chris.

Sincerely,  
Andy Card

Andy Card  
THE WHITE HOUSE  
WASHINGTON

Mr. F. Jeffrey Van Orden  
Vice President  
Callan Associates, Inc.  
245 Fifth Avenue, Suite 2404  
New York, New York 10016

THE WHITE HOUSE  
WASHINGTON

August 2, 1989

Dear John,


I understand you stopped by yesterday after your meeting with Ron Kaufman and mentioned to Linda Gambatesa your interest in serving in an Ambassadorial-type post with the Administration.

Please know that I will be happy to follow-up with Ron Kaufman to ensure that you are given serious consideration for such a slot.

In addition, thank you for your recommendation that Mobil Chairman Allen E. Murray and his wife be included on the invitation list for the State Dinner honoring King Fahd. That suggestion has been shared with the Social Office.

In the meantime, all the best.

Sincerely,



Andrew H. Card, Jr.  
Assistant to the President  
and Deputy to the Chief of Staff

Mr. John N. Parker  
Mobil Oil Corporation  
1100 Connecticut Avenue, N.W.  
Washington, D.C. 20036

John N Parker  
1100 Connecticut Ave NW  
Washington, DC 20036

THE WHITE HOUSE  
WASHINGTON

RACCNR:25013  
BATCH#:W166

June 15, 1989

Dear Mr. Parker:

On behalf of President Bush, thank you for your desire to serve in his Administration.

So we can begin to process your request, please complete and return this document in the enclosed envelope with a current copy of your resume.

Thank you again for your support of the President and commitment to our country.

Sincerely,



CHASE UNTERMEYER  
Assistant to the President  
and Director of Presidential Personnel

HOME PHONE:(202) 331 1984

BUSINESS PHONE:(202) 862 1318

DATE OF BIRTH: 03/30/23

SOCIAL SECURITY NO: 056-14-2309

1. VOTING ADDRESS (1988) 2924 Adam Keeling Rd. Va. Beach, Va.  
PARTY  
Voted: Yes x No      ZIP 23454 COUNTY Va. Bch. REGISTRATION Rep.  
CONGRESSIONAL DISTRICT: Second (2nd) STATE: Va.

2. If you did not vote in 1988, please explain the circumstances.

3. Please indicate all 1988 campaign/candidate involvement (include the following):  
Presidential Trust, 88, Rep. Eagle, 89

ROLE/POSITION Finance Committee Fred Bush, Ganzi, Courtelis, Sembler, Ho  
National Co-Chairman Coalition Grps. Greek Americans Bush

SUPERVISOR/CONTACT Lee Atwater, Fred Bush TELEPHONE NUMBER:                     

4. Please indicate other campaign or political activities in which you have been involved over the past several years. (Please be specific and include contacts with telephone numbers).

1979 Presidential Campaign, supported George Bush, 2nd Dist. Congressman, B  
5. Please indicate the Department/Agency in which you are Whitehurst interested and your area(s) of expertise:

<u>Dept. of State</u>	<u>Envoy to Bahrain</u>	<u>Well versed in Mid East</u>
DEPARTMENT/AGENCY	POSITION	EXPERTISE
(Attach an additional sheet if necessary)		

(Over)

Would also like to serve as Envoy to Cyprus, well versed in the region and have given reports to State Dept. officials on my numerous trips to the area. Have reported to Ambassador Armacost and others.

I feel that I could serve in U.S.I.A. and as a regional director for U.S. AID. I speak Greek, French, Italian, and learning Arabic.

If there are no Embassy posts at the present then I feel that my foreign affairs background would qualify me for another position.

John Nicholas Parker

John N. Parker is Vice President, Mobil Middle East Development Corporation, and Manager, International Governmental Relations. He coordinates and represents the Corporation on international public affair activities both domestically and overseas, including the presentation of the corporation's views on international matters to the members of the Diplomatic Corp, to the U.S. Department of State, the National Security Council, as well as the Congress and multinational organizations and academic centers. His responsibilities include Middle East relations and developments throughout that region.

Mr. Parker was born in Brooklyn, New York on March 30, 1923, and educated in the New York public school system. He studied at the School of Foreign Service, Georgetown University, Washington, D.C. and then attended law school at George Washington University, Washington, D.C.; and admitted to the bar of the Commonwealth of Virginia August 1949. He is a member of John Jay Chapter Phi Alpha Delta Law fraternity. He is admitted to practice before the State and Federal courts as well as the U.S. Supreme Court. Mr. Parker participated in military court-martials in Vietnam during the war and engaged in the general practice of law since 1950 with emphasis in trial litigation in State and Federal courts. He joined Mobil Oil Corporation in 1979. He is a member of the American Bar Association, Virginia State Bar the American Trial Lawyers Association, the Virginia Trial Lawyers Association and the American Association of Immigration and Nationality Lawyers. Military Service U.S. Army.

He served as Honorary Counsel of Greece for Hampton, Rhodes, and Honorary Counsel of Costa Rica. He served on the Board of Visitors for the Virginia Schools of the Deaf and Blind, is General Counsel for the National Republican Heritage Groups Council and is on the Advisory Board of the Virginia Port Authority of Hampton, ~~Rhodes~~ ~~ROADS~~

He is a Master Mason, member of the Scottish Right and a member of the Kedhive Temple of the Shrine, Norfolk, Virginia. Member of the Order of Ahepa (American Hellenic, Educational, Progressive Association) serving in a variety of elected offices and as Supreme Counselor, Order of Ahepa.

Mr. Parker is a member of the President's Private Sector Advisory Committee by appointment serving with the Secretary of Commerce and the U.S. Trade Representative. He works closely with the Department of State and the National Security Council at the senior staff level. He is a member of the Fine Arts Commission of the U.S. Department of State and several civic organizations. He served with the National Coalition Group as co-chairman for Vice President Bush. He is a member of The Presidential Trust and The Republican Eagles.

He is a member of Annunciation Greek Orthodox Church, Norfolk, Virginia and Saint Sophia Greek Orthodox Cathedral, Washington, D.C. He is an Archon of the Patriarchate of Constantinople and Patriarchate of Alexandria, Egypt. He is married to Josephine P. Parker and they reside in Washington, D.C. and Virginia Beach, Virginia.

