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FOIA Number:
2025-0373-S

FOIA MARKER

**This is not a textual record. This is used as an
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Library Staff.**

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:

OA/ID Number: 04883
Folder ID Number: 04883-003c

Folder Title:
Correspondence--C [3]

Stack:

G

Row:

15

Section:

21

Shelf:

7

Position:

Withdrawal/Redaction Sheet (George Bush Library)

Doc. No. / Type	Subject/Title	Date	Restriction	Classification
01. Letter	Peter Chatel to Andrew Card, Re: Immigration application information. (2 pp.)	01/15/90	(b)(6)	
02. Form	Reception and Placement Program Assurance Form; contains Personally Identifiable Information. (2 pp.)	05/29/90	(b)(6)	
03. Letter	Peter Chisholm to Andrew Card, Re: Meeting request; Personally Identifiable Information redacted. (1 pp.)	n.d.	(b)(6)	

Page 1 of 1

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, Office of the
Series: Card, Andrew H., Jr., Files
Subseries:
WHORM Cat.:
File Location: Correspondence--C [3]

Pinksheet Number: RML16135
OA/ID Number: 04883-003c
Date Closed: 3/18/2025
FOIA/Sys Case #: 2025-0373-S
Re-review Case #:
P-2/P-5 Review Case #:

THE WHITE HOUSE

5-5-91
aboard AF-1

Dear Jim -

Thank you for your letter and
the heads-up regarding the Hill's
interest in General Ward. Your
thoughtfulness for the Governor is
appreciated too. - Keep in touch.

Sincerely, Andy Card

THE WHITE HOUSE
WASHINGTON

James J. Carey
Chairman

INTERNATIONAL
FINANCIAL RESOURCES, LTD.

1301 Pennsylvania Ave. N. W.
Suite 500
Washington, D. C. 20004
(202) 783-9207

Fax Number
(202) 783-9071

James J. Carey
Chairman
International Financial
Resources, Ltd.
1301 Pennsylvania Ave. N.W.
Washington, D.C. 20004

Suit 500

AC HAS SEEN

JAMES J. CAREY
FORMER CHAIRMAN, U. S. FEDERAL MARITIME COMMISSION
1301 Pennsylvania Avenue, NW, Suite 500
Washington, DC 20004
O: 202-783-9207 / H: 703-971-3220 / FAX: 202-783-9071

April 29, 1991

Mr. Andy Card
Governor Sununu's Office
The White House
Washington, DC 20500

MAY 1 1991

Dear Andy,

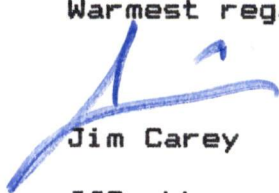
Two items for you:

O The enclosed copy of a letter is being circulated on the Hill and will be coming over with a request for support from the President. Lots of people involved in this and it will be a heavy push. Just wanted you to be aware and alerted so you know it's coming and can be ready to respond. I've met WARD, but being Navy, am not too involved in "their arena". What I do hear is that he has done a super job and the Army Reserve guys desperately want to keep him.

O Have been watching with anxiety as the liberal press bashes the Governor. As you have observed over the years, my organization, THE CONSERVATIVE NETWORK, has organized "Salute's to" our conservative allies whenever they come under siege from the liberal side of the spectrum. During the Reagan years, we did it for Ray Donovan and Ed Meese and Bill Casey; when they went after Newt Gingrich, Lee Atwater co-sponsored a "Salute to Newt" with us to help take the heat off of him. The whole idea behind these functions is to have the T.V. camera's grinding away as we recognize these people, and the general impression moves from that of a person under pressure to one of "here is a guy that has a huge room full of cheering supporters, guess his power isn't slipping". Would be happy to put that together for the Governor if you want us to. We would rally all the other conservative organizations together to co-sponsor [we usually end up with 20-30 other organizations] and could put it together in thirty days if that short fused response would help. If you're interested, give me a call.

Hope all goes well. Let me know if you need any further information on either of these two items.

Warmest regards,



Jim Carey

JJC:nbb

Encl.

Congress of the United States Letterhead

Dear Secretary Cheney:

We write to you today in support of the reappointment of a key leader of the Total Force, Major General William F. Ward, the Chief and first Commander of the Army Reserve.

The success of our Armed Forces in the Operation Desert Shield/Desert Storm is clear and unequivocal. The entire operation was a triumph of military planning and execution. The history books will, without doubt, record this as one of the great successes of American military policy, particularly the Total Force Policy, which you and your office have so fully supported. Indeed, it is not too much to say that Operation Desert Shield/Desert Storm has strongly vindicated the confidence and vision of those leaders who have directed our defense planning and policy-making in the past 20 years. Quite clearly, our success in the Persian Gulf would not have been possible without the Total Force and its close integration of Active and Reserve component citizen-soldiers.

As you are aware, we in the Congress, have for many years been strong proponents of the Total Force Policy. We see it as providing a highly successful solution to the increasingly high costs of national defense. For this reason we have followed with great interest the actions of the Army in establishing an Army Reserve Command as directed in the FY 1991 Defense Authorization Act. We understand that the Army Reserve Command is now in the early stages of a test that will conclude in 1992. Recognizing that this test period is absolutely critical to the successful establishment of the Army Reserve Command and to its ability to improve the management efficiency and readiness of Army Reserve units, we strongly support the immediate reappointment of Major General Ward. Barring his reappointment, General Ward, who has been a major force in the guiding the establishment of this command, will leave active duty in August of this year. If this should happen it could seriously jeopardize the ability of the Army Reserve Command to fulfill its congressionally mandated mission since its Commander, Deputy Commander, and Chief of Staff will all have been newly assigned or selected within the same 6-month period.

Moreover, these same newly assigned senior officials will also be faced with managing the post-Desert Shield/Desert Storm reconstitution of the Army Reserve while dealing with the influx of soldiers released from the Active Army as a result of the structure and manpower reductions.

Common sense and good management practice suggest that this is clearly not the way to go. We recommend that the Army reappoint General Ward as Chief and Commander of the Army Reserve until the turbulence associated with reconstitution of the Army Reserve has been resolved, or at least until end of the congressionally mandated test period for the Army Reserve Command in October 1992. Such a reappointment would demonstrate good management as well as good faith at a time that badly needs both.

THE WHITE HOUSE

5/5/91
aboard AFI

Peter -

Thank you for your note following up on our meeting. I hope all goes well with you.

I will keep Frank Jenifer in mind. My good friend, Gwen King, (the head of Social Security) is very close to Frank.

Keep in touch.

Sincerely, Andy

THE WHITE HOUSE
WASHINGTON

Peter Chisholm
34 Davis Farm Road
Ashland, MA 01721

AC HAS SEEN

AC -

MAY - 2 1991

34 Davis Farm Road
Ashland, MA 01721
April, 29, 1991

Mr. Andrew Card
Assistant to the President
1st Floor, West Wing
The White House
Washington, D.C. 20500

Dear Andy:

I want to thank you for taking to meet with me last Friday. As I told you during our conversation, times are very tough in Massachusetts and any help you can give me would be appreciated.

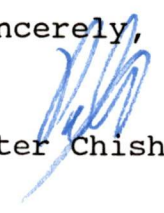
Please tell Andy Natsios how saddened I was to hear about his father. Hopefully, he may be able to make a partial recovery.

I want to mention Frank Jenifer to you. He is the President of Howard University and was the former Chancellor of the Massachusetts Board of Regents. I know that he has met the President at a couple of social functions. You might keep his name in mind for an appointment to a Presidential Commission. I worked with him for three years and found him to be a first-rate administrator and educator.

In closing, let me thank you in advance for helping me out.

I'll call you the next time I'm in Washington.

Sincerely,


Peter Chisholm



WASHINGTON

May 3, 1991

Dear Tony:

Belated thanks for your letter and the Mobil Travel Guides that you sent. Our Travel Office here will make good use of them, and we all appreciate your thoughtfulness.

Please keep in touch. Thanks again.

Sincerely,

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

Mr. Anthony R. Corso
Mobil Corporation
3225 Gallows Road
Fairfax, Virginia 22037-0001

ANTHONY R. CORSO

3225 GALLOWS ROAD, FAIRFAX, VIRGINIA 22037-0001

Mobil Corp.

Rec'd

MAR 20 1991

March 19, 1991

Mr. Andrew S. Card, Jr.
Assistant to the President &
Deputy to the Chief of Staff
The White House
Washington, DC 20500

Dear Andy:

I am pleased to be sending you under spearate cover,
the 1991 edition of the Mobil Travel Guides.

I hope that you and your staff will find these guides
of interest and help when you make your travel plans
during this year.

I hope we can get together in the near future for a
social visit and talk about the Bruins, Celtics and
Red Sox.

Best regards,



ARC:bel

John T. Conway, Chairman
A.J. Eggenberger, Vice Chairman
Edson G. Case
John W. Crawford, Jr.
Herbert John Cecil Kouts

DEFENSE NUCLEAR FACILITIES SAFETY BOARD

625 Indiana Avenue, NW, Suite 700, Washington, D.C. 20004
(202) 208-6400 • FTS 268-6400



April 26, 1991

APR 29 1991

AC THIS JEFF

The Honorable Andrew H. Card, Jr.
Deputy Chief of Staff and
Assistant to the President
Executive Office of the President
Washington, DC 20500

Dear Mr. Card:

Andy

On April 25, the Defense Nuclear Facilities Safety Board approved Recommendation 91-3 to the Secretary of Energy concerning the adequate protection of public health and safety during conduct of the test phase at the Waste Isolation Pilot Plant (WIPP). Enclosed is a copy of this recommendation which has been delivered to the Secretary of Energy and to other DOE officials.

Sincerely,

John T. Conway
Chairman

Enclosure

5/1/1/ w/encs

RECOMMENDATION TO THE SECRETARY OF ENERGY
pursuant to Section 312(5) of the
Atomic Energy Act of 1954, as amended.

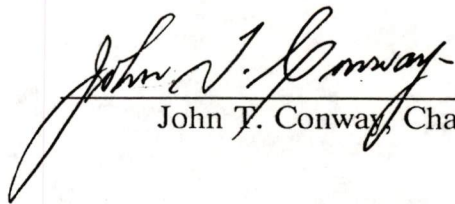
Dated: April 25, 1991

The Board and its staff have received several status briefings and have conducted several site visits to the Waste Isolation Pilot Plant (WIPP). These reviews were directed at ensuring adequate protection of public health and safety during conduct of the test phase at the WIPP facility.

During a recent briefing on the WIPP Project, Department of Energy (DOE) personnel described twelve separate reviews, appraisals, and assessments by various DOE offices, contractor, and State oversight organizations that have been conducted at WIPP since October 1988. Since DOE's review of the readiness at WIPP was spread over approximately a three year period, the Board is concerned that DOE does not intend to perform a final comprehensive readiness review, after completion of the contractor's readiness review, prior to the initiation of the test phase. Therefore, the Board recommends:

1. that an independent and comprehensive DOE readiness review be carried out at WIPP prior to initiation of the test phase. As indicated in item 2, members of the review team may include some personnel from the line organization;
2. that the team constituted to carry out the readiness review consist of experienced individuals whose backgrounds collectively include all important facets of the unique operations involved and that the majority of the team members be independent of WIPP programmatic or line management responsibilities to ensure an independent and unbiased assessment;
3. that the DOE readiness review team confer with the DOE teams that are currently performing readiness reviews at other DOE facilities to determine what procedures for conducting readiness reviews have or have not been effective, recognizing that a tailored approach is required for WIPP; and
4. that the review include, but not be limited to, the following items:
 - a. assessment of the adequacy and correctness of waste handling and utility systems normal and abnormal operating, and emergency procedures;
 - b. assessment of level of knowledge achieved during operator qualification as evidenced by review of examination questions and examination results, and by selective oral examinations of operators by members of the review team;

- c. assessment of conduct of operations by observation of actual waste handling operations using simulated waste containers, and the response to simulated abnormal and emergency situations;
- d. assessment of the interrelationships and the delineation of roles and responsibilities among the various DOE (Carlsbad and Albuquerque) and contractor (Westinghouse and Sandia National Laboratory) organizations involved in the test phase;
- e. examination of records of tests and calibration of safety systems and other instruments monitoring Limiting Conditions of Operations or that satisfy Operating Safety Requirements; and
- f. verification of safety system as-built drawings by walkdown of selective systems.



John T. Conway, Chairman

THE WHITE HOUSE

April 23, 1991

Dear Mr. Conly-

Thank you for sending me a copy of your letter to the President. As a former Rotarian and the son of a Paul Harris Fellow, I especially appreciate the Rotary Club of Marblehead recognition of President Bush. I hope something can be scheduled so that the President or his designee can attend a Marblehead Rotary


THE WHITE HOUSE
WASHINGTON

Mr. William Conly
President
Rotary Club of Marblehead
P.O. Box 1008
Marblehead, MA

cc: w/incoming to Kathy Super
Gregg Petersmeyer

Pls. send
copies of in and
out to Kathy
& Gregg.

Chels meeting to accept the Paul Harris
Fellowship award.

Please keep in touch.

Sincerely,

Andy Card

Launched April 6, 1923
Home Port
Boston Yacht Club
1 Front Street
P.O. Box 1008

Charter No. 1452
Moss Served
Thursday 1215 Hours
John E. Lotapich, Sec.



ROTARY CLUB OF MARBLEHEAD, MASS.

"BIRTHPLACE OF THE AMERICAN NAVY"

AC HAS SEEN

March 14, 1991

President George H. Bush
The White House
Washington D. C. 20500

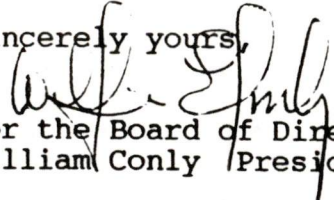
Dear Mr. President:

The Board of Directors of the Marblehead Rotary would like to award you or your designee a Paul Harris Fellowship for your outstanding achievements in world affairs.

The Paul Harris Fellowship is the highest award that a Rotary Club can give to an individual. It is accompanied by a contribution by the club to The Rotary Foundation. This renowned Foundation seeks world understanding through charitable and educational programs. It is certainly in keeping with your call for volunteerism.

We would hope to present this to you at a meeting of The Marblehead Rotary Club at a time of your choice.

Sincerely yours,


For the Board of Directors
William Conly President

cc Andrew Card ✓



THE WHITE HOUSE
WASHINGTON

April 22, 1991

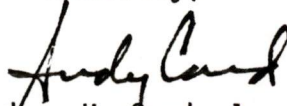
Dear Dr. Corriveau,

Thank you for your invitation to President Bush to attend the "world premiere" of "We'll Try." It sounds like a fine program, and the President appreciates your thinking of him.

I have forwarded your invitation to the President's scheduling office for review. They will let you know soon whether it will be possible for the President to attend.

Again, thank you for writing.

Sincerely,



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

Donald P. Corriveau, Ph.D.
Psychology Associates
345 Hanover Street
Fall River, Massachusetts 02720

DONALD P. CORRIVEAU, Ph.D.

345 HANOVER STREET
FALL RIVER, MA 02720

TELEPHONE: (617) 679-6950

APR 11 1991

Office of the Deputy Chief,
Executive Office of the President
1600 Pennsylvania Avenue N.W.
Washington, DC 20500

April 6, 1991

Dear Deputy Chief,

Enclosed is a personal invitation to the President. I truly feel the President would consider the value of this unique media event in showing his commitment to the war against drugs. It would be especially timely for him to receive publicity and credit on an important domestic topic.

I realize that the chances of this invitation reaching him directly are slim, so I beg your assistance in passing the enclosed invitation to him.

Sincerely,



Dr. Donald P. Corriveau, Ph.D.
home tel: 508-679-6950

Psychology Associates

345 HANOVER STREET
FALL RIVER, MA 02720
(508) 679-6950

President George Bush
1600 Pennsylvania Avenue N.W.
Washington, DC 20500

April 6, 1991

Dear President Bush,

I realize that the chances of this letter reaching you is indeed slim, but I am compelled to try. I believe my invitation will offer you a unique media event.

For the last three years, I have coupled my psychological experience and musical interests and authored a powerful musical play. The play centers around the drug problem and involves many adversities plaguing today's youth. It goes beyond "Say no to drugs" and tries to teach kids "How to say no to drugs." The title, "We'll Try" refers to the development of human dignity and courage in resisting the pressures of today's societal pitfalls.

My play is being produced by our local community theatre group. We are presenting the production throughout our city's school system and the public "World Premiere" will be presented on May 31, 1991 at 8:00 p.m.

I wish to personally invite you to this original presentation. The publicity associated with your attendance could go a long way in showing your support of our war against drugs.

I truly hope and pray to hear from you.

Sincerely,



Dr. Donald P. Corriveau, Ph.D.

tel 508-678-1845

THE WHITE HOUSE
WASHINGTON

April 22, 1991

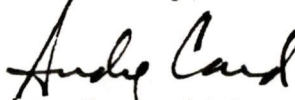
Dear Tom,

Thank you for your invitation to President Bush to attend Bunker Hill Day on June 16. It sounds like you and the Bunker Hill Associates have put together a fine program, and the President appreciates your thinking of him.

I have forwarded your invitation to the President's scheduling office for review. They will let you know soon whether it will be possible for the President to attend.

Again, thank you for writing.

Sincerely,



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

Mr. Thomas Cunha, President
Bunker Hill Associates
Post Office Box 316
Charlestown, Massachusetts 02129

1991 OFFICERS

Tom Cunha, *President*
427 Bunker Hill Street
Charlestown, Mass. 02129
(617) 242-3922

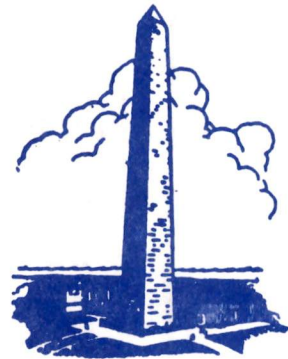
Ronan Fitzpatrick, *Vice-President*
(617) 242-5493

Kenneth Awbrey, *Secretary*
(617) 242-3573

Dennis McLaughlin, *Treasurer*

Bunker Hill Associates

— Established 1984 —
P. O. Box 316
Charlestown, Mass. 02129



"THIS COLUMN STANDS ON UNITY"

—Daniel Webster

APR 11 1991

COMMITTEE

Dan Awbrey
Joe Barnes
Michael Butler
*Brian Callahan
Ed Callahan
*Jim Carroll
Paul Carroll
John Crowley
William Crowley
Michael Donovan
David Dow
David Flanagan
John Hickey
John Hogan
Ed Kelly
Pat Kelly
James Kiley
Peter Looney
Bill McCabe
Charlie McGonagle
Jack McGonagle
Ed McGuinness
Dennis McLaughlin
*John McLaughlin
Jack Pierce, *Past President*
John Revelotis
Kevin Roche
*Jerry Sheehan
Jimmy Walsh
Eugene Bud Whelan
Thomas White

*Denotes Past Presidents

Mr. Call

I hope you can see if the President has
a look at this public safety sec. of Mass
Jim Rauh suggested that you may be of
some help if you can it would mean
so much to the town

Thanks!

Tom Cunha

617-242-3922

1991 OFFICERS

Tom Cunha, *President*
427 Bunker Hill Street
Charlestown, Mass. 02129
(617) 242-3922

Ronan Fitzpatrick, *Vice-President*
(617) 242-5493

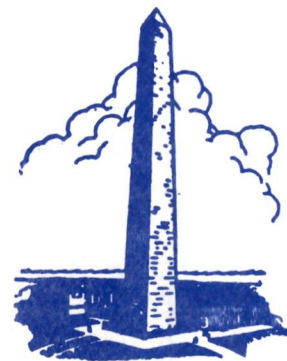
Kenneth Awbrey, *Secretary*
(617) 242-3573

Dennis McLaughlin, *Treasurer*

Bunker Hill Associates

— Established 1984 —
P. O. Box 316
Charlestown, Mass. 02129

April 1, 1991



"THIS COLUMN STANDS ON UNITY"

—Daniel Webster

Dear Mr. President,

As I write this letter, I look out upon the Bunker Hill Monument. This magnificent edifice was constructed, as you know to commemorate on of this nation's most signifigant and historic battles. The Battle of Bunker Hill, though lost by the American revolutionaries, symbolized the very foundation upon which this great country of ours has been built.

Through the annual celebration of Bunker Hill Day, the memory of the battle and its meaning to the people of colonial America has been passed from one generation to the next, until today where it remains the most honored of all local holidays in this, the Charlestown Community.

The community of Charlestown is, in itself, unique, for not only has it continued to keep the memory of Bunker Hill alive, but it has retained that burning spirit of liberty and freedom inherited from its forefathers.

Through each of this nation's wars, the men and women of Charlestown have rallied around the flag. Many have made the supreme sacrifice. In fact, a story which has long made the rounds in this community involves a Civil War General's explanation as to why some people referred to Charlestown as "Pig Town". Many considered the reference to this highly blue collar neighborhood to be derisive in meaning. However, the general made the following explanation to those who would ask; Union troops were needed, and in an effort to have men volunteer their services, a pig was offered as an incentive to each enlistee. And let me tell you, gentlemen, there were more damn pigs given out in Charlestown than any place else in Union territory!"

COMMITTEE

Dan Awbrey
Joe Barnes
Michael Butler
*Brian Callahan
Ed Callahan
*Jim Carroll
Paul Carroll
John Crowley
William Crowley
Michael Donovan
David Dow
David Flanagan
John Hickey
John Hogan
Ed Kelly
Pat Kelly
James Kiley
Peter Looney
Bill McCabe
Charlie McGonagle
Jack McGonagle
Ed McGuinness
Dennis McLaughlin
*John McLaughlin
Jack Pierce, *Past President*
John Revelotis
Kevin Roche
*Jerry Sheehan
Jimmy Walsh
Eugene Bud Whelan
Thomas White

*Denotes Past Presidents

During this nation's most recent crisis, twenty eight natives of the Charlestown neighborhood served their country in the Persian Gulf. Mr President, geographically, Charlestown covers, at most, one square mile of this country. I am of the opinion that, on a square mile basis, Charlestown was this country's most highly represented community in the Persian Gulf.

On Sunday, June 16, 1991, the Bunker Hill Associates, a group of thirty five charter members formed to assist the community in the celebration of Bunker Hill Day, will honor these twenty eight courageous young people at our annual Bunker Hill Day Breakfast.

As president of the Associates, I would like to extend an invitation to you to be present to honor these Charlestown, Massachusetts, natives for their patriotic contributions to America, contributions which began on June 17, 1775 and continued on through 1991 and the Persian Gulf.

Mr. President, I fully understand the many demands upon you and the limitations of your busy schedule. However, your presence on the very soil of America's birth to honor the servicemen and women of today and the memories of those service men and women of yesterday would carry a significant message to the people of, this, the greatest country in the world.

Respectfully,

A handwritten signature in blue ink, appearing to read "Thomas Cunha".

Thomas Cunha, President
Bunker Hill Associates

THE WHITE HOUSE

April 18, 1991

Dear Tony -

Thank you for your letter commending Dr. Jeffrey Ahlin. His commitment to his country is truly exemplary. I will gladly share the documentation you sent so that he will be objectively reviewed for promotion.

Keep in touch. Sincerely, *Andy Card*

THE WHITE HOUSE
WASHINGTON

Mr. Anthony R. Conte
80 Harvard Street
Winchester, Massachusetts 01890

THE WHITE HOUSE
WASHINGTON

Date: April 18, 1991

TO: Military Office

FROM: ANDY CARD

- ☒ Action , as appropriate
- ☐ Your Comment
- ☐ Let's Talk
- ☐ FYI

AC HAS SEEN

Anthony R. Conte
80 Harvard St.
Winchester, MA 01890
(617) 729-6154

To Mil Office
for appropriate
actions.
Andy

March 27, 1991

Honorable Andrew H. Card, Jr.
The White House
Washington, D.C. 20500

Dear Andy:

I am writing to you on behalf of a friend who is a stalwart supporter of the GOP and a classic example of the President's commitment to both public service and volunteerism in the hope you may be able to assist him.

Dr. Jeffrey Ahlin is a Commander in the Navy Reserve who has an outstanding record as you will see from the attached documentation. At a time when some members of our medical reserve units were bemoaning being called to duty for Desert Shield, Jeff actually volunteered to come to active duty to help prepare our Marines for combat, including paying his own transportation to and from Charleston, SC!

Due to a shortage of dental billets available for his rank, Jeff has served in a voluntary non-pay capacity for over ten years as a Training Officer and Executive Officer. I wonder if it would be possible for you to put in a good word for a promotion to Captain for Dr. Ahlin?

Besides being an active and generous supporter of our Party and its candidates, Jeff has ambitions to seek elective office in the future and would certainly be a credible candidate for the Party. Please let me know if you need any further information.

Sincerely,

Tony Conte
Anthony R. Conte

Encls.

P.S. I hope all is well in D.C. I guess it couldn't be better politically!

THE WHITE HOUSE

April 18, 1991

Dear Jim -

Thank you for your note and
the copy of Samuel Gerson's remarks
at the ADL Torch of Liberty Award
Dinner on March 7, 1991. His speech,
which I have shared with others, is
much appreciated. — Keep in touch.

Sincerely, Andy Card

THE WHITE HOUSE
WASHINGTON

Mr. S. James Coppersmith
President and General Manager
WCVB-TV
Five TV Place, Needham Heights
Boston, Massachusetts 02194-2396

THE WHITE HOUSE
WASHINGTON

Date: April 18, 1991

TO: Bobbie Kilberg

FROM: LINDA CASEY
x2533

Bobbie, Andy wondered whether we should have a note sent to Mr. Gerson from the President. If you think so, please go forward.

Thanks.

Should the
POTUS send
a note to
Samm?

Document Originally
Attached to
Following Page

AC HAS SEEN

WCVBTV Boston

5 TV Place, Needham Heights,
Boston, MA 02194-2396
(617) 449-0400

S. James Coppersmith
President and
General Manager

April 2, 1991

Honorable Andrew Card
Special Assistant to the
President of the United States
The White House
Washington, D.C.

Dear Andy:

On March 7th the Anti Defamation League gave its Torch of Liberty Award to Sam Gerson who is the chairman of Filene's Basement. Sam's remarks were so compelling and so complimentary to the President, that I thought I would share them with you in the remote hope that perhaps the President might see them as well.

I believe that, in his remarks, Sam has captured the spirit of why America went to war in the Persian Gulf and even more significantly just what kind of greatness, compassion, and talent this country is fortunate enough to have in the oval office and on the President's team.

I hope you are well and (as I am sure) working hard with Governor Sununu and the President to hasten the economic recovery.

With kindest regards,

Jim

*A -
See p. 3.*

de

CH2M HILL

From the Desk of
Bob Card

Fax: 703/481-0980
Phone: 703/471-1441

April 8, 1991

To: **Andrew Card**
The White House
Fax: 202/456-2397

Last July, we exchanged notes about the possibility of meeting briefly over breakfast, lunch, or whenever. I had sent you a note after the *TIME* profile of John Sununu, which read as if it were describing my boss, CEO Ralph Peterson. In addition, the rare Card name caught my eye. Since then, the Persian Gulf situation and many other events have obviously kept you very busy. However, now that things seem to be in a temporary lull (relatively speaking), I thought I would check your schedule again.

Areas that I would be interested in discussing include the following:

- How I could more constructively help the Republican party, given my normal 3-day-per-week travel schedule. (I was a delegate to the 1980 Washington State Republican Convention, but I haven't been in one place long enough since to establish roots.)
- How you see your job--I have always been interested in serving in a similar capacity.
- Environmental issues on which you may want my perspective as the director for Waste Management for CH2M HILL. CH2M HILL has 5,000 employees, is the largest environmental engineering firm in the world, and is a significant contractor to DOE, DOD, EPA, and Fortune 500 companies. We are also the prime engineering contractor for the Boston Harbor combined sewer overflow mitigation for MWRA in your home state. (I have no lobbying mission in mind for this meeting.)
- As a point of interest, we operated the wastewater system for Kuwait City and have a contract to rebuild the wastewater system. During the Iraqi occupation, we had two American employees taken hostage and used as human shields.