THE WHITE HOUSE

WASHINGTON

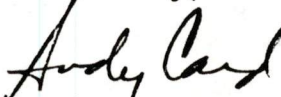
June 22, 1989

Dear Mr. Erhard:

Thank you so much for your recent letter requesting an autographed photograph. I am pleased to be able to send one of mine to add to your collection. Best of luck with your endeavor.

With best wishes,

Sincerely,



Andrew H. Card, Jr.  
Assistant to the President  
and Deputy to the Chief of Staff

Mr. Thomas Erhard  
12 Barrows Road  
Foxboro, Massachusetts 02035

Mr. Card,

I would like to ask you  
for your real autographed picture  
and/or letter to add to my  
collection.

I am sure you are very busy  
but this request means so  
much to me.

Thank you for your time.

Sincerely  
Thomas Erhard

12 BORROWS Rd

Foxboro, MA

02035-

THE WHITE HOUSE

WASHINGTON

June 22, 1989

Dear Mr. Lieb:

It is my pleasure to send along this autographed picture as you have requested for your celebrity collection. I am honored that you have thought of me.

Thank you, too, for your kind words in support of the Bush Administration. These first five months have been challenging and rewarding for all of us here on the staff.

With best wishes,

Sincerely,



Andrew H. Card, Jr.  
Assistant to the President  
and Deputy to the Chief of Staff

Mr. Charles F. Lieb  
497 College Avenue  
Beaver, Pennsylvania 15009

June 20, 1989

Deputy Chief of Staff  
Honorable Andrew H. Cord, Jr.

Dear Mr. Cord

I have a hobby of collecting  
autographed photographs and would  
like very much to have yours among  
my collection of other officials in  
the Bush administration and  
especially those on his staff.

You men have done a good job for  
only being in office for six months  
keep up the good work

I will appreciate it very much  
if you will please send me the  
autographed picture or just your

Name Name Card So you will have a  
place in my Collection and in my  
Album of the White celebrity.

Thanking you in advance for your  
Very kind Consideration to my request

Have a good and keep up the good  
work in pushing President Bush ahead  
of the Reagan years.

So here's wishing you a Pleasant Summer.

Your Faithful Follower  
Sincerely  
Chuck Lieb

CHARLES F. LIEB  
497-College Ave  
BEAVER, PA  
15009

THE WHITE HOUSE

WASHINGTON

June 6, 1989

Dear Alphonse:

Thank you for your letter of May 24, 1989, in which you enclose copies of menus for the Capri Family Bistro in Wells, Maine.

I will be happy to take care of your request for a signed photo of President and Mrs. Bush which you will receive under separate cover.

In the meantime, I appreciate your invitation to me and my family to visit your restaurant, as well as your offer of support with regard to politics in Massachusetts.

All the best,

Sincerely,



Andrew H. Card, Jr.  
Assistant to the President  
and Deputy to the Chief of Staff

Mr. Alphonse E. Rizzo  
The Capri Family Bistro  
Post Office Box 909  
Wells, Maine 04090-0909

# THE CAPRI FAMILY BISTRO

ITALIAN AMERICAN CUISINE  
POST OFFICE BOX 909  
ROUTE 1 AT MILE ROAD WELLS, MAINE 04090-0909  
(207) 646-7366

May 24, 1989

6/6/89  
Requested  
photo

White House  
Andrew H. Card Jr  
West Wing  
Washington, DC 20500

Dear Andy,

It was a pleasure talking to you on Monday morning. I appreciate the time you did spend with me on the phone knowing how busy your days must be.

As per our conversation I have enclosed a copy of both our Luncheon and Dinner menu's. We are conveniently located only 9 miles south of Kennebunkport on Rte 1 in Wells, Maine, and any help you can give us with the Presidential entourage would be greatly appreciated. It of course goes without saying that any of the people identifying themselves as being with the Presidential group we would do everything possible to accomodate them.

I also appreciate your help in getting us a signed photo of the President, both my partner and I are great supporters of him and Mrs. Bush.

I also hope that you will accept my invitation for you and your family to join us at the restaurant for dinner some evening. We would consider it a privilege and a honor for you to be our guest. Also please if and when you decide to run again in Massachusetts for either a statewide or national position feel free to call on me to help in any way I can.

I can be reached at my home at 25 Mayflower Rd., Arlington, Massachusetts 02174 and my home phone number is 617-646-5891. I am looking forward to seeing you again soon.

Sincerely

*Alphonse E. Rizzo*

Alphonse E. Rizzo  
Co-Owner Capri Family Bistro

# the Capri

## FAMILY BISTRO



### TALL COOL REFRESHERS

TOM COLLINS  
GIN FIZZ  
WHISKEY SOUR

\$2.75



### MANHATTEN OR MARTINI

\$3.00

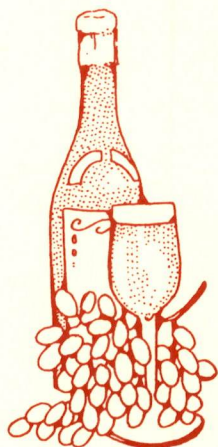
JUMBO SIZE \$4.95

### FROZEN DAIQUIRI OR PINA COLADA

\$3.50

### BLOODY MARY GARNISHED WITH A JUMBO SHRIMP

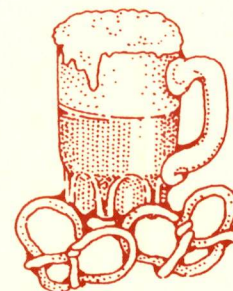
\$3.75



### COLD BEER ON TAP

BUDWEISER  
MICHELOB  
MILLER LITE  
MILLER

\$1.65



*See our wine list for wine by the glass, carafe, half bottle or full bottle*

## *Soups And Appetizers*

Soup of the Day .....	\$ 1.95	Shrimp Scampi .....	\$ 6.95
Chowder of the Day .....	\$ 2.50	Fettuccine Alfredo .....	\$ 5.95
Garlic Bread .....	\$ 1.95	Shrimp Cocktail .....	\$ 5.95
Baked Stuffed Clams .....	\$ 3.75	Potato Skins a la Capri .....	\$ 3.95
Chicken Wings .....	\$ 3.25	Potato Skins .....	\$ 2.95