My available dates over the next month include any day this week, April 22 and 23, April 29 - May 3, and May 10. I understand that a meeting must be a low-priority engagement for you, so I will not be offended if you find yourself unable to allocate the time. No response is necessary if you cannot clear your schedule.

Good luck.

Bob Card

THE WHITE HOUSE April 13, 1991

Dear Erin -

Recently I learned that you marked your sixteenth birthday in a special way. By having friends share in your celebration by bringing canned-goods for those less fortunate rather than gifts for you, you helped your community and sparked other "Points of Light."

Thank you and congratulations!

Sincerely, Andy Card

Andrew H. Card
THE WHITE HOUSE
WASHINGTON

Miss Erin Clesgett
1020 Liberty Street
Braintree, MA 02184

THE WHITE HOUSE
WASHINGTON

Date: April 15, 1991

TO: Tim Lynch, Special Letters

FROM: LINDA CASEY
x2533

If possible, Andy Card would like to accommodate Mr. Cleggett's request for a Presidential letter. As you see from the attached, Andy has sent a letter to Erin Cleggett, but her father suggests a Presidential for all the kids who were involved.

I leave this to your judgment.

Thanks very much.

AC HAS SEEN

April 5, 1991

APR - 9 1991

Mr. Andrew Card
Deputy Chief of Staff
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20006

Dear Andy,

Enclosed is a copy of a newspaper article written by Olive Laing about my daughter Erin, and a copy of a letter to Erin from Mayor Flynn. Erin's idea of collecting food at her birthday party came from her knowledge of my involvement with Mayor Flynn's Hunger Commission. Each year the Mayor's staff runs the Can Share Program where people in Boston collect food for the less fortunate. For the past three years I have been Stone & Webster's representative to that program, and Erin has learned of the need to share by helping me with the collections. When we decided to have a formal party for her, she chose to collect food in lieu of gifts to contribute to the program. As the article states, her idea was a great success. The kids were great, contributing over 300 cans of food. The food was donated to the Boston City Hospital Food pantry to be distributed to young mothers in a nutrition program. Mayor Flynn, learning of the kids efforts, wrote Erin a nice letter which Erin copied for each of her friends. Realizing the importance of reinforcing the kids efforts, I asked Olive to write the article so the kids would get the proper recognition. Needless to say, the party, Mayor Flynn's letter, and the article have been great successes. Kathy and I are extremely proud of Erin, and her friends for thier enthusiasm in helping others. With so much "bad" in the world these days, this event has been a much appreciated breath of fresh air for us and many of the people in Braintree.

In an effort to keep a focus on the "good" these kids have done, I am asking you to have the President consider sending a letter to the kids recognizing their efforts. I know he has too may requests, but I also know how much the kids, and especially Erin, respect his judgement and would appreciate his acknowledgement.

If he is able to send a letter, I will see that each kid and their parents receives a copy.

I hope all is well with you and your family, and hope to see you soon in Boston or Washington. Thank you for your consideration.

Sincerely,

Joe Clezzett

1020 Liberty Street
Braintree, MA 02184

a-
ok
with
you?
yes

16th birthday party gathers food for the hungry

By Olive Laing
Forum Staff

Erin Cleggett will long remember her 16th birthday. So will a lot of people who are less hungry because of her birthday. And with good reason.

Not only was Erin the "belle of the ball" at a gala birthday party in K of C Hall, planned by her mother and father, Kathy and Joe Cleggett, but she was surrounded by people near and dear to her - family, friends, and some 80 or so classmates at Braintree High School where she is a sophomore. Erin's father is a former selectman and present water and sewer commissioner.

Her birthday was February 10. With a lot of help from Dave and Ginny Sarney and their daughter Beth, Joe's brother Bill and sisters Nancy and Jean, Kathy and Joe prepared and served all the food for the party.

Erin's friends from school arrived quite formally dressed, the girls in party dresses and the boys in jackets and ties. The party started at 7 p.m. and ended at 10 with music by Kevin Wyatt and Mark McGrath who spun the records. The young people danced the evening away, pausing long enough to serenade Erin with "Happy Birthday."

But of all the things taking place that evening, I think the really special one was this: when Joe and Kathy sent out the invitations they included a suggestion that instead of gifts, those attending contribute food for a local food kitchen, non-perishables like canned soups, meats or fish, baby foods, peanut butter and the like. Would you believe those kids brought more than 300 cans and packages which have been given to a worthy shelter through Mayor Flynn's Hunger commission. Young people are truly great.

Among those joining in the celebration for Erin were friends who skate with her at the Pilgrim Skating Club in Hingham. Erin is an accomplished figure skater. She has been on skates since she was four and has competed since she was 11. She is a member of the Ice



Erin Cleggett

(Alan Chapman photo)

Skating Institute of America (ISIA) and the United States Figure Skating Association (USFSA).

When Erin was just 13 she won the level 4 free-style event for 13-year-olds at the ISIA Nationals in Dallas, Texas. She has competed at the Lake Placid Olympic Arena in New York twice and at the Bay State Games in Williamstown three times.

In her most recent competition she finished second in an artistic solo at the Bay state games (February 2).

This talented little lady has appeared in "Cats" and as the cowardly lion in "The Wizard of Oz" in the Pilgrim ISIA yearly skating shows.

Erin works hard to sharpen her skills. (See page 3)

(Continued from page 2)
during the summer she skates four hours a day five days a week. In the winter she skates three days a week for two or three hours a day. On Saturdays she teaches in the USFSA "Skate With Us" program for young children.

In the ISIA, Erin is ranked as a level 6 skater. She hopes to pass level 8, the

highest ISIA level, before she graduates from high school. My guess is she will. Such is her perseverance.

And with all her outside activities, Erin is a participant and an achiever at the high school also. She is a member of the J.V. cheerleaders and of SADD. She was elected to the French National Honor Society and is an honor roll student.



CITY OF BOSTON • MASSACHUSETTS

OFFICE OF THE MAYOR
RAYMOND L. FLYNN

February 28, 1991

Ms. Erin Cleggett
1020 Liberty Street
Braintree, MA 02184

Dear Ms. Cleggett:

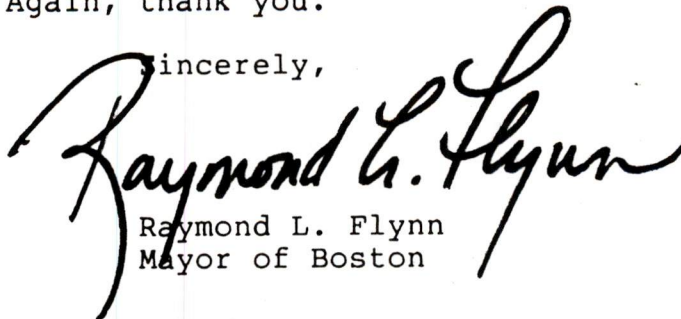
I am writing to thank you and your friends from the Braintree School for your generous contribution to the Boston Can Share Food Drive. I would also like to wish you a belated Happy Birthday as you turn 16 years old.

I am gratified at the concern you expressed by asking your friends to bring canned-goods in lieu of presents to your Sweet 16th birthday party. I want you to know that the food has been distributed through the Food Pantry at Boston City Hospital, which provides mothers and their children with food and teaches them about nutrition, an important program for preventing infant mortality.

As you and your classmates have shown, hunger and homelessness are problems that concern us all, and need to be addressed by each of us taking action. You and your classmates have taken a meaningful and positive step to alleviate hunger, and have set an example for others on how to help those who are less fortunate.

I urge you and your friends to continue to express your concerns as you grow into adulthood. Your generosity and enthusiasm are truly an inspiration. Again, thank you.

Sincerely,


Raymond L. Flynn
Mayor of Boston

THE WHITE HOUSE

3-19-91

Dear John -

It was good to see you, your wife
and son at the Inner Circle Dinner
last evening. Your support of the
President is greatly appreciated.

Keep in touch. Sincerely,
Andy Card

Andrew H. Card, Jr.
THE WHITE HOUSE
WASHINGTON

Mr. John Cogliano, Jr.
President
The Sullivan & Cogliano Companies
230 Second Avenue
Waltham, Massachusetts
02154

THE WHITE HOUSE

March 25, 1991

Dear Diane -

Thank you for the FAX informing me of the invitation for Mrs. Bush to participate in the celebration opening Plymouth's new library. It would be great if the First Lady could attend the October event. I will certainly do all that I can to encourage an acceptance. Understand however, that it is unlikely that any commitment would be made this far in advance.

My best to John and Tara.

Sincerely, Andy

THE WHITE HOUSE
WASHINGTON

Mrs. Diane Card
NPC Medex Inc
233 South Meadow Road
Plymouth, MA 02360

THE WHITE HOUSE
WASHINGTON

Date: March 25, 1991

TO: Susan Porter Rose

FROM: ANDY CARD

- ☐ Action
- ☐ Your Comment
- ☐ Let's Talk
- ☒ FYI



PLYMOUTH
PUBLIC
LIBRARY
CORPORATION

March 8, 1991

11 North Street
Plymouth, MA
02360
(508) 746-1927

Mrs. Barbara Bush
The White House
1600 Pennsylvania Avenue
Washington, D.C.

Dear Mrs. Bush,

America's Home Town, Plymouth, Massachusetts has once again made history. In these times when many communities are struggling economically, the residents of Plymouth have made a commitment to excellence. We have succeeded in funding and building a much needed new library. This valuable resource will continue to open doors for us and for future generations.

Our library will be ready in October 1991. This opening will be a positive celebration of a community working together to achieve success, a promise of the American dream.

Mrs. Bush, we would like you to share our moment of pride by coming to Plymouth and opening the doors to our new library.

Your efforts to promote literacy are nationally recognized and respected. The on going success of Plymouth's Literacy Program and the simultaneous completion of the new library are direct results of your work.

We would like to work within your schedule and arrange our ceremonies and activities to accommodate you. As you know we are not far from Kennebunkport.

Sincerely,


Jill M. Brooks
Chairman
Grand Opening Ceremonies
Board of Trustees

NPC MEDEX INC.

233 SOUTH MEADOW RD
PLYMOUTH, MA 02360
508-747-1234

March 15, 1991

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

*To Mrs. Bush's Office
Andy*

Dear Andy:

I must ask for whatever support you can lend a Plymouth Invitation, personally carried to Mrs. Bush, by a political representative, in DC, designated by Ocean Spray, regarding the opening, in October, of a brand new library in America's Hometown, Plymouth. (A copy of the letter is enclosed.)

Mrs. Bush is well known for her interest in literacy programs. She may like to know that Plymouth has one of the most outstanding literacy programs in the country, and that most of our family have, at one time or another, served on library committees. Presently, Mother sits on the Board of Directors at the Holbrook Library, and John and I have sat on the Library Corporation here in Plymouth.

Jill Brooks, the Chairperson for the Grand Opening, is a good friend of mine and has asked that I solicit backup support, in Washington, for this request. Do what you can. I am grateful for whatever you can do. Thanks. Talk with you soon.

Diane

THE WHITE HOUSE

3-25-91

Donna -

It was great to see you and Judy.
You're doing a terrific job.

I suggest you call Mel Lewison
and use my name. An even better
suggestion would be to talk to Judge
Mark Lawton. He knows the Lewisons.

Keep in touch.

Andy Card


THE WHITE HOUSE
WASHINGTON

Donna Cuomo
The Joey Formier Victim Services
14 Beacon Street, Suite 607
Boston, MA 02108

BCC: Dave Carney

The Joey Fournier Victim Services
14 Beacon Street, Suite 607
Boston, Mass. 02108

March 12, 1991

Dear Andy,

It was great seeing you again in your office at the White House. Thank you for taking the time out of your busy schedule to hear about the progress of the organization. I have been working very hard, and I am especially proud of our wonderful Board of Directors!

I appreciate your interest and concern for me. If you would please arrange a meeting for me with Melvin Lewison, I would be most grateful.

Again, my sincere thanks for all your help. God Bless

Fondly,

Donna

THE WHITE HOUSE

March 27, 1991

Dear Mike -

Thank you for your note. I
appreciate your offer and interest.

It was good to see you when
I was last in Holbrook.

Keep in touch.

Sincerely, *Andy Card*

Andrew H. Card
THE WHITE HOUSE
WASHINGTON

Mike Crosby
344 Union Street
Holbrook, Massachusetts
02343



The Commonwealth of Massachusetts

Department of Public Safety

State Police Foxboro
February 19, 1991

Mr. Andrew Card
C/O The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500

Dear Andy,

I thought that I would send you my home address and phone number in the event that you might need it for some future (hopefully small) problem that could arise that if you need help with please don't hesitate to call.

344 Union Street
Holbrook (617) 767-2435

The address & phone for the Foxboro Barracks is: (508) 543-8550
State Police Foxboro
Rte. 1
Foxboro, Mass. 02035

It was nice talking to you on Sunday, and hopefully you will be there often.

Sincerely,

Mike

Mike Crosby

J. Michael Cudahy
15 Allen Street
Marion, MA 02738

not

March 22, 1991

Mr. Andrew H. Card
5747 North 4th Street
Arlington, VA 22205

Dear Andy,

It is with considerable hesitation that I write this letter. I can imagine how busy you must be at The White House. The immediacy of my problem, however, requires the assistance of someone at your level.

I have been making my way through the Weld administration's personnel process. From the early stages of this process I have received very favorable treatment and been left with the impression that placement would be relatively quick.

When Mark Robinson's memo citing a May 1st deadline for clearing state government of the majority of middle level Dukakis appointees was made public, it appeared to have set a relatively firm time frame for the personnel process to conclude.

Paul's memo to the Cabinet Secretaries followed shortly thereafter mandating a preferential hiring status for qualified Republican applicants reassured me that an opportunity to work in this administration would develop shortly.

Since that time the entire personnel process seems to have come completely unglued. It is understandable to some extent, given the egregious fiscal problems this administration inherited but I fail to see how our problems will be solved by keeping on the Dukakis appointees who created the problem.

The problem the administration's behavior has caused is that I put a great deal of faith in what had been said to me. I genuinely believed that a person with both my credentials and experience would be welcome in the Weld administration. Indeed, I saw his election as the culmination of twelve years worth of work I have done not only for the Republicans in Massachusetts, but also for the President and for Republican candidates on a federal level around the country.

If the recommendations I have in my desk (from candidates, elected officials and people such as Jeanie Austin at the RNC) had cash value I could take an early retirement.

But they don't.

I have invested twelve years of my life in working for the Republican Party. Much of that time has been for little or no pay. I have done it because I love the work and because I believed it was a positive way to spend my life. I was convinced that after I had paid my "dues" the opportunity to advance and succeed would take care of itself. That is why I have never asked for a favor.

I learned that mindset, in great measure, from the time I spent working for George Bush out of our State Street office in 1979 & '80. Working with people like yourself, Ann Kramer, Paul, David Sparks, Leon and Ron convinced me that both politics and government were a good place to be.

I will be married ten years in June and not once has Carol ever questioned my decision to work in this business--until now.

She watches people still wet behind the ears being appointed to major jobs in this administration while we appear to be being ignored. She's tired of wondering whether the \$10 she spent on books for our son Nathaniel will blow the budget for the week. It is driving her crazy to see a person she believes could be of great assistance to the party, working odd jobs to make ends meet. She had greater expectations for where we'd be at forty and she does not want Nathaniel to grow up in this environment. In short she is both mystified and angry.

It had been my hope that the quality of my work and my dedication to the Party and the process would lead to advancement but it hasn't. I need, therefore, any help you can provide.

If we had won the Lottery or had some independent source of income I could patiently sit around and wait to be annointed. Regrettably, that is not the situation and I am forced to try and expedite the process.

I would appreciate anything you could do as far as the Weld administration goes; and if that is inappropriate I am at the stage where I feel I have to talk to anybody anywhere in the country in order to provide for my family--as long as they're Republican.

Ann Kramer suggested I write Paul and I have (letter enclosed) but as of this writing I am not certain he has even seen it.

Finally, you should be aware that I think I am in the final stages as a candidate for the Office of Press Secretary at the Executive Office of Consumer Affairs.

Gloria Larson and I have had an extensive visit and I have been interviewed by her Undersecretary, Steve Wallace.

What scares me is that it has taken fourteen weeks of work to reach this point and should this appointment not work out I will be facing another three months, at least, at some other agency.

Given the pressure both financial and from family members, I am afraid another three months could begin to damage my marriage.

Let's hope I don't ever have to write another like this one! I hope all is well and you're having as much fun as it appears.

Best personal regards.

Sincerely,

Michael

J. Michael Cudahy
15 Allen Street
Marion, MA 02738

March 12, 1991

The Hon. A. Paul Cellucci
2 Brigham Street
PO Box 395
Hudson, MA 01749

Dear Paul,

It was with some reluctance that I decided to write.

Between the Democrats, the Legislature and the state of the economy I suspect you could use some thirty-six hour days and I hesitated in adding to your workload.

Nonetheless, I am in a situation where your assistance would be invaluable.

I have made my way through the administration's personnel process and am in the final stage as a candidate for the Office of Press Secretary at the Executive Office of Consumer Affairs.

Gloria Larson and I have had an extensive visit and I have been interviewed by her Undersecretary, Steve Wallace.

I have little doubt that your recommendation would be of great assistance.

In the twelve years I have known and worked with you, I have never asked for a favor. The opportunity to work with Gloria, the Governor and yourself, however, is so important to me that I could not leave this process to chance.

Indeed, the election of Bill and yourself is the culmination of a process which started for me in the Bush headquarters on State Street in 1979 with yourself, Andy, Ann Kramer and a legion of other people.

Since that time I have worked for the Republican Party on the local, state and national level gaining necessary education and experience requisite to serving in government in a professional manner.

I possess considerable background and experience in media relations, gained through work for the Party around the country and most recently as a media consultant here in the Commonwealth.

It goes without saying your assistance in this matter would be deeply appreciated.

Best personal regards.

Sincerely yours,

J. Michael Cudahy

Committee for Responsible Government

Honorary Chairman
ELLIOT L. RICHARDSON

Chairman
LEON J. LOMBARDI

Political Director
J. MICHAEL CUDAHY

Treasurer
PATRICIA POITRAS

Secretary
ALICE MORRISON

Rec'd

MAR - 6 1991

JUDGE BERNARD COHEN

AC HAS SEEN

Andy,

If you want, we can send him
a nice note from the
President ... "Andy shared
your thoughtful note with
me...."

yes/

March 1, 1991

Dear Andy:

I just want you to tell the
President that I am so very, very
proud of him, and so very proud
to be an American.

If ever I can help him in
any way, please do not hesitate
to contact me. He is truly a
remarkable man.

Your friend,
Bernie

THE WHITE HOUSE
WASHINGTON

Date: March 29, 1991

TO: Charlie Horvath

FROM: LINDA CASEY
x2533

Charlie, would you have one of your nice letters sent to Judge Cohen thanking him for his kind words, etc.... Please mention that Andy passed along your letter...

Thanks so much.

DEFENSE NUCLEAR FACILITIES SAFETY BOARD

625 Indiana Avenue, NW, Suite 700

Washington, D.C. 20004

March 8, 1991

Dear Andy -

We are still working!

Enclosed is our most recent
Recommendation - This makes
for a total of 8 sets for a
total of 42 specific individual
recommendations.

Best
John V. Curran.

John T. Conway, Chairman
A.J. Eggenberger, Vice Chairman
Edson G. Case
John W. Crawford, Jr.
Herbert John Cecil Kouts

DEFENSE NUCLEAR FACILITIES SAFETY BOARD

625 Indiana Avenue, NW, Suite 700, Washington, D.C. 20004
(202) 208-6400 • FTS 268-6400



March 7, 1991

The Honorable James D. Watkins
Secretary of Energy
Washington, D.C. 20585

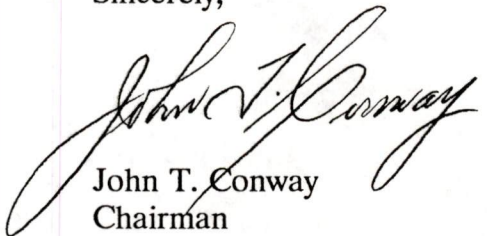
Dear Mr. Secretary:

On March 7, 1991, the Defense Nuclear Facilities Safety Board, in accordance with Section 312(5) of Public Law 100-456, approved a recommendation which is enclosed for your consideration.

Section 315(A) of Public Law 100-456 requires the Board, after receipt by you, to promptly make this recommendation available to the public in the Department of Energy's regional public reading rooms. Please arrange to have this recommendation placed on file in your regional public reading rooms as soon as possible.

The Board will publish this recommendation in the Federal Register.

Sincerely,


John T. Conway
Chairman

Enclosure

File ?
File

RECOMMENDATION TO THE SECRETARY OF ENERGY
pursuant to Section 312(5) of the
Atomic Energy Act of 1954, as amended.

Dated: March 7, 1991

Among other functions of the Defense Nuclear Facilities Safety Board (Board), section 312 of the Atomic Energy Act requires that:

The Board shall review and evaluate the content and implementation of the standards relating to the design, construction, operation, and decommissioning of defense nuclear facilities of the Department of Energy (including all applicable Department of Energy orders, regulations, and requirements) at each Department of Energy defense nuclear facility. The Board shall recommend to the Secretary of Energy those specific measures that should be adopted to ensure that public health and safety are adequately protected. The Board shall include in its recommendations necessary changes in the content and implementation of such standards, as well as matters on which additional data or additional research is needed.

The Defense Nuclear Facilities Safety Board is continuing its review of the adequacy of the content and implementation of applicable nuclear safety standards relating to the design, construction, operation, and decommissioning of defense nuclear facilities of the Department of Energy. This review is not confined to the area of standards as they are sometimes understood, such as those issued by standards organizations, but includes as well all applicable Department of Energy Orders and regulations, directives, and other requirements that fall within the Board's statutory oversight responsibility, 42 U.S.C. §2286a.

During 1990, the Board communicated to senior Department of Energy (DOE) personnel its preliminary concerns about the content and the implementation of currently available standards. The Board's previous Recommendation 90-2, dated March 8, 1990, addressed certain aspects of this subject. On several occasions since Recommendation 90-2 was issued, the Board and its staff have met with DOE representatives on this subject, including an in-depth briefing given to the Board, at the Secretary's direction, by three Assistant Secretaries, major Office Directors, and their staff on December 11, 1990. That briefing was arranged to provide an opportunity for senior DOE officials to present to the Board the Department's overall safety management philosophy and to demonstrate DOE's commitment to

fully implement Recommendation 90-2 and other aspects of its standards program. On February 13, 1991, in fulfillment of a commitment given to the Board at the briefing, DOE transmitted to the Board a schedule for completing the first phase of its nuclear safety rulemaking. In a cover letter accompanying the February 13, 1991, schedule, DOE stated that safety orders "will be issued concurrently with publication of the proposed rules for comment."

The Board remains concerned that progress in issuing standards within DOE is not being made rapidly enough to meet the priorities that the Secretary of Energy has articulated regarding the implementation of safety standards at DOE's defense nuclear facilities. Existing policy, infrastructure, and management priorities relating to the safety standards program may need alteration or refinement if nuclear safety requirements are to be issued, and more importantly, implemented, in a timely fashion. Therefore, the Board recommends:

1. that the Department expeditiously issue a formal statement of its overall Nuclear Safety Policy;
2. that increased attention be given to the qualifications and background of managers and technical staff assigned to the development and implementation of standards and that the numbers of personnel suited to this activity be increased commensurate with its importance;
3. that standards program officials be given direct access to the highest levels of DOE management;
4. that the Department critically reexamine its existing infrastructure for standards development and implementation at Headquarters to determine if organizational or managerial changes are needed to
 - (1) emphasize the priority and importance of standards to assuring public health and safety;
 - (2) expand the program to facilitate the rapid development and implementation of standards; and
 - (3) streamline the DOE approval process for standards; and
5. that the Department reexamine the corresponding organizational units at DOE's principal Operations and Field

Offices and DOE contractor organizations to determine if those organizations' standards infrastructure, responsibilities and resources would also benefit from changes to reflect improvements at Headquarters which strengthen and expedite standards development and implementation.

In addition to these important organizational and management concerns, the Board's continuing review of the Savannah River standards program has resulted in identifying other standards issues which need to be addressed. In November 1990, the Board transmitted to the Secretary of Energy copies of a MITRE Corporation report, developed under the Board's direction and guidance, on the subject of Department of Energy standards imposed by Department Orders and supplements prepared by the Savannah River Operations Office. The MITRE report disclosed a number of deficiencies in the Department's Order program, many of which had previously been noted by other reviewing bodies.

Certain findings and conclusions reached by MITRE are of particular concern to the Board. Specifically, MITRE concluded that "the DOE Orders...lack the systematic approach and coherence necessary for understanding DOE's safety management philosophy." MITRE also concluded that "In many areas pertinent to safety, the DOE Orders do not provide specific requirements and supporting guidelines for implementing DOE's safety objectives...; a great deal is left to be defined and interpreted by the DOE contractor(s) operating the facilities."

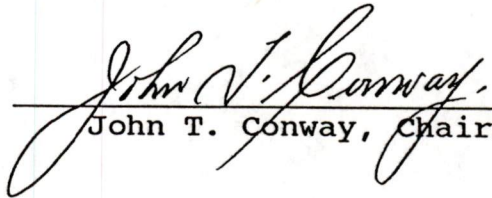
In addition, MITRE concluded that "Certain DOE Orders that address topics important to safety do not focus on safety," and that "The DOE Orders require compliance with very few mandatory nuclear safety standards for existing reactors or nonreactor facilities." Therefore, the Board recommends:

6. that DOE review all the findings and conclusions of both the Executive Summary and of Volume 2 of the MITRE report, identify which findings and conclusions it considers valid and appropriate in DOE's Response to this set of Recommendations, and subsequently address those findings and conclusions in the Implementation Plan.

The Board has also noted that in DOE's restructuring of the hierarchy of orders, directives, and requirements governing the performance expected of the Department and its contractors, DOE is proceeding with the simultaneous development of rules and DOE orders. Following formal adoption of rules and the issuance of related DOE orders, revised directives and other requirements are to be issued. Recognizing the immediacy of need, one such

directive has already been issued as an Immediate Action Directive (IAD). In view of DOE's decision to proceed with rulemaking as the means for addressing some of the subjects appropriate for articulation of Department requirements, the Board recommends:

7. that DOE expedite the issuance of revised safety orders, directives, or other requirements as a means of addressing the need for substantive guidance on the wide variety of safety requirements, while DOE is promulgating rules.



John T. Conway, Chairman

John T. Conway, Chairman
A.J. Eggenberger, Vice Chairman
Edson G. Case
John W. Crawford, Jr.
Herbert John Cecil Kouts

DEFENSE NUCLEAR FACILITIES SAFETY BOARD

625 Indiana Avenue, NW, Suite 700, Washington, D.C. 20004
(202) 208-6400 • FTS 268-6400



March 28, 1991

Dear Andy —

This morning we delivered to DOE
ARE most recent set of Recommendations —

Q- ↑ the 9th set of recommendations
Argh! — our work — (see enclosure)

? if we are being helpful

be it

John Conway

Q- ↑
Argh!
h

Document Originally
Attached to
Following Page

John T. Conway, Chairman
A.J. Eggenberger, Vice Chairman
Edson G. Case
John W. Crawford, Jr.
Herbert John Cecil Kouts

DEFENSE NUCLEAR FACILITIES SAFETY BOARD

625 Indiana Avenue, NW, Suite 700, Washington, D.C. 20004
(202) 208-6400 • FTS 268-6400



March 28, 1991

Dear Andy —

This morning we delivered to DOE
ARE most recent set of recommendations —

Represents the 9th set of recommendations
since we began our work — (see enclosure)

We think we are being helpful

Best wishes

John Conway

John T. Conway, Chairman
A.J. Eggenberger, Vice Chairman
Edson G. Case
John W. Crawford, Jr.
Herbert John Cecil Kouts

DEFENSE NUCLEAR FACILITIES SAFETY BOARD

625 Indiana Avenue, NW, Suite 700, Washington, D.C. 20004
(202) 208-6400 • FTS 268-6400



March 27, 1991

The Honorable James D. Watkins
Secretary of Energy
Washington, D.C. 20585

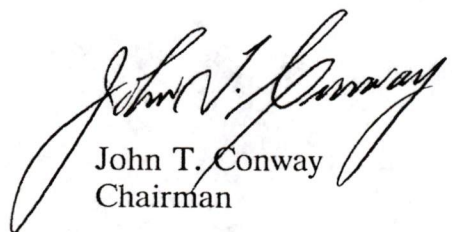
Dear Mr. Secretary:

On March 27, 1991, the Defense Nuclear Facilities Safety Board, in accordance with Section 312(5) of Public Law 100-456, approved a recommendation which is enclosed for your consideration.