## *Italian Specialties*

Veal Cutlet a la Parmigian .....	\$10.95
Veal Cutlet Dinner .....	\$ 9.95
Ravioli with Veal Cutlets .....	\$ 9.95
Ravioli with Meat Balls .....	\$ 8.25
Ravioli a la Parmigian .....	\$ 8.25
Egg Plant a la Parmigian .....	\$ 8.25
Chicken a la Parmigian .....	\$ 9.95
Baked Lasagna with Meat Sauce .....	\$ 8.95
Baked Lasagna with Meat Balls or Sausages .....	\$10.25
Stuffed Shells with Meat Sauce .....	\$ 8.95
Spaghetti with Meat Balls or Sausages .....	\$ 7.95
Fettuccine Alfredo .....	\$11.95
Shrimp Scampi .....	\$12.95
Linguini with Clam Sauce .....	\$11.95

## *Beef And Poultry*

Filet Mignon .....	\$14.95
New York Sirloin .....	\$13.95
Steak Teriyaki .....	\$12.95
Sirloin Tips .....	\$10.95
Broiled Chopped Sirloin .....	\$ 7.95
Broiled Half Chicken .....	\$ 7.95
Chicken Teriyaki .....	\$ 8.95
Roast Stuffed Turkey .....	\$ 8.95

## *Surf And Turf*

	<i>Scallops</i>	<i>Shrimp</i>
Sirloin Tips .....	\$12.95	\$13.95
Sirloin Steak .....	\$13.95	\$14.95
Steak Teriyaki .....	\$13.95	\$14.95
Filet Mignon .....	\$15.95	\$16.95

## *From The Sea*

Baked Stuffed Shrimp .....	\$13.95
Baked Stuffed Scallops .....	\$12.95
Broiled Scallops .....	\$11.95
Baked Stuffed Schrod .....	\$11.95
Broiled Schrod .....	\$10.95
Boiled Lobster (single or twin) .....	Priced daily

ALL ABOVE DINNERS SERVED WITH CHOICE OF 2:

Salad ☆ Pasta ☆ Rice Pilaf ☆ Potato ☆ Vegetable

## *Sandwiches*

Hot Open Face Turkey .....	\$ 6.45
B.L.T. Club .....	\$ 5.95
Turkey Club .....	\$ 6.25
Jumbo Hamburg .....	\$ 5.25
Veal Cutlet .....	\$ 5.95
Egg Plant .....	\$ 5.25
Meat Ball .....	\$ 5.45
Italian Sausage .....	\$ 5.95
Lobster Roll .....	Priced daily
Shrimp Roll .....	Priced daily

ABOVE SERVED WITH POTATO

## *Side Orders*

Onion Rings .....	\$ 2.25
French Fries .....	\$ 1.75
Pasta .....	\$ 1.50
Rice Pilaf .....	\$ 1.75
Salad .....	\$ 2.25
Vegetable of the Day .....	\$ .95

## *Beverages*

Coffee .....	\$ .75
Tea .....	\$ .65
Milk .....	\$ .85
Chocolate Milk .....	\$ .95
Soda .....	\$ .85
Hot Chocolate .....	\$ .95

WINES ☆ BEER ☆ COCKTAILS

## *Desserts*

☆ Ask Your Server for Our Daily Selections ☆

## *Children's Menu* (Under 12 yrs. of age only)

Hamburg Sandwich with French Fries .....	\$ 3.95
Franks and Beans .....	\$ 3.95
Ravioli and Meat Balls .....	\$ 3.95
Spaghetti and Meat Balls .....	\$ 3.95
Hot Dog Sandwich with French Fries .....	\$ 3.95
Peanut Butter and Jelly Sandwich with French Fries .....	\$ 3.95

CHILDREN'S MENU PRICE INCLUDES A GLASS OF MILK OR SODA

*Gift Certificates Available*

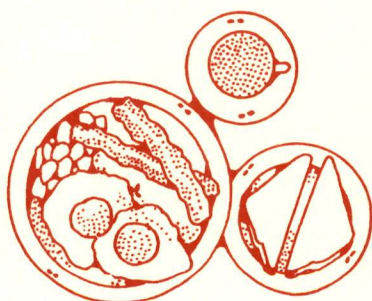
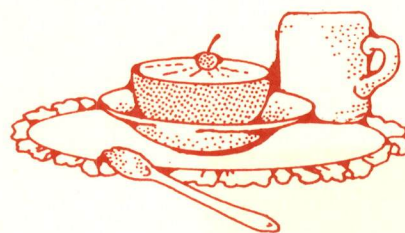
**TRY  
OUR FAMOUS  
ALL YOU CAN EAT  
BREAKFAST BUFFET**

**DAILY FROM 8:00 A.M. to 11:30 A.M.**  
*(Memorial Day Weekend to Labor Day Weekend)*

*(Weekends only after Labor Day)*

**THE BUFFET INCLUDES THE FOLLOWING**

Apples  
Apple Danish Pastry  
Apple Strudel  
Bacon  
Bagels  
Bananas  
Blueberry Muffins  
Blueberry Pancakes  
Bran Muffins  
Butter  
Cereals  
Cheese Danish Pastry  
Cinnamon Danish Pastry  
Corn Muffins  
Cream Cheese  
Eggs Florentine  
Eggs (Cooked Your Style)  
English Muffins  
French Toast  
Fresh Fruit  
Ham  
Hash  
Home Fries  
Jams  
Jellies  
Lemon Danish Pastry  
Maple Syrup  
Marmalade  
Mixed Fruit Cocktail  
Oranges  
Raspberry Danish Pastry  
Sausages  
Toast



★ WE ALSO OFFER A LIMITED MENU FOR THE LIGHT EATER ★

THE WHITE HOUSE

May 25, 1989

Dear Dom -

I enjoyed sitting with you last night in Manchester. The tribute to Doug Scammon was a great success.

Please keep in touch.

Sincerely, Andy Card

Andy Card  
THE WHITE HOUSE  
WASHINGTON

Dom S. D'Ambrosio  
Ransmeier & Spellman  
Counsellors at Law  
One Capitol Street  
P.O. Box 1378  
Concord, New Hampshire  
03302-1378

THE WHITE HOUSE  
WASHINGTON

April 21, 1989

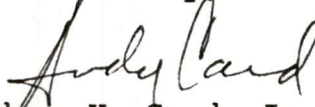
Dear Ms. Murphy:

On behalf of Governor Sununu, thank you for your recent letter requesting a meeting on behalf of Robert Tobias, President of the National Treasury Employees Union.

Unfortunately, because of the demands on the Governor's schedule, we cannot commit to a meeting at this time. Please know that I have forwarded a copy of your correspondence to David Demarest, Assistant to the President for Communications, for his review and information.

In the meantime, thank you for your interest.

Sincerely,



Andrew H. Card, Jr.  
Assistant to the President  
and Deputy to the Chief of Staff

Ms. Diane W. Murphy, President  
Federal City Communications Corporation  
Post Office Box 10261  
McLean, Virginia 22102

THE WHITE HOUSE  
WASHINGTON

Date: April 7, 1989

TO: Andy Card

FROM: **Jackie Kennedy**  
**Assistant to the Chief of Staff**  
**for Scheduling and Appointments**

The governor does not want to see this man...will you handle for him?

*Reluctantly, I will  
meet w/ Tobias.*

FEDERAL CITY  
COMMUNICATIONS  
CORPORATION

Public Relations/Public Affairs  
Advertising/Media Strategies

April 5, 1989

Ms. Jackie Kennedy  
Assistant to the Chief of Staff  
The White House  
Washington, DC 20501

Dear Jackie:

I am forwarding the following letter and information to Governor Sununu. As a point of reference, I have known the Governor since 1980, as I used to work with Mark Harroff and planned the media strategies for all of the Governor's campaigns.

The letter is self explanatory. I have been approached by the National Treasury Employees Union to make this entree on behalf of their president, Robert Tobias. I would not be presenting it to your office if I did not feel that it was in the best interest of both parties to make this introduction. Regardless of the Administration's decisions on federal workers' issues, I believe that it is politically important to communicate at the highest levels possible.

Should you have any questions, please contact me at 783-0740.

Sincerely,



Diane Williams Murphy, President  
Federal City Communications Corp.

dwm

893-1

PO Box 10261  
Mchen 22102

FEDERAL CITY  
COMMUNICATIONS  
CORPORATION

*Public Relations/Public Affairs*  
*Advertising/Media Strategies*

April 4, 1989

The Honorable John Sununu  
Chief of Staff  
The White House  
Washington, DC 20501

Dear Governor Sununu:

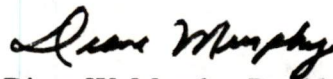
I have been asked to contact you on behalf of the National Treasury Employees Union with a request to schedule a meeting between you and NTEU's president, Robert Tobias. NTEU is the most progressive and politically visible of the federal employee unions and Robert Tobias has litigated several important Supreme Court cases, including Gramm Rudman and drug testing. He is often chosen as the media spokesperson on issues pertaining to federal workers. I have enclosed a biography for your reference. In an effort to build a consensus on many issues, Mr. Tobias would like to establish productive lines of communication between the union and the administration. Politically, I feel strongly that, considering the popularity of Tobias, it is in the best interest of both parties to establish this direct contact.

In January, NTEU was the first union to publish a comprehensive program to address long-term solutions to many problems: the restoration of pride and dignity to Federal Service, pay flexibility, and innovation in the federal pay system. The cornerstone of their program is personnel management at the agency level, flexibility in locality pay and greater employee participation. Many of their recommendations are derived from successful programs in the private sector, and many are similar to the recommendations of the Volcker Commission.

I would greatly appreciate your taking the time to look through the enclosed and if possible, would like to schedule an introductory meeting, which can last as long or short as your schedule allows. As you make decisions on federal pay and other related issues, I believe that you would value the input of this reputable source.

A meeting can be scheduled through my office at 893-0740. I appreciate your consideration.

Yours sincerely,



Diane W. Murphy, President  
Federal City Communications Corp.

dwm  
enclosure

THE WHITE HOUSE  
WASHINGTON

February 28, 1989

Dear Mr. Morrison:

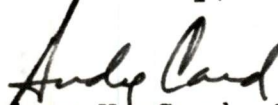
Thank you for your letter of February 14, 1989, in which you enclose a paper entitled, "Attributes of a NASA Administrator."

Please know that I will share this document with appropriate Administration officials and hope to read it myself when time permits.

Again, thanks for keeping me up to date.

With best wishes,

Sincerely,



Andrew H. Card, Jr.  
Assistant to the President  
and Deputy to the Chief of Staff

Mr. James R. Morrison  
Director, Space Policy Study  
Center for Strategic & International  
Studies  
1800 K Street, N.W., Suite 400  
Washington, D. C. 20006



Center for Strategic & International Studies  
Washington, DC

February 14, 1989

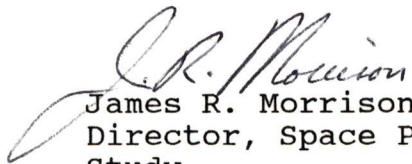
Mr. Andrew H. Card, Jr.  
Assistant to the President  
White House  
Washington, D.C., 20500

Dear Mr. Card:

CSIS has conducted a year long study of civil space organization and policy, one product of which is the attached paper entitled, "Attributes of a NASA Administrator". Another important product relates to enabling Presidential and Vice Presidential/Space Council leadership of the multi-agency civil space program by putting someone in charge of the program, where here-to-fore a committee has attempted to lead. This change is crucial or the organization below the White House may tend to inhibit leadership by the President, as was the case after the Challenger accident in 1986. A second benefit of the change we recommend (see the brief second attachment) is that it would substantially assist the Bush Administration in getting the best possible candidate to take the position of NASA Administrator. A third benefit is that the National Space Council will be far better enabled to do its job if there is a focal point for civil space in the executive chain of command.

Mr. David Acheson (Senior Consultant), Mr. Gil Rye (Chairman of our Government Organization Working Group), and I would be happy to discuss any aspect of the study on which you might want additional information.

Sincerely,

  
James R. Morrison  
Director, Space Policy  
Study

cc: Brent Scowcroft

November 12, 1988

### Attributes of a NASA Administrator

The government transition team on the space program will be looking for a new Administrator. Many individual candidates will be suggested and screened. It is important to know what characteristics should be sought, and why.