Section 315(A) of Public Law 100-456 requires the Board, after receipt by you, to promptly make this recommendation available to the public in the Department of Energy's regional public reading rooms. Please arrange to have this recommendation placed on file in your regional public reading rooms as soon as possible.

The Board will publish this recommendation in the Federal Register.

Sincerely,


John T. Conway
Chairman

Enclosure

RECOMMENDATION TO THE SECRETARY OF ENERGY

pursuant to Section 312(5) of the
Atomic Energy Act of 1954, as amended.

Dated: March 27, 1991

The principal safety issues to be resolved in connection with restart of the K-Reactor at the Savannah River Site have been assembled in the Reactor Operations Management Plan (ROMP) issued by the Savannah River Site contractor and updated on a number of occasions. These issues had been identified in the course of reviews by a number of organizations, including in-house groups of the DOE, a committee of the National Research Council of the National Academies of Science and Engineering, and the Savannah River contractor. The issues so identified have been divided into those that require resolution before the reactor is restarted, and those that can be addressed over a longer period. DOE has apparently found this process of definition and prioritizing of issues to be acceptable, and the Board has generally regarded it as orderly and competently done.

However, the Board considers the extension of this process to its culmination in closure of the issues as equally important, and has been carefully following its progression. This has largely been done through review of the issue closure packages as they have been received, and further discussion of them with representatives of the DOE and its contractor. The Board considers that it must comment on two aspects of the process.

First, it is seen that the closure packages, which are meant to document completion of the necessary work regarding each issue, contain mainly a list of the reports supporting a conclusion that the issue has been resolved, and the signatures of officials in the contractor's management chain concurring with the conclusion that closure has been achieved. There is no discussion of the relation of the reports to the issue itself, and no enlightenment is provided on the reason for concluding that the work has produced the desired objective.

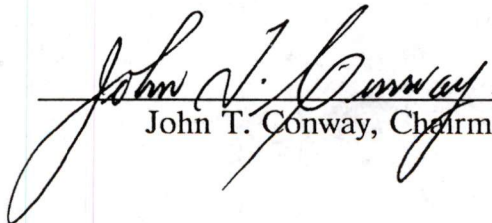
During briefings by representatives of the DOE and its Savannah River Site contractor some months ago, Board members pointed out that closure packages of this form would cause difficulty to reviewers, including the Board, because of the failure to provide the logic to support conclusions. It was suggested that each closure package be headed by a brief discussion, stating the issue, the steps taken to address it, the basis for the conclusion that closure had been successful, and the relation of the referenced documents. This text need not be long. At this stage in the Board's review, the need for such documentary discussion is even more evident. Not only would it aid the Board in its review; it would show others how these problems of the past have been corrected.

Second, the Board is concerned that changes made to the process of final review and approval of closure of issues indicates a weakening of DOE's determination to assure itself of resolution of these problems of the past. Originally, DOE's formal concurrence was to be required for closure of each issue in the ROMP. DOE's concurrence is no longer required. It has been restated that closure of issues is to be dealt with in the DOE's Safety Evaluation Report (SER) when it is issued. The current indication is that this will be done through discussion and description of the closure process, rather than through stating the DOE's position on closure of all specific issues.

The Board remains convinced that the issues covered by the ROMP represent real deficiencies in past practices, and that their correction is important. In its reviews of activities to resolve issues in the ROMP, the Board has observed numerous areas in which improvement was needed over the measures that had been considered by the contractor as satisfactory. These have been transmitted through formal recommendations and through informal observations that on the whole have helped to improve the restart activity in important and often essential ways. This convinces the Board that the closure packages deserve DOE's close attention, to the extent of restoring the original intention of approving the closure issue by issue. In the present situation, where the Board reviews each package to determine adequacy and the DOE does not, DOE is relying on the Board to do DOE's job.

In accordance with the above, the Board recommends:

1. that each closure package of an issue in the ROMP be provided with a brief narrative discussion that clarifies the meaning of the issue, describes the steps that were taken to resolve it, states the reason for concluding that closure has been achieved, and shows how the referenced documents support the claim of closure,
2. that the DOE revert to its earlier plan to fully review and concur with the determinations of each issue closure.


John T. Conway, Chairman

DEFENSE NUCLEAR FACILITIES SAFETY BOARD
Office of the General Counsel

March 27, 1991

MEMORANDUM FOR John T. Conway, Chairman

FROM : Robert M. Andersen 
General Counsel

SUBJECT: Notes of OGC Meeting with Messrs. Mike Singer, John Schnitker, and
Greg Van Tatenhove at the Department of Justice on 3/21/91

The Defense Nuclear Facilities Safety Board's enabling statute requires that the Board "make [its safety] recommendations available to the public . . . after receipt by the Secretary of Energy." 42 U.S.C. § 2286d. In the case of recommendations regarding "imminent or severe threats" to public health or safety, the Board is required to "make such recommendations available to the public . . . after receipt by the President." 42 U.S.C. § 2286d(g)(2). Since discussion of proposed safety recommendations in open public meetings under the Government in the Sunshine Act would necessarily disclose the Board's disposition on recommendations to the public before the President or the Secretary are notified, the Board interprets its Enabling Act as requiring closed meetings for Board deliberations regarding recommendations. Exemption 3 of the Sunshine Act allows closure of meetings if closure is required by statutory provisions such as the Board's Enabling Act. OGC discussed the Board's position with DOJ and learned the following:

1. Based on current information and a reading of the Board's Sunshine Act final rules, DOJ does not agree with the Board's position that Exemption 3 may be invoked for closing meetings relating to safety recommendations to ensure that the Secretary, and the President in some cases, learns of the recommendation before the public.
2. Nevertheless, Justice continues to state "they want to represent us" and would like to see our full brief on both the Exemption 3 and the partial implied repeal arguments.
3. When asked what DOJ would do in the event that Board attorneys appeared and filed a brief on behalf of the Board in the anticipated litigation, OGC was told that Justice would oppose the appearance and move to strike any brief as unauthorized.
4. In the event the Board succeeded in convincing the D.C. Circuit Court of Appeals that, as an "independent executive establishment," the Board's attorneys had a right to appear, Justice would not rule out intervening against the Board on the Exemption 3 and partial implied repeal arguments.
5. Mr. Singer qualified points 3 and 4 by saying they were his views, but that such action would require clearance by higher levels in DOJ.

THE WHITE HOUSE

WASHINGTON

March 6, 1991

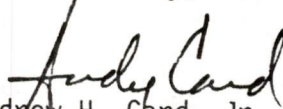
Dear John,

Thank you for your interest in working in the Office of the Chief of Staff. I am pleased that you would like to work with me.

The Office of the Chief of Staff is quite small, actually. As a matter of fact, I have a staff of only one! Right now we have no positions available, but I will keep your resume on hand for possible opportunities in the future.

Thank you again for writing.

Sincerely,



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

Mr. John P. Crowley III
208 Walton House
Catholic University
Washington, D.C. 20064

208 Walton House
Catholic University
Washington, D.C. 20064
(202) 269-9031

The Honorable Andrew H. Card Jr.
Assistant to the President
Deputy Chief of Staff

February 21, 1991

Dear Mr. Card,

I am writing to inquire about a position on the White House Staff upon my graduation from Catholic University this May. I realize that there are very few positions available in the West Wing, however, I would like to work for you if at all possible.

I am currently a senior at Catholic University majoring in American Politics, and an intern for Vice President Quayle. At Catholic I have extensively studied government, and will receive a Bachelor of Arts degree in American Politics this May. I am impressed by your position as an Assistant to the President and would very much like to join the President's staff full time.

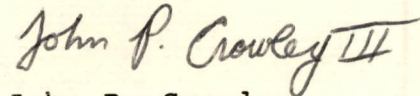
This past summer I interned for Congressman John Miller, 1st District of Washington. While there, I had the opportunity to hear you speak to all Congressional interns. I learned a great deal about the Executive Office of the President from your speech. My knowledge of the Presidency also increased after working in Vice President Quayle's office. I understand many aspects of both the Presidency and Vice, and desire to learn more.

I am a continual supporter of President Bush. In fact, during the Spring semester of my freshman year I raised over \$1000 for the Bush campaign for the Primary elections by telemarketing.

I would very much appreciate the opportunity to work for you in the West Wing and think it would be mutually beneficial. The United States is at a critical time in history, this is highlighted by the Persian Gulf crisis. I could provide (if asked) insight into public opinion of the President at the college level. I would dedicate all of my energies to any task assigned. At a recent talk to all White House interns, President Bush said some of the things asked of interns are little by nature, but that little things add up. If given the opportunity to work in your office, I would always do my best.

If possible I would like to set up an informational interview with you at your convenience. I can be reached at the above address, and at Room 205 of the O.E.O.B., 456-2126, on Mondays and Fridays. Please feel free to contact me any time. Thank you for your consideration. I look forward to hearing from you in the future.

Sincerely,

A handwritten signature in cursive script that reads "John P. Crowley III". The signature is written in dark ink and is positioned above the printed name.

John P. Crowley

JOHN P. CROWLEY

University Address
208 Walton House
Catholic University
Washington, D.C. 20064
(202) 269-9031

Home Address
29820 Marine View Dr. SW
Federal Way, Washington
98023-3244

EDUCATION:

The Catholic University of America, Washington, D.C. Currently a
Senior majoring in American Politics (B.A. expected May, 91)

FOREIGN LANGUAGE:

Fluent in Spanish.

WORK EXPERIENCE:

Vice President Dan Quayle, Washington, D.C. (Fall 90-Spring 91).

INTERN. Assisted with the preparation of background issue briefings for the Vice Presidents domestic trips. Provided general office support.

Congressman John Miller, Washington, D.C. (Summer, 1990).

INTERN. Learned the legislative process in detail and familiarized myself with the various Members of Congress. Helped write a non-controversial bill that would enable a fishing vessel to engage in the Coastwise trade of the United States. Provided general office support.

Northwest Airlines, Seattle-Tacoma International Airport, Washington. (Summers 1987-90, Christmas breaks 1988-89). Performed various functions in the Northwest flight kitchen. Represented Seattle District at Corporate Headquarters, Minneapolis, Minnesota. Discussed possible improvements in the hiring process for the College Student Program.

George Bush For President, Washington, D.C. (Spring, 1988).

Telemarketing fundraiser for President Bush during the Republican primary elections.

Winthrop, Stimson, Putnam & Roberts, Washington, D.C. (1988-89).

Messenger/Office Assistant. Provided general office support. Delivered legal documents to various government agencies and to other law firms.

ACTIVITIES:

The Catholic University of America Foreign Study Program.

Intern for the Spring 1990 semester in Leuven, Belgium. Studied the institutions and political policies of the European Economic Community. Observed the operations of NATO Headquarters in Brussels.

College Republicans. Member, 1987-89.

REFERENCES: Available upon request.

THE WHITE HOUSE

WASHINGTON

March 6, 1991

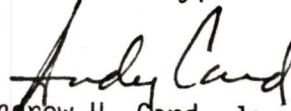
Dear Ira,

Thank you for your interest in working in the Office of the Chief of Staff. I agree -- Governor Sununu is "extraordinarily capable and effective."

The Office of the Chief of Staff is quite small, and right now there are no available positions. I will keep your letter on file, though, should any opportunities come up.

Thank you again for writing.

Sincerely,



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

Mr. Ira W. Carnahan
2800 Quebec Street, N.W.
No. 1252
Washington, D.C. 20008

February 1, 1991
2800 Quebec Street, NW #1252
Washington, D.C. 20008
(202) 686-1098

Mr. Andrew H. Card, Jr.
Assistant to the President and Deputy Chief of Staff
Office of the Chief of Staff
The White House
1600 Pennsylvania Ave.
Washington, D.C. 20500

Dear Mr. Card:

I would like to apply for a job in the Office of the Chief of Staff. Governor Sununu is extraordinarily capable and effective, and I would be thrilled to work for him.

I graduated from the Wharton School in 1987, with an honors degree in economics. Since then, I've worked as a research assistant with the du Pont presidential campaign (a youthful mistake), as a daily newspaper reporter in New Hampshire, and as a Peace Corps volunteer in West Africa.

I've also worked in the legendary, labyrinthine world of Louisiana politics, as a researcher on the re-election campaign of former Governor David Treen.

My experience writing includes numerous New Hampshire newspaper pieces, as well as a paper for the Heritage Foundation on U.S.-Soviet trade, and an op-ed for the Post on the economics of regulation.

I appreciate your consideration. I'll call shortly to see if we can set up an interview.

Sincerely,


Ira W. Carnahan

IRA W. CARNAHAN
2800 Quebec Street, NW #1252
Washington, D.C. 20008
(202) 686-1098

EXPERIENCE: U.S. PEACE CORPS, Mauritania, West Africa, 1989-1990

Volunteer

Served as a health teacher in a small village on the edge of the Sahara Desert. Taught basic health lessons: importance of clean drinking water, sanitary food preparation, first aid, hand-washing, use of latrines. Also taught hot-weather gardening.

VALLEY NEWS, Lebanon, N.H., 1988-1989

Reporter

Worked as a city reporter for a daily that covers central New Hampshire and Vermont. Reported on local government -- selectmen, planning commission, school board. Also did features on area businesses and personalities.

PETE DU PONT FOR PRESIDENT, Washington, D.C., 1987

Research Assistant

Assisted director of research with preparation of position papers and speeches. Monitored campaign press coverage, prepared issue summaries and helped organize opposition research.

MIDDLE EAST RESEARCH INSTITUTE, Philadelphia, Pa., 1985-1986

Research Assistant

Assisted Institute economists with analyses of labor migration in the Middle East. Also participated in research on economic development in Syria and Jordan.

PEOPLE FOR DAVID TREEN, INC., Baton Rouge, La., 1983

Campaign Assistant

Worked on re-election campaign of former La. Gov. David Treen. Assisted director of research with issue briefings and opposition research. Received award for outstanding service.

EDUCATION: THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA, Philadelphia, Pa.

B.S. in Economics, with Distinction. May 1987.
Concentration in Public Policy.

BATON ROUGE MAGNET HIGH SCHOOL, Baton Rouge, La., May 1982.

Outstanding Senior Award. Top-ranked Junior Tennis Player in Louisiana - 1982.

February 11, 1991
2800 Quebec St. NW #1252
Washington, D.C. 20008
(202) 686-1098

Mr. Andrew H. Card, Jr.
Assistant to the President and Deputy Chief of Staff
Office of the Chief of Staff
The White House
Washington, D.C. 20500

Dear Mr. Card:

I've already sent along a resume, but I thought perhaps a writing sample would be helpful as well. Enclosed is a copy of a book review I just completed for The Public Interest.

If I can send you anything else, please let me know.

Sincerely,



Ira W. Carnahan

IRA W. CARNAHAN
2800 Quebec Street, NW #1252
Washington, D.C. 20008
(202) 686-1098

EXPERIENCE: U.S. PEACE CORPS, Mauritania, West Africa, 1989-1990
Volunteer

Served as a health teacher in a small village on the edge of the Sahara Desert. Taught basic health lessons: importance of clean drinking water, sanitary food preparation, first aid, hand-washing, use of latrines. Taught gardening.

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MIDDLE EAST RESEARCH INSTITUTE, Philadelphia, Pa.,
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Research Assistant

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PEOPLE FOR DAVID TREEN, Baton Rouge, La., 1983

Campaign Assistant

Aide with re-election campaign of former La. Gov. David Treen. Assisted director of research with issue briefings and opposition research.

EDUCATION: THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA,
Philadelphia, Pa.

B.S. in Economics, with Distinction. May 1987.

Concentration in Public Policy.

Activities: Philadelphia Youth Detention Center
Tutoring, Holmesburg Prison Tutoring, St. Francis
Soup Kitchen, Urban Youth Counsel Program.

BATON ROUGE MAGNET HIGH SCHOOL, Baton Rouge, La.,
May 1982.

Outstanding Senior Award. Top-ranked Junior
Tennis Player in Louisiana - 1982.

"THE PHOBIC SOCIETY"
(A book review prepared
for The Public Interest)

Ira W. Carnahan

In 1958, Congress decided to do something about cancer. The dubious result was the Delaney Clause, a sweeping amendment to the Food, Drug, and Cosmetics Act. The Delaney Clause bans all additives that have shown any evidence -- at any dosage -- of causing cancer in man or animals.

If this sounds extreme, it is. The clause takes no account of the fact that some substances are extremely carcinogenic, and some hardly at all. It takes no account of the benefits that use of some slightly carcinogenic substances can bring.

Nevertheless, challenges to the clause (named for former Congressman James Delaney, who was also a fierce critic of fluoridated water) have gotten nowhere. In one 1987 case, the FDA proposed permitting the use of Orange 17, a food dye that's such a weak carcinogen it's estimated to pose a lifetime risk of less than one in nineteen billion. Such a risk is so low, the FDA argued, it's effectively no risk at all.

The U.S. Court of Appeals in Washington, D.C. disagreed. The Court held that when Congress said no risk, it meant precisely that. To judge by the legislative debate, that's probably true. But do the debate and the law that resulted make any sense? At all? For a little perspective on Orange 17's one-in-nineteen-billion risk -- a risk that the lawmakers on Capitol Hill, in their wisdom, spared the American people -- here's H.W. Lewis:

"a risk of death of one in nineteen billion is equivalent to the risk of a hundred additional yards of flight on a commercial airplane, or ten yards of driving, in a lifetime. The risk is less than the risk of eating one-hundredth of a peanut with the FDA-approved level of aflatoxins. It is equivalent to spending a few minutes in Denver (with its cosmic rays), instead of at sea level."

To be sure, irrationality about risk is not confined to the U.S. Congress. In our society, it's pervasive. One is reminded of just how pervasive by Lewis's Technological Risk, an eye-opening account of how regularly -- and appallingly -- Americans misperceive threats to their well-being.

Lewis, a professor of physics at the University of California, Santa Barbara, looks at a wide range of topics: toxic chemicals, nuclear power, highway safety, the greenhouse effect, and many, many more. Everywhere, he finds gross misconceptions. His book, taken together with Dixy Lee Ray's similar Trashing the Planet, constitutes a formidable indictment of Americans' common sense.

How exactly do people perceive (or misperceive) risks? According to Lewis, people's perceptions of risk are affected by four factors: (1) whether the risk seems to be controllable (drivers generally feel safer than they should), (2) whether the risk is familiar (flying, though 10 times safer than driving, is less familiar and thus more frightening), (3) whether the risk leads to immediate harm (less people would smoke if lung cancer developed in days rather than decades), and (4) how the risk is expressed (saying "so-and-so will claim the lives of more than 2,000 people this year" frightens more than saying the equivalent, "the annual risk of dying from so-and-so is less than one in a million").

Because people's perceptions of risk are so often in error, and because government regulation of risk is so responsive to public opinion (an internal EPA memo quoted by Ray: "Our priorities (in regulating carcinogens) appear (to be) more closely aligned with public opinion than with our estimated risks"), society frequently ends up misallocating dollars.

A study by the University of Pittsburg's Bernard Cohen, for example, found that spending on highway improvements such as guard rails, warning signs and better maintenance saves lives at a cost of \$20,000 to \$50,000 each. Spending on coal mine safety, on the other hand, saves lives at the exorbitant cost of \$22 million dollars apiece (in 1975 dollars). If the U.S. were to spend as much preventing deaths caused by smoking as it does saving coal miners, there would be no money left for any other purpose.

Often, risk simply isn't where it appears to be. People fear tiny amounts of chemical carcinogens, and tiny amounts of radiation, but, in fact, almost anything can kill if taken in sufficient quantities. Breathing too much oxygen can be lethal. So can drinking too much water. Ray reports the case of a German man who gulped down 17 liters of water in just a few minutes. He suffered an extreme electrolyte imbalance and bloating of his organs, and, finally, died.

In the same way too much of almost anything can kill, just-detectable amounts of almost anything are harmless. The public's two biggest bogey substances -- radiation and chemical carcinogens -- are, in fact, everywhere. Arsenic, cadmium, and chromium have all been identified as carcinogens, as Ray observes, yet all are naturally present in every cell in our bodies. A normal cell has 100,000 molecules of carcinogenic arsenic, 2,000,000 molecules of carcinogenic cadmium, and 700,000 molecules of carcinogenic chromium.

Yet nothing stirs up public hysteria more than warnings of trace amounts of carcinogens. A couple of years ago, the Natural Resources Defense Council (NRDC) touched off a national panic when it claimed that Alar, a chemical used to keep apples from dropping off trees before ripe, causes cancer. Does it? Well, as

Ray points out, a person would have to eat 28,000 pounds of apples every day for 70 years to suffer tumors like those of NRDC's Alar-gorged mice. Mice given half as much Alar -- the human equivalent of eating 14,000 pounds of apples a day for 70 years -- suffered no tumors at all.

Nonetheless, the NRDC and a number of other advocacy groups continue to take extremist positions in defense of nature and "health." The results, as Lewis and Ray detail, are often ludicrous. When the Bush administration proposed that the EPA take the benefits of pesticides into account when regulating their use (amazingly, the EPA wasn't already doing so), an outraged NRDC spokesperson replied that "allowing the EPA to condone continued use of a chemical whenever the benefits outweigh the costs is absolutely anathema to the environmental community." And so on.

Lewis and Ray have harsh words, as well, for what they see as environmentalists' fear-mongering about nuclear power. Nuclear fission, both argue, is a cheap, clean and, above all, safe way of making power. The most contentious safety question -- how high-level waste is to be disposed of -- is, in fact, "a non-issue," writes Lewis.

"The specter of high-level waste remaining extremely radioactive for hundreds of thousands of years is just fiction. Long life and high radioactivity are antithetical. That is why the waste is not very threatening after a few hundred years -- the hot short-lived ingredients have long since decayed, and all that is left is relatively benign....Our planned repository has to last about as long as some of the Roman ruins or possibly the Egyptian pyramids, and if our engineers can't manage that technology we are in deep trouble."

Worrying about what will take place far in the future is usually silly anyway, he continues. "Opponents of a nuclear waste repository speak animatedly of what might happen in a thousand to ten thousand years. To see the futility of looking that far ahead, imagine the people of 10,000 years ago planning for our welfare. That would take us back nearly to Cro Magnon. With the best of intentions they couldn't have known how to help....In the grand scheme of things, and assuming we wish well for the human race, survival is the single most important duty we have toward our descendents."

As far as survival goes, the best estimates of the risk to the average citizen from long-term nuclear waste storage are one in a thousand billion.

But the public is scared anyway. Lewis and Ray suggest several reasons why. One is poor education, especially in science. Less than half of Americans are aware the Earth goes around the sun once a year. Americans are also about equally divided on whether evolution or creationism is more correct.

The media are also to blame. When it comes to stories about risk, sensational reporting is the norm. Highly complex issues are disposed of in seconds or sentences, by reporters who often know little more science than their audiences.

Ever ready to take advantage of the media's ignorance and hunger for the sensational is a small group of highly politicized (and publicized) scientists. The best known of this group is probably Paul Ehrlich, the Stanford butterfly specialist and guru of doom ("...a situation has been created that could lead to a billion or more people starving to death").

Pronouncements such as this are ridiculous, but they do reflect, in a distorted way, a deep societal ambivalence about technological advance and its costs. This ambivalence is widespread, and it extends beyond the United States. Lewis cites a poll taken in 1968 of a group of German women, asking them what profession they would prefer in an ideal husband. First choice was nuclear physicist. In 1979, a similar poll produced sharply different results. On the list of the top twenty choices, nuclear physicist didn't appear at all. The new first choice: forest ranger.

Now, working as a forest ranger is a fine occupation. But humanity hasn't made what economic and technological progress it has simply by tending to trees. Progress requires taking off in new directions and seeking new understanding. It requires assuming the risks that are an inevitable result. These risks can be considerable, but as Lewis and Ray make clear, they're not so formidable as many of us believe.

THE WHITE HOUSE

WASHINGTON

March 5, 1991

Dear Peter,

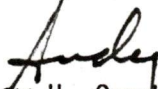
Following up on your inquiry about the Krosnopivtsev family, I was able to learn the following from the State Department: The family has refugee status with the U.S. Government and has received sponsorship for immigration into the U.S. The State Department has sent them a "travel packet" and offered to loan them the money for airline tickets.

The Krosnopivtsev's immediate problem is that the Soviets have not issued them exit visas to leave the Soviet Union. They apparently are not considered priority, as they have no "1st Degree" relatives in the U.S.

The U.S. Government has done all it can at this time. Hopefully, the details will be worked out in the USSR sometime soon.

Best to all the family.

Sincerely,



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

Mr. Peter Chatel
84 North Street
Lexington, Massachusetts 02173

NATIONAL SECURITY COUNCIL
WASHINGTON, D.C. 20506

February 7, 1991

MEMORANDUM FOR ANDY CARD

FROM: BILL SITTMANN ✓

SUBJECT: The Krosnopivtsev Family

The U.S. Department of State has looked into the case of the Krosnopivtsev family and their emigration problems with the U.S.S.R. State says that they have refugee status with the U.S. government and have received sponsorship for immigration into the U.S. State has sent them a "travel packet" and offered to loan them the money for airline tickets. (As this is recent, they may not have yet received this letter.)

The Krosnopivtsev's immediate problem is that the Soviets have not issued them exit visas to leave the U.S.S.R. They are not considered priority as they have no "1st Degree" relatives in the U.S. It appears that they are Evangelicals, a group who frequently face emigration problems.

Aside from having Ambassador Jack Matlock personally look into this case (which may do them more harm than good), the U.S. government has done about all it can at this time.

THE WHITE HOUSE
WASHINGTON

DATE: February 5, 1991

TO: Bill Sittmann

FROM: **ANDY CARD**

Is it possible to get a status
report on the Krasnopivtsev case?

Thanks.

February 2, 1991
THE WHITE HOUSE (Groundhog Day)

Dear Peter -

Thank you for your letter regarding the Aleksey Krasnopirov family's desire to immigrate to the United States. I will check on the status of their emigration from the Soviet Union.

As you can imagine we are busy here. It is exciting and I remain very happy that George Bush is President. He amazes me every day!

My best to Leslie, Alison and Lindsay. We would love to see you. — Keep in touch.

Sincerely, Andy

Andrew H. Card
THE WHITE HOUSE
WASHINGTON

Mr. Peter Chatel
84 North Street
Lexington, Massachusetts
02173

Can you call
someone to get
a status report?
No pressure.

Document Originally
Attached to
Following Page



Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
01. Letter	Peter Chatel to Andrew Card, Re: Immigration application information. (2 pp.)	01/15/90	(b)(6)	

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, Office of the
Series: Card, Andrew H., Jr., Files
Subseries:
WHORM Cat.:
File Location: Correspondence--C [3]

Date Closed: 3/18/2025	OA/ID Number: 04883-003c
FOIA/SYS Case #: 2025-0373-S	Appeal Case #:
Re-review Case #:	Appeal Disposition:
P-2/P-5 Review Case #:	Disposition Date:
AR Case #:	MR Case #:
AR Disposition:	MR Disposition:
AR Disposition Date:	MR Disposition Date:

RESTRICTION CODES

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

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

Deed of Gift Restrictions

C(1) Closed by Executive Order 13526, governing access to national security information
C(2) Closed by statute or by the agency which originated the information
C(3) Closed in accordance with restrictions contained in donor's deed of gift [formerly listed as only C]
PRM. Removed as a personal record misfile

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

P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
02. Form	Reception and Placement Program Assurance Form; contains Personally Identifiable Information. (2 pp.)	05/29/90	(b)(6)	

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, Office of the
Series: Card, Andrew H., Jr., Files
Subseries:
WHORM Cat.:
File Location: Correspondence--C [3]

Date Closed: 3/18/2025	OA/ID Number: 04883-003c
FOIA/SYS Case #: 2025-0373-S	Appeal Case #:
Re-review Case #:	Appeal Disposition:
P-2/P-5 Review Case #:	Disposition Date:
AR Case #:	MR Case #:
AR Disposition:	MR Disposition:
AR Disposition Date:	MR Disposition Date:

RESTRICTION CODES

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

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

P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
 P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]

THE WHITE HOUSE

2-2-91

Dear Alice—

Congratulations! Thank you for your note informing me of your position at DOT. I'm thrilled for you.