Before individual attributes can be discussed it is useful to consider to what extent outstanding performance of NASA could be identified with personal attributes of the Administrator.

The high performance of NASA under James E. Webb surely had many causes, some of them associated with the youth, novelty and high priority of the NASA mission and the resultant enthusiasm of the President, the Congress and the public, as well as NASA and its contractor teams. Such an enterprise will attract top grade people. But crucial to the early years of NASA was the interest of the President and of Congress in the program and the masterful way in which Webb turned this interest to powerful political support. Webb had not only the temperament and instincts of a fine politician, but years of successful experience in dealing with Congress as Director of the Budget and Undersecretary of State (equivalent to Deputy Secretary). Webb had a reputation as an even-handed, down-the-middle public servant who had achieved excellent bipartisan support in the Congress.

The Administrator also needs a good political instinct in dealing with the President, with other agency heads, particularly the Secretary of Defense, with OMB and with the press. If the Administrator should have developed such an instinct at least in part through government service, so much the better, but the instinct is really a sine qua non. If, on the contrary, the Administrator should see cooperation with Congress as a nuisance, or should have a penchant for unilateral operation, or should fear, or act defensive with, the press, or should be identified with strong partisan leanings, this will compromise the chances of a successful administration, from substantially to fatally.

The following draft list of qualifications is put forward on the basis that CSIS' advice will be followed regarding the establishment of the position of "Director for Civil Space" in the White House (with small staff), who is also the Administrator of NASA. Such an organization would require even more emphasis on there being a highly qualified NASA Deputy Administrator, as it would really be the Administrator/Deputy Administrator team which would lead and manage the civil space program. The Administrator would be more of the outwardly focused "leader",

with the Deputy being more of the inwardly focused "manager"; but these cannot be exclusive roles.

o Proposed Desirable Qualifications: Administrator

- on friendly speaking terms with the President
- has access to the President
- knows "Washington", particularly the policy and budget processes
- has experience and works well with the Congress
- works well with DOD
- is politically adept
- a technical background is desirable but not mandatory
- has industry experience
- understands importance of commercial space
- works well with people
- is willing to delegate

o Proposed Desirable Qualifications: Deputy Administrator

- must work well with and complement the Administrator
- should have industry experience in running a large, technical organization
- prior experience with NASA desirable

Organizing the Civil Space Program

The Government Organization Working Group (GOWG) was established in reaction to the belief that the organization of the multi-agency civil space program had serious weaknesses. They were perceived to be: the existence of two interagency space policy committees which differed with each other over important aspects of policy; the 11 agencies, members of SIG-Space, had disparate functions and interests and, since SIG-Space was essentially a convocation of equals, the members tended to defend their "turf" and congeal disputes (some important progress was made despite this); in notable cases, the turf competition produced a complete block in arriving at policy (the fourth shuttle orbiter decision, for example); the stand-offs in SIG-Space tended to magnify the role of budget policy over space policy; SIG-Space was coordinated by the NSC but not led in the sense of a senior official being named by the President to lead the civil space program; the SIG-Space experience pointed up the larger truths that, in general, committees can coordinate but not lead, and that coordination, while important, is not sufficient for leadership. It was noted that a space council, since it is a high-level committee, might suffer a few of the same drawbacks, if not served by a focussed and effective executive branch organization.

The objectives that guided the development of CSIS' reorganization proposals were: to simplify and concentrate the coordinating authority; to make new delegations of authority unambiguous so as to minimize loopholes, jurisdictional warfare and lacunae in responsibility; to minimize reliance on new legislation, to maximize the use of the Executive reorganization authority, and to reorganize in a politically realistic way.

CSIS examined some eight possible alternatives against these objectives. In doing so, two realities became clear. The first was that, to enable Presidential leadership, a person and not a committee must be put in charge of civil space. The second was that a space council was going to be established no matter who became president. Therefore, its existence must be assumed.

In order to identify which official the President should name as the leader of the civil space program reporting to him, a working model was sought where a function being performed by multi-agencies was being effectively coordinated. The best model found was that of the Director of Central Intelligence, who combines the responsibilities of head of the CIA, coordinator of all intelligence requirements, activities, and budgets, and advises the President and the Congress on intelligence matters. Based on this model, CSIS proposes a "dual hat" Administrator of NASA who would also have a title of "Assistant to the President for Civil Space" (APCS) or "Director of Civil Space" (DCS). The APCS would have responsibilities for civil space comparable to those of the Secretary of Defense and the DCI for military and intelligence

space interests; that is, he would speak for the President to all civil space activities of government (including policy relating to commercial space matters), and be the channel for them to and from the President. He would be responsible for the civil space agenda, for resolving conflicts among civil space activities, and for ensuring that the President's civil space policies are followed. In other words, the President would put someone in charge of the civil space program. SIG-Space would be abolished.

The Space Council, under the Vice President's chairmanship, would be adapted to serve a most useful, senior, policy level function and one not now provided for, i.e., an overview of integrated U.S. government space requirements and policies that overlap the civil, military and intelligence space activities. In this concept the Council would require only the membership of the APCS, Science Adviser and OMB to represent civil space concerns, and DOD, DCI and the National Security Adviser to represent national security concerns. So composed, the Space Council would have an important and feasible mission, a compact constituency, and would play the major role in integrating the totality of the U.S. space program, a function unfulfilled today.

Why single out the NASA administrator for the "dual hat" as opposed to some other civil space interest? Because a "free flier" coordinator, detached from line activity and resources, cannot expect to have much impact on events, and because NASA has the broadest stake and largest resource base in civil space. While other agencies have important interests in narrower segments of the program, they do not have the breadth of interest to lead the entire program. In addition, if another agency were to be put in the lead, it would be much harder to recruit a NASA administrator of desirable stature and ability. In making this recommendation, CSIS understands that the President must make it very clear to the APCS that he or she is fully responsible for the successful commercialization of space program activities.

Initial implementation of these recommendations could be made by the President issuing an executive order creating and defining the responsibilities and authority of the APCS. Later, after a deliberate interval of shake-down, the President could send to the Congress an executive reorganization plan incorporating the details of the executive order, but that may not be necessary.