I will always be your fan.
Keep in touch.

Sincerely,
Andy Card

Andrew H. Card, Jr.
THE WHITE HOUSE
WASHINGTON

Cockerham
OST/DOT
400 7th St.
Washington DC 20590

Mrs. Alice Cockerham
OST / DOT
400 7th Street
Washington, D.C.
20590

January 30th

Dear Andy,

A note to tell

you that I'm now
happily working at

DOT. In the Secretary's
Office — Office of the
Secretariat. I like it.

The staff is nice to
me, the duties are
varied (including some
responsibility for staff

travel - and you know
I like that) and there
is potential in the
job. Can't ask for more
at this time.

I put your name
down as a recommend
on my 171 - knowing
that you would have
good words for me,
if called.

Always a thank
you for your support
and kindnesses. Please

say hello to Kathleen
and Linda Casey.

With affection and respect,

Alice Cockerham

phone: 202/366-9744

The invitation to visit
us at Chinrotaque is
an open one.

Weekends, April -
November

JEFFERSON MEMORIAL

Watercolor by Laura Yurkowski



This card represents a contribution to the NSDAR "Pipes and Drum"
project for the modification of existing structural building equipment.

The National Society Daughters of the American Revolution, 1776 D Street, N.W.,
Washington, D.C. 20006-5392, is a 501 (c) (3) nonprofit organization.

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THE WHITE HOUSE

WASHINGTON

February 22, 1991

Dear Mary:

Thanks for your letter. It was great to hear from you.

As you might expect, Social Security funding is not a small issue around here and does not suffer from a lack of attention. Gwen King is a great advocate for SSA, as is Secretary Sullivan, so the agency's needs rarely go unnoticed.

The President's 1992 budget has a very large increase for Social Security Administration operating expenses -- from \$4.05 billion in '91 to \$4.53 billion in '92. This 12% increase (19% over the past two years) is one of the largest increases in the entire budget. SSA plans to use some of the funding increase to hire between 2000 and 5000 additional employees. Clearly, this was a priority in a budget that increased overall by only 2.6%.

The Zebley case presents the potential for major backlogs in SSA for children's disability cases. The President's budget also requested \$232 million in supplemental '91 funding to address this problem -- independent of the normal SSA budget. All in all, when looked at objectively, the SSA received very favorable treatment in the President's budget.

As you also mentioned, the 1990 budget agreement took Social Security "off budget," and there has been some debate about whether the SSA operating costs were intended to be outside the regular budget process. The Budget Reconciliation Act clearly states that Social Security's operating expenses are included in the domestic discretionary cap. Obviously, any Department that could operate outside the normal discipline of the appropriations process would choose to do so -- but this issue was specifically addressed in the agreement. Additionally, SSA has the largest operating account in the government, and other large operations, notably the Health Care Financing Administration (Medicare trust funds) and the Department of Transportation (airport and highway trust funds), have similar trust fund relationships. If all these operating expenses were exempted from any budget discipline, we'd be likely to dig a much bigger deficit hole than we currently have.

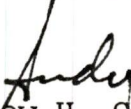
The President's budget demonstrates our commitment to a healthy and effective Social Security Administration. The interests of SSA and its beneficiaries are extremely well represented in the

Administration, and I don't think you should fear the Social Security operating funds will be inappropriately "squeezed" during this Administration.

The Director of OMB, Dick Darman, is accutely aware of this issue. If you ever want to "weigh in" on these issues with OMB, you can call Tom Scully, who handles Social Security for OMB, at 202/395-5178. I'm sure he would appreciate some "real world" input on the program.

Thanks for writing. Keep in touch.

Sincerely,



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

*We're all involved planning Tabetha's wedding - May 26th.
I hope you are all fine.*

Ms. Mary Chatel
Social Security Administration
Branch Manager
207 Quaker Lane, First Floor
West Warwick, Rhode Island 02893



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

ASSOCIATE DIRECTOR
FOR HUMAN RESOURCES,
VETERANS AND LABOR

2/7

Andy,

I am truly sorry for the
hold up. This obviously isn't quick.
Your note got lost on its
way to me and I just
received it. Hope this helps

Tom

Dear Mary,

Thanks for your letter. It was great to hear from you. As you might expect, Social Security funding is not a small issue around here and does not suffer from a lack of attention. Gwen King is a great advocate for SSA, as is Secretary Sullivan, so the agency's needs rarely go unnoticed.

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The Director of OMB, Dick Darman is acutely aware of this issue. If you ever want to "weigh in" on these issues with OMB, you can call Tom Scully, who handles Social Security for OMB, at 202/295-5178. I am sure he would appreciate some "real world" input on the program.

It was great to hear from you. ~~you~~ Keep in touch.

Sincerely,

cc: T. Scully

THE WHITE HOUSE
WASHINGTON

DATE: 2-2-91

TO: Tom Scully
OMB
FROM: ANDY CARD *Andy*

Can you help with
a quick, quality
response? Mary is
my cousin's wife.

Thanks.



NEW ENGLAND SOCIAL SECURITY MANAGEMENT ASSOCIATION

January 23, 1991

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

AC HAS SEEN

Dear Andy,

I have delayed writing to you because I was sure that your energies were focused on the situation in the Persian Gulf. I had hoped that the situation could be brought to a peaceful solution (what an optimist!) and that you would have the time to discuss this matter closer to home. While your days are probably even more hectic now, I felt that I could not hesitate any longer as the Office of Management and Budget will make a decision within the next couple of weeks about Social Security Administration's Administrative Budget which could seriously affect our operations for the next 5 years.

In this regard I am writing to you in my capacity as President of the New England Social Security Management Association and New England's representative to the National Council of Social Security Management Association to pass along the grave concern Social Security field managers have about their ability to deliver quality service to the public. Over the past 5 years, Social Security Administration has lost 17,000 employees, many of these in New England. This year's budget not only cuts deeply into allocations needed to run the every day operations (equipment, supplies, training and travel money etc.), but also puts more work in the field offices (publishing of local Field office phone numbers, more complex procedures for processing representative payees, disability cases, etc). The claims workload has increased significantly from this time last year and promises to continue to increase, as the economic situation declines. I have seen this first hand during the last month as 45 financial institutions in Rhode Island were closed. As people lost their jobs and/or were denied access to their savings, they came into my office to file for early retirement, disability or Supplemental Security Income payments. If Social Security's administrative budget is not taken off-budget and out from under the domestic spending caps, services to the millions of Social Security recipients nationwide could be drastically curtailed.

OFFICERS 1990-91

President, Mary Chatel
Vice President, Don Singewald
Secretary, Maria Pinheiro
Treasurer, Ron Bonneau
National Council Vice President,
Pete Toland

REPRESENTATIVES

Area I	Area II
Jack Donahue, VP	Kathy Vadala, VP
Hank Allsworth	Pete Toland
Delois Smith	Chris Tebbetts

REPRESENTATIVES

Area III	Area IV
Maria Pinheiro, VP	Bob White, VP
Mary Chatel	Ron Bonneau
Don Singewald	Bob Fiorentino

I realize that you are probably closer to President Bush than almost anyone else on his staff and that he trusts your judgement. If you feel that you could raise this subject with the President, here are some of the more technical issues involved which were compiled by Pete Toland, the National President of the Management Association:

" The Omnibus Reconciliation Act of 1990 contained a provision under Title XIII, Budget Enforcement, that reaffirmed the off-budget status of the OASDI Trust Funds and which "removed all their transactions from the deficit estimates and calculations made in the sequestration process." It is our belief that in adopting this provision, the Congress clearly intended that SSA's administrative expenses were to be removed from the deficit estimate and calculations as well since they are Trust Fund transactions. While the treatment of the LAE is not separately mentioned in the conference report section on Treatment of Social Security, we note that the Amendments to the Balanced Budget and Emergency Deficit Control Act of 1985 included in Section 13101 of Title XIII support our interpretation. Under Baseline, Discretionary Appropriations (Section 257 (c), specific assumptions are outlined for Inflation of Current-Year Appropriations in calculating the baseline amounts. The assumptions for Social Insurance Administrative Expenses (Section 257 (c) (3) provide for an adjustment based on the percentage change in beneficiary population, but only for the Railroad Retirement Account and the HI, SMI, and Unemployment Trust Funds. SSA's Limitation on Administrative Expenses, although included in the original drafts of these amendments, were specifically removed from this section by Congress because they were placing all OASDI transactions outside of the deficit control process.

Since Sections 251 (b) and 251 (b) (1) (A), Enforcing Discretionary Spending Limits, i.e. Changes in Concepts and Definitions, provides OMB with wide discretion to set the framework for the budget through FY 1995 with the submission of the FY 1992 Budget package in January 1991, it is critical that this package includes SSA's LAE as an item scored outside the domestic spending cap. We believe that since this was the intent of Congress in removing all Trust Fund transactions from the deficit calculations, there would be no objection from the Appropriations or Budget Committees."

Andy, with the Social Security fund in surplus it makes little sense to protect the fund itself, but not provide the resources necessary to deliver the services needed by our elderly and disabled citizens. I realize that Dr. Louis Sullivan has already raised this issue with the President out of his concern that the cuts in SSA's budget request would lead to erosion of services. I wanted to add the perspective of SSA field managers and our concern for the public we serve.

If you have any question or want to discuss this matter, feel free to call me at work at 401-822-1409 or 401-828-0652 or home 401-353-6482 or Pete Toland at the Boston Social Security office at 617-565-8602 or 617-565-8604 (FTS 835-8602). Andy, Thank you for your time and attention to this matter. Say "hi" to everyone for me!

Sincerely,

Mary Chatel
Social Security Administration Branch Manager
207 Quaker Lane, 1st Floor
West Warwick, R.I. 02893

Mary B. Chatel
Mary B. Chatel

THE WHITE HOUSE

2-21-91

Dear John -

Thank you for the report
and for the fine work you and your
team are doing. Give my best to
A.J. — Keep in touch.

Sincerely, Andy Card

THE WHITE HOUSE
WASHINGTON

The Honorable John T. Conway
Chairman
Defense Nuclear Facilities Safety Bd.
625 Indiana Avenue, N.W.
Washington, D.C. 20004

Suite 700

John T. Conway, Chairman
A.J. Eggenberger, Vice Chairman
Edson G. Case
John W. Crawford, Jr.
Herbert John Cecil Kouts

DEFENSE NUCLEAR FACILITIES SAFETY BOARD

625 Indiana Avenue, NW, Suite 700, Washington, D.C. 20004
(202) 208-6400 • FTS 268-6400



February 19, 1991

The Honorable Andrew H. Card, Jr.
Deputy Chief of Staff and
Assistant to the President
Executive Office of the President
Washington, DC 20500

Dear Mr. Card: *Andy*

The Defense Nuclear Facilities Safety Board is pleased to enclose its Annual Report which reviews the health and safety activities of the Board at the Department of Energy's defense nuclear facilities from its inception in October 1989 through December 1990.

Sincerely,

John T. Conway
Chairman

Enclosure

*We haven't had to
bother you recently
John
7*

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
03. Letter	Peter Chisholm to Andrew Card, Re: Meeting request; Personally Identifiable Information redacted. (1 pp.)	n.d.	(b)(6)	

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, Office of the
Series: Card, Andrew H., Jr., Files
Subseries:
WHORM Cat.:
File Location: Correspondence--C [3]

Date Closed:	3/18/2025	OA/ID Number:	04883-003c
FOIA/SYS Case #:	2025-0373-S	Appeal Case #:	
Re-review Case #:		Appeal Disposition:	
P-2/P-5 Review Case #:		Disposition Date:	
AR Case #:		MR Case #:	
AR Disposition:		MR Disposition:	
AR Disposition Date:		MR Disposition Date:	

RESTRICTION CODES

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

(b)(1) National security classified information
(b)(2) Release would disclose internal personnel rules and practices of an agency
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P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]

Lee'd
FEB 22 1991

Breakfast April 26
10:00

AC HAS SEEN

34 Davis Farm Road
Ashland, MA 01721
February 20, 1991

Mr. Andrew Card
1st Floor, West Wing
The White House
Washington, D.C. 20500

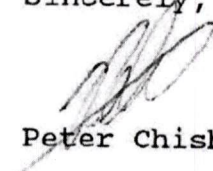
Dear Andy:

I'm pleased that I had the opportunity to speak with you this morning. The problem I'm facing pales in comparison with the issues currently before you.

As I told you during our telephone conversation, I will call your office to set a time when we can meet sometime between April 4th and 6th.

I appreciate your help with my situation.

Sincerely,


Peter Chisholm

Linder -
Note 4/4-6

617/727-7785

(b)(6)

*I spoke
w/ Peter by
phone wk of 2/15.
(He may see me when next
Abt. in P.C.)*

AC HAS SEEN

34 Davis Farm Road
Ashland, MA 01721
February 5, 1991

Mr. Andrew Card
1st Floor, West Wing
The White House
Washington, D.C. 20500

Dear Andy:

This is a tough letter to write, but after eighteen years of state service, I am facing a very difficult situation. If you read the Globe at all, you might have seen that the Governor has filed legislation which calls for the creation of a Department of Education headed up by a Secretary. The Board of Regents would be abolished. While it is possible that some of the present Board employees would become part of the new staff, most would be terminated particularly since the proposed Division of Higher Education would have a small staff. We currently have about sixty staff and I have heard the new office would have around twenty-five.