To recapitulate the advantages of combining the NASA Administrator with an APCS, it will: focus the lines of authority; not disturb existing agency structure or the jurisdiction of congressional committees; not impact the lines of authority for the national security space community; tie the oversight responsibility to the lead civil space agency; enable presidential decisions to be made expeditiously; make the Space Council more effective by giving focus and order to civil space issues that come before it; and, implementation does not require legislation.

THE WHITE HOUSE  
WASHINGTON

February 28, 1989

Dear Sheila:

I just received the announcement that you have joined Cassidy and Associates, Inc. as one of two Vice-Chairmen for Communications. Congratulations on this well-deserved position!

I wish you much success in your new endeavor. Cassidy and Associates is lucky to have someone with your capabilities, and I know you will do a terrific job for them.

If I can be of any assistance to you, please do not hesitate to let me know.

With best wishes,

Sincerely,



Andrew H. Card, Jr.  
Assistant to the President  
and Deputy to the Chief of Staff

Ms. Sheila Tate  
Cassidy and Associates, Inc.  
Metropolitan Square  
Suite 1100  
655 Fifteenth Street, N.W.  
Washington, D.C. 20005

# CASSIDY AND ASSOCIATES, INC.

IS PLEASED TO ANNOUNCE THAT

## SHEILA TATE

FORMERLY  
CAMPAIGN/TRANSITION PRESS SECRETARY  
TO PRESIDENT BUSH

AND

## JONATHAN S. JESSAR

FORMERLY  
EXECUTIVE VICE PRESIDENT AND GENERAL MANAGER  
BURSON-MARSTELLER/WASHINGTON

HAVE JOINED THE FIRM  
AS  
VICE CHAIRMEN - COMMUNICATIONS  
FEBRUARY 1989

METROPOLITAN SQUARE  
SUITE 1100  
655 FIFTEENTH STREET, N.W.  
WASHINGTON, D.C. 20005  
(202) 347-0773

THE WHITE HOUSE  
WASHINGTON

May 2, 1989

Dear Ms. Morris-Lent:

Thank you for your letter of May 1, 1989, in which you invite me to your hospitality tent during the Kemper Open.

While I would like to be able to accept your kind offer, none of the dates would work in with my schedule. The President will just be getting back from his European trip, and then I have to be in Boston over the weekend.

Again, I appreciate your thinking of me.

Sincerely,



Andrew H. Card, Jr.  
Assistant to the President  
and Deputy to the Chief of Staff

Ms. Barbara Morris-Lent  
Executive Director  
NYNEX Government Affairs  
1828 L Street, N.W., Suite 1000  
Washington, D.C. 20036

Barbara Morris-Lent  
Executive Director  
Government Relations

May 1, 1988



The Honorable Andrew H. Card, Jr.  
Deputy to the Chief of Staff  
The White House  
Washington, DC 20500

Dear Mr. Card:

Once again, Tournament Players Club at Avenel will host one of this nation's most prestigious golf tournaments--the Kemper Open. The dates are June 1-4.

NYNEX will be hosting a hospitality tent at the 18th hole, and we would be delighted to have you and your guest join us.

If you would like to attend, please let us know by returning the enclosed postcard now, to help us make appropriate plans. When responding by the enclosed card, please give us alternative dates for your attendance by numbering the boxes from 1 to 4 in order of your preference.

We sincerely hope you will be able to join us. In addition to the opportunity to watch this premier golfing event in person, our guests will be treated to hot and cold buffet dining, a Kemper Open commemorative jacket, and an opportunity to sit down and chat with a PGA tournament player. In short, it will be a great outing.

If your schedule does not permit your personal attendance, please note that the invitation, regrettably, is not transferable.

Hope to hear from you soon!

Sincerely,

A handwritten signature in blue ink that reads "Barbara Morris-Lent". The signature is fluid and cursive, written over a light blue horizontal line.

Barbara Morris-Lent

Enclosure

P.S. SPECIAL NOTE: This year we have fewer tickets to distribute than in the past. An early response is essential to assure your participation.

**KEMPER OPEN  
TOURNAMENT PLAYERS CLUB AT AVENEL  
JUNE 1-4, 1989**

\_\_\_\_\_ Hon. Andrew H. Card, Jr. will be:

Unable to attend.

Attending and would like two tickets for:  
(indicate Priority on a 1st to 4th choice basis)

Thursday, June 1: 1st Round (7:30 a.m. - 7:00 p.m.)  
(156 players)

Friday, June 2: 2nd Round (7:30 a.m.-7:00 p.m.)  
(cut round)

Saturday, June 3: 3rd Round (8:30 a.m.-7:00 p.m.)  
(72 players)

Sunday, June 4: Final Round (9:00 a.m.-6:00 p.m.)  
(72 players)

Phone No: \_\_\_\_\_ Guest Name: \_\_\_\_\_

BML

INVITATION IS NOT TRANSFERABLE.



**NYNEX**  
**1828 L Street NW Suite 1000**  
**Washington DC 20036**

**ATTN: Karen Boyd**

THE WHITE HOUSE

2/9/89

Dear Tess -

Thank you for your letter. I've forwarded your suggestion regarding a "national strategy to speed adoption of learning innovations" on to our policy shop for review. The Reed Upton request will be given to Ed Rogers for action.

The Governor is doing a great job.

Keep in touch. Andy Card

HI HO ANDARIO!

HOW'S LIFE IN DISNEYLAND-ON-THE-POTOMAC?

THIS IS TO LET YOU KNOW THAT LIFE FOR THE REST OF US CONTINUES ALONG IN ITS DIURNAL WAY WITH A REGULARITY SO FIXED YOU COULD CHART IT.

TWO "DANGLERS" FROM HERE THAT I DON'T KNOW WHAT JHS WANTS TO DO WITH BUT I WANT YOU TO KNOW I HAVE HAD SOME CONVERSATIONS WITH THESE FOLKS.

#1. DR. MARTEL ET AL., SYRACUSE

RE: EDUCATION

SOUNDS GOOD, THIS ONE, FOR REASONS POLITICAL AS WELL AS EDUCATIONAL. ONCE YOU SCRAPE THE EDUCATIONESE OFF THIS GUY'S MOUTH, HE'S GOT A SOLID EDUCATIONAL OPPORTUNITY FOR PRIVATE SECTOR INVESTMENT IN THE WORK FORCE AND EDUCATIONAL RESULTS THAT ARE PRETTY SIGNIFICANT.

I HAVE SENT THE "GOVERNOR" [A/K/A JHS] A MEMO ON THIS FOR IT BUYS YOU TWO BANGS FOR ALMOST NO BUCKS:

FIRST YOU CAN TRY OUT THIS PROGRAM IN BLACK AND HISPANIC GHETTOS -- WHERE THE PRESIDENT HAS PROMISED INNOVATIONS -- AND ACHIEVE SOME PRETTY SIGNIFICANT RESULTS. (LOOK AT THEIR LITERATURE.) ALL KIDS ON GRADE LEVEL, MORE EFFECTIVE WORK FORCE, NEW APPROACHES TO LEARNING.

IF YOU PULL THIS OFF, AND I DON'T KNOW WHY YOU WOULDN'T, YOU'VE LEFT SOME PRETTY TRADITIONAL DEMOCRATIC GROUPS AT LEAST WONDERING WHO REALLY HAS A PROGRAM IN THEIR INTERESTS. YOU HAVE GONE A HEFTY MILE TOWARD MEETING THE PRESIDENT'S COMMITMENT TO MAKE SOME DRAMATIC STRIDES IN BLACK AND ETHNIC AREAS. YOU SHOULD HAVE SOCKED IN SOME DECENT IOUs WITH THE PRIVATE SECTOR AND EVEN THE PUBLIC SINCE HALF THEIR SAVINGS ARE RECYCLED BACK TO RETRAIN THE PUBLIC SECTOR AND ...


BEST OF ALL

YOU'LL HAVE FORCED THE NEA TO PLAY CATCH-UP BALL WITHOUT EVER CHALLENGING THEM OR BEING FORCED TO GO HEAD TO HEAD. THE ONLY WAY I KNOW TO EFFECT CHANGE IS TO RECOGNIZE IT IS NECESSARY. THIS THE NEA HAS BEEN UNWILLING TO DO. BY SETTING UP A COMPETITIVE PROGRAM IN BLACK AND ETHNIC NEIGHBORHOODS -- WHICH THE NEA CANNOT CHALLENGE WITHOUT APPEARING OPPOSED TO BLACKS AND ETHNICS -- YOU'LL HAVE GONE A HEFTY MILE TOWARD FORCING THE RECOGNITION NECESSARY FOR CHANGE. I ENCOURAGE YOU TO SPEAK WITH THIS GANG.

#2. REED UPTON, REDI-COMMUNICATIONS, NEW MEXICO HAS LONG WANTED AN INTERVIEW WITH JHS. HE HAS BEEN VERY SUPPORTIVE OF THE GOVERNOR IN THE PAST AND I HAVE PROMISED TO FORWARD HIS REQUEST TO YOU.

KEEP THE FAITH, ANDY, SOMEBODY'S GOT TO. THANKS FOR YOUR HELP WITH SON ROBERT AND GIVE THE GOVERNOR MY BEST. HE'S DOING BEAUTIFULLY ON NATIONAL T.V.

REGARDS,



## MEMORANDUM

ROUNDTABLE PLAN UNDERWAY: EARLY 1989

SUBJECT: A NATIONAL STRATEGY TO SPEED ADOPTION OF LEARNING  
INNOVATIONS

## BACKGROUND

The nation faces a major challenge to upgrade its workforce and citizenry capacities. Innovations in the field, which would do so, take far too long to permeate the educational system. Just as serious, as a society we too long have equated learning with "schooling." Americans need to adopt a life-long learning ethos. Government cannot bring this about alone. Business and other sectors must be involved too.

A White House initiative to develop a national strategy to speed learning innovation focusing especially upon the private sector was generated within the staff of Charles Hobbs responding to proposals by a university (Syracuse) and several Fortune 500 corporation executives. Since its initial planning started in August 1988, an impressive list of educators, corporations (IBM, Xerox, utilities, etc.) and associations have joined in supporting the intent of the project, assigning many executives to serve on an advisory committee. The project will begin with a limited-invitation Roundtable in April 1989, designed to consolidate this support.

Building upon the anticipated insights and commitments emerging from the Roundtable, development will proceed for a White House Conference to be held in late 1989 at which an official announcement of a national strategy and its implementation can be made.

Coordination with, and approval by, the Bush Administration is crucial, of course.

## PURPOSE

President George Bush has indicated an overriding interest in improving the education system. His concern is well-founded. Our national workforce lags seriously in learned skills and in learning capacity. This costs the economy (and the national tax-base) hundreds of billions of dollars annually, through lost internal efficiencies and losses to international competition.

Within education as a process, the culture of learning is breaking down. The schools seem unable to gain access to and try promising cutting-edge innovations generated by scattered,

pioneering efforts that have, in demonstrations, dramatically improved learning. The community ethos of learning lags too.

We must capitalize on the diversity spawned by our decentralized educational system. To do this, a strategy is needed that gathers these scattered successes and makes them available nationally, thereby translating the strength of diversity into national power. This calls for a strategic capacity to drive innovation without centralizing the field.

The benefits from faster progress in this field can be enormous: in the improved productivity and flexibility of the workforce, and also in making possible a substantial reduction in the \$100 billion a year public sector cost of supporting people in dependency.

The nature of the world-wide competitive situation makes it abundantly clear that no action will only worsen the problems. This Roundtable will provide the new administration a forum to bring the private sector and educators together in a new constructive alliance.

#### THE STRATEGY

The Roundtable should serve as the launching point for a nationwide initiative to promote the more rapid distribution and use of learning innovations. Based on the emerging neurosciences alone, a new generation of learning innovations with revolutionary potential have been designed but remain relatively unknown. The national strategy should be very low in cost (if any to the federal government) be supported jointly by private and public funds, and bring such innovations to national awareness and enable communities to select according to their needs.

Innovations addressing the full range of learning needs will be included: from the gifted to the illiterate, from talented to dropout, and from preschooler to the unemployed and elderly. As the Roundtable thrust implies -- focusing on improved learning as a societal goal, not just a "schooling" activity -- the issue is one in which educational innovation in schools and work-places innovation, and to generate a national commitment to improve learning throughout society.

#### WHY A "ROUNDTABLE"

The approach of a small exploratory Roundtable is sensible, cost-effective way for the new Bush Administration to begin a new educational initiative. An early running-start in this field will go far to assure the Bush Administration's role and leadership in education.

## VALUE

Even as the incoming Bush Administration comes to grips with the difficulty of sharply reducing government's deficit, there lies in this field both the need and the promise of major achievements without expanded government engagement. With the active support and financial involvement of the private sector in the national pursuit of excellence in learning, the Bush Administration will usher in a new era in national education policy.

January 10, 1989

THE WHITE HOUSE

2/8/89

Dear Governor Olson -

Thank you for your note regarding Bill Seidman. How has our S&L solution played in the heartland?

On the Court of Veterans Appeals: I'll continue to weigh in with the right people. Nothing is moving yet.

Keep in touch. Sincerely,  
Andy



INDEPENDENT  
BANKERS OF  
MINNESOTA

Allen I. Olson  
Executive Vice President

1/31/89

Dear Andy -

Here's some "for what its worth"  
advice from the Provinces.

Bill Seidman is well-liked by  
the banking industry and particularly  
well-liked by the Washington Press  
loops. If he goes down, our news  
media friends will probably delight  
in beating up on John over it. I  
know its a matter of bad choices  
on the FSLIC issue so the press  
is bound to be bad - I just don't  
want John to be blind sided.

On the Court of Veterans Appeals  
matter, I do appreciate your help.  
I will be seeing Dwenberger and  
Boschwitz this week and my American  
Legion friend is working on Thurmond.

Sincerely,  
Allen Olson

THE WHITE HOUSE

2/2/89

Judith -

Thank you very much for  
your note. I am having a  
ball and appreciate your thinking  
of me.

Please keep in touch.

Andy

# WILLIAM D. RUCKELSHAUS ASSOCIATES

A LIMITED PARTNERSHIP

JUDITH E. AYRES

January 25, 1989

Mr. Andrew H. Card, Jr.  
Deputy to the Chief of Staff  
The White House  
1600 Pennsylvania Avenue  
Washington, DC 20501

Dear Andy:

Congratulations on being invited to serve as Deputy to the Chief of Staff.

You and Janet Hale surely lead the list of KSG former student notables; and, of course, the Porter/Darman class was the best we had in the MPA program--stars all.

After four years as EPA Region IX's Regional Administrator, I left in December 1987 to join William D. Ruckelshaus Associates as a Principal in the environmental consulting firm.

My status as a private citizen allowed me to be both a delegate to the Convention and co-leader of the Bush conservation force here in California.

Should I be able to assist you as a sounding board or in any way, in your new job, you need only call.

Congratulations, again!

Cordially,

  
JUDITH E. AYRES

THE WHITE HOUSE

2/7/89

Roger -

Thank you for your note.  
I'm having a ball!

Keep in touch.

Andy Card

*Cadwalader, Wickersham & Taft*

*1333 New Hampshire Ave., N.W.*

*Washington, D.C. 20036*

*Telephone: (202) 862-2200*

100 MAIDEN LANE  
NEW YORK, N. Y. 10038  
TEL: (212) 504-6000  
FAX: (212) 504-6666

300 SOUTH GRAND AVENUE  
LOS ANGELES, CA 90071  
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FAX: (213) 687-2444

XEROX: (202) 387-1417  
TWX: 710-822-1934  
FAX: (202) 293-6290

440 ROYAL PALM WAY  
PALM BEACH, FLA 33480  
TEL: (407) 655-9500  
FAX: (407) 655-9508

J. Roger Mentz  
(202) 862-2410

January 24, 1989

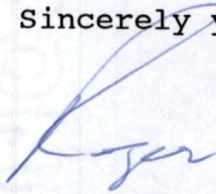
Mr. Andrew Card  
The White House  
Washington, D.C. 20500

Dear Andy:

I was delighted to see that you will be John Sununu's "Chief Deputy." Now I can sleep easy at night, knowing the Country is safe from harm.

Warmest regards.

Sincerely yours,



J. Roger Mentz

THE WHITE HOUSE

2/7/89

Jan -

Thank you for your letter.  
I too enjoyed talking with the  
Chinese mayors when they  
were in Washington.

Keep in touch. Sincerely,  
Andy Card

# NATIONAL COMMITTEE ON UNITED STATES-CHINA RELATIONS

777 UNITED NATIONS PLAZA, NEW YORK, NY 10017-3521 (212) 922-1385 TELEX: 4972799 NCUSC FAX: (212) 557-8258

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### *Program Assistant*

ELIZABETH D. KNUP

Mr. Andrew Card  
Deputy to the Chief of Staff  
The White House  
1600 Pennsylvania Avenue  
Washington, D.C. 20500

Dear Andrew:

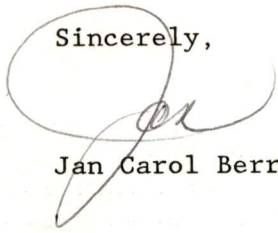
Many apologies for not writing to you sooner, but two days after bidding fond farewell to the Chinese mayors in Los Angeles, I took off to have fun! I went skiing in Switzerland, where there was perfect snow, bright blue skies, and warm sunshine. I highly recommend it-- especially if you have a free ticket (as I did) earned from putting up with Pan Am for so many years!

But my vacation isn't the point of this letter; the point is to thank you for taking time out from deciding who will be running the government for the next few years to brief the mayors on the relationship between the administration and local governments. From our perspective, it was certainly time well spent; we hope you found it an interesting break from the affairs of (the new) state. Your clear, thoughtful, analysis of the relationship, and your engaging manner of presentation, made an enormous impression on the group. In fact if you ever do decide to go back home and run for governor, you could get a lot of endorsements from them. (Of course your conservative constituency might not be too impressed.)

Seriously, the mayors all felt that even though their time with you was very brief, they learned a lot and gained much insight into the political aspects of local/federal relationships. And your comments provided an interesting basis for a discussion that afternoon with Alan Beals, who presented a very different viewpoint.

Again our thanks and best wishes in your new job.

Sincerely,

  
Jan Carol Berris