It was suggested to me that I call Paul Cellucci. Unfortunately I only handled a couple constituent cases from his office when he was a State Senator and both of those were some time ago. So in a nutshell, I need help. Specifically, I would like to ~~ask that you call the Lieutenant Governor and request that the Administration consider providing me with a position in the new Secretariat.~~ At this point, I don't care if I go to another agency or have to take a reduction in pay, (my current salary is in the low forties).

So with all the problems the President and his staff are trying to deal with, along comes Peter with his own crises. I would have liked to come down to see you but can't afford to at this point in time. Any help you can provide is appreciated.

For your information, I have enclosed my resume so you can review my background.

~~I'd like to talk you to about it by telephone and will call next week.~~

Thanks.

Sincerely,


Peter Chisholm

PETER C. CHISHOLM
34 Davis Farm Road
Ashland, Massachusetts 01721
Phone:
(508) 881-2180-Home
(617) 727-7785-Business

PROFESSIONAL EXPERIENCE:

March, 1981 to Present

Director of Governmental Relations and Associate Director of Public Relations

**Massachusetts Board of Regents of Higher Education
Boston, MA**

Responsibilities: Provide advice and counsel to the Regents' Chancellor and Chairman on a comprehensive and effective government relations program including strategic planning and crisis management. Spokesperson for the Board with local, state, and national elected officials, state and national educational associations, and community groups. Supervise the preparation of all documents prepared for elected officials. Represent the Board in meetings with student organizations. Respond to inquiries from local media outlets as required.

Accomplishments:

- ~ Assisted with the planning and coordination of the public higher education public relations and lobbying effort which resulted in the passage of a \$400,000,000 capital outlay budget.
- ~ Organized and coordinate the Board's Government Relations Program.
- ~ Directed lobbying efforts leading to a 400% increase in scholarship funding over a six year period.
- ~ Established an Alumni Fund Raising Council and accompanying state funded grant program.

November, 1978 - February, 1981

Director of External Affairs

Board of Higher Education

Boston, MA

Responsibilities: Directed the Board's Public Relations and Governmental Relations Program liaisons with elected officials at all levels of government, spokesperson for the Board with members of the local media.

Accomplishments:

- ~ Established a federal relations program resulting in a government grant being awarded to the Board.
- ~ Assisted in the transition effecting the reorganization of public higher education in Massachusetts. Directed the logistic effort in closing the offices of the eliminated governing and coordinating boards.

January, 1975 - October, 1978
Legislative Assistant to the Secretary
Office of the State Secretary
Boston, MA

Responsibilities: Developed and implemented the office legislative liaison program. Established communications with members of the State Legislature and Massachusetts Congressional Delegation; supervised all office liaison activities and report preparation on various legislative issues; created and implemented an internal information program to help keep staff members up-to-date on Beacon Hill activities; helped prepare and implement an education program presented to the city and town clerks of the Commonwealth; coordinated conferences and seminars related to office activities; formulated and presented recommendations on developing policies and strategies; handled numerous administrative functions as assigned by the Secretary.

Accomplishments:

- ~ Secured passage of legislation which created the Massachusetts Register.
- ~ Successfully lobbied for statutory authority providing for the creation of a State Bookstore.

January, 1972 - December, 1974
Legislative Assistant
Massachusetts House of Representatives
Boston, MA

Responsibilities: Primary responsibility involved serving as the Legislative Assistant to the Chairman of the Election Laws Committee. This entailed: researching, drafting, and redrafting of legislation; writing speeches and press releases for various representatives helping constituents with their particular problems such as employment security, university admissions, and other government related problems. Administrative responsibilities included scheduling of public hearings and executive sessions, the preparation of committee reports and serving as Office Manager.

Accomplishments:

- ~ Assisted in the drafting of a major campaign Finance Reform Act.
- ~ Participated in the drafting of the legislation creating 240 single-member state representative districts.

1979 - 1980
Part-time
Comcast Corporation
Bala Cynwyd, PA

Responsibilities: I was employed as a consultant to assist the corporation with their Massachusetts licensing efforts. My responsibilities included participation in the preparation and submission of cable television proposals for various communities. Directed the process of obtaining local investors and the retaining of legal counsel for each community. Prepared reports and assisted in the presentation of our proposal at public hearings called by the local licensing authorities.

EDUCATION:

Suffolk University, Boston, Massachusetts, 1979
Degree: Master of Public Administration

University of Massachusetts, Amherst, Massachusetts, 1972
Degree: Bachelor of Arts
Major: Political Science
Honors: Dean's List, Pi Sigma Alpha
(National Political Science Honor Society)

New York University, New York, New York, 1972
Seminar: Political Fund Raising
Received Certificate

CIVIC INVOLVEMENT:

Elected Member, Town of Ashland Housing Authority
Call Firefighter, Ashland Fire Department

MILITARY: United States Army
Received Honorable Discharge

ARTICLE PUBLISHED: The Massachusetts General Court: Processes and Prospects, Co-author of Chapter 2: The Massachusetts General Court: A Closeup View

PROFESSIONAL AFFILIATIONS:

American Society for Public Administration
Government Relations/Communication Officers Section of SHEEO

REFERENCES: Available upon Request

THE WHITE HOUSE

WASHINGTON

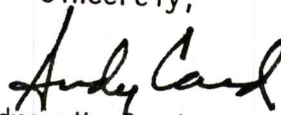
February 28, 1991

Dear Mr. Connarn,

Holly Breeden called today, on your behalf, to extend the invitation to be your guest at the March of Dimes Gourmet Gala on March 19. I'm sorry my wife and I cannot join you for this festive and very worthwhile evening, but I did want to let you know that I appreciate your thinking of me. Thank you.

Best wishes for a very successful evening.

Sincerely,



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

Mr. John Connarn
Ameritech
1050 Connecticut Avenue, N.W.
Suite 730
Washington, D.C. 20036

THE WHITE HOUSE

1/12/91

Dear Jim -

(an historic day)

Your contributions to the President, the Presidency, and all with whom you have worked for the past two years are truly significant.

Thank you.

I consider it a great honor to have been able to serve with you. I also am proud to call you "friend."

You will be missed here. Please keep in touch.

Sincerely,
Andy

THE WHITE HOUSE
WASHINGTON

Mr. James Cicconi
7019 D'Evereux Circle Drive
Alexandria, Virginia 22310

THE WHITE HOUSE January 16, 1991

Dear Craig -

Thank you for your letter. I too enjoyed the Weld/Cellucci inauguration.

I will share your interest in having your father participate in the President's 50th Anniversary as a Naval Aviator with the appropriate people.

Keep in touch. Sincerely, Andy Card


THE WHITE HOUSE
WASHINGTON

Craig D. Carlson
6 Beacon Street
Boston, MA 02108

CARLSON ASSOCIATES

6 BEACON STREET
BOSTON, MASSACHUSETTS 02108
617/742-1110

CRAIG D. CARLSON
PRESIDENT

AC HAS SEEN

FACSIMILE
617/742-5859

January 7, 1991

To Don Rhodes.
ok
Andy
1/10/91

Honorable Andrew Card
Deputy Chief of Staff
President of the United States
The White House
Washington, D.C.

Dear Andy:

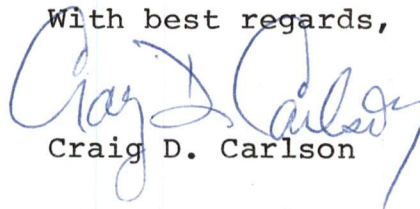
It was great seeing you last week at the Weld Inauguration. Congratulations for all your efforts on behalf of the Massachusetts Republican Party to make this election victory possible.

Pursuant to our conversation, I have enclosed a copy of the letter Admiral Maurice Weisner sent to my father, CDR William S. Carlson on April 16, 1990 concerning President Bush's 50th Anniversary as a Naval Aviator. As discussed, my father was a classmate of the Presidents' and also received his wings in 1943. He served in the Navy with high honor and distinction as a WW2 carrier fighter pilot (320 operations, numerous awards) a flight instructor (training several astronauts), a test pilot and chief pilot and assistant to Secretary of Defense Gates.

It would be a great honor for my father to serve on the committee planning this event.

Should you desire any additional information, please let me know. I deeply appreciate your efforts on this matter. I look forward to speaking with you.

With best regards,


Craig D. Carlson

CDC/sc

Enclosure



NAVAL AVIATION MUSEUM FOUNDATION, INC.

BUILDING A NATIONAL TREASURE

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April 16, 1990

CDR William S. Carlson, USN (Ret)
18 Stony Ridge Road
Cumberland Foreside, ME 04110

Dear Commander Carlson,

This is in response to your letter concerning President Bush's upcoming 50th Anniversary as a Naval Aviator. Your idea is superb, and we will look forward to an appropriate ceremony in the National Museum of Naval Aviation on or near that 50th Anniversary, June 9, 1993. An appropriate forum might be the annual Naval Aviation Symposium--if one is held that year--which would fall on May 6-7, 1993.

Again, thank you for your excellent idea. It made me recall that on May 20, 1993, I will also celebrate the 50th Anniversary of receiving my own Navy Wings of Gold.

Sincerely,

M. F. Weisner
Admiral, USN (Ret)
President and CEO

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General Counsel

THE DIRECTOR OF THE UNITED STATES PEACE CORPS
WASHINGTON

file

AC HAS SEEN

January 23, 1990

Dean Rusk,

attached

Thanks for the note of
January 5 — came at a good
time. I assume Ede has
passed along the accurate version
on these matters.

These folks sure don't
want this Administration and
President to get credit for the
re-bound over here — but I
trust we'll prevail.

Any advice would be
welcomed. We're thinking of all
you guys these days — great
job

Yours friend,
Dave

THE WHITE HOUSE

1/5/91

Paul —

Keep up the great work. The
Peace Corps had a tremendous 1990,
and 1991 will be even better.

Thank you for what you're doing.

Sincerely,

Andy Card

THE WHITE HOUSE
WASHINGTON

The Honorable

Paul D. Coverdell

Director

U.S. Peace Corps

Washington, D.C. 20526

THE DIRECTOR OF THE UNITED STATES PEACE CORPS
WASHINGTON

December 19, 1970

Dear Cindy,

That early effort
for resources is beginning
to take hold. Thanks for
happy holidays.

Yours truly,


AC HAS SEEN

THE TAMPA TRIBUNE

Monday, November 5, 1990

BayLife

Section

F



Tribune photograph by DAVID J. PHILLIP

Fifth-graders from Gainesville Country Day School dress in costumes from foreign countries. They are pen pals with two Peace Corps volunteers.

The Peace Corps rebounds

Recent volunteers have more experience than the original recruits, and their numbers will double as they enter more countries.

By SUZIE SIEGEL
Tribune Staff Writer

TAMPA — Pragmatism has come to the Peace Corps.

Volunteers once were typified by young college graduates leaving middle-class homes for small African villages. When they returned, they may have shared their experiences only with friends and family.

These days, volunteers are older, with varied backgrounds. They often go to work in a city, perhaps even in Europe. Many return to teach others.

"People see the Peace Corps going places it never went before, doing things it never did before," said Paul D. Coverdell, 51, who became director in May 1989.

The expansion feeds on itself, he said. As the corps does more, more people volunteer, and more countries seek assistance. It has never been more popular, except in its early years.

President Kennedy launched the agency in 1961 to send American volunteers to poor countries. The number of volunteers peaked at 15,500 in 1966 and then began to dwindle as the agen-



U.S. Peace Corps Director Paul Coverdell visits corps volunteer Ann McAllen's vegetable production project in Guatemala.

Photograph provided by Peace Corps

cy lost money and independence.

The corps now has 6,300 volunteers, who sign up for two-year stints. The average age is 31, and 12 percent are 50 or older. Coverdell hopes to nearly double the contingent to 12,000 by the end of the decade. He said he

has no shortage of applicants.

The corps can count on support in Congress and the White House. Its 1991 budget will jump \$21 million, the biggest increase in 25 years.

See PEACE CORPS, Page 2F

Pen pals bring world home to U.S. kids

By SUZIE SIEGEL
Tribune Staff Writer

TAMPA — The schoolchildren sat on the floor. No chairs. No desks. The blackboard was a wall painted black.

A Peace Corps volunteer sent the photograph of a grade school in Zanzibar to fifth-graders at Seminole Heights Elementary in Tampa. They marveled at the poverty.

"They don't have as much stuff as we do," said Jenny Cromer, 11, outside a classroom decorated for fall.

The students are corresponding with Jonathon Hull, an English tutor at a teachers college in Zanzibar, now part of Tanzania. A program called World Wise Schools has paired 2,000 Peace Corps volunteers with American pupils in third through 12th grades. A dozen schools in West Central Florida have signed up.

The Peace Corps offers teachers a choice of countries. Evelyn McGucken chose Tanzania.

"It sounded like a neat place," she said.

The volunteers can send artifacts, cas-

See VOLUNTEERS', Page 2F

NOV. 24 ? (h) 617/545-2503
2^d copy 60/P

NOV. 24

THE WHITE HOUSE

October 24, 1990

Dear John -

Thank you for your letter regarding the
Seituate Republican Town Committee. You
are doing a great job. I commend your
commitment to the cause.

Yes, I want to help build on the political
successes Republicans will enjoy on November 6th.
Please give my "right hand," Linda Casey, a call
to firm up a date.

Win for the GOP!

Sincerely,

Andy Card

Andrew H. Card, Jr.

THE WHITE HOUSE

WASHINGTON

John A. Clarkson
Chairman
Seituate Republican Town Committee
Box 237
Seituate, Massachusetts
02066

18 October 1990

AC HAS SEEN

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

Dear Mr Card:

In anticipation of Republican Victory in November, I have decided to look beyond Election Day and consider important items for the agenda of the Scituate Republican Town Committee. As Chairman of this Committee, it is my responsibility to look out for its interests, as well as its resources.

It took over three years to raise the over \$1200 we are spending on candidates and Election Day promotion for the Republican slate. I hope that our treasury can be replenished efficiently and quickly. Would you be willing to help?

We are planning a fundraising dinner to be held in either late November or early December, depending on your schedule. As a keynote speaker to this event, it is my hope that we will draw many people to a fine evening of celebration and comraderie. It is my hope that we will raise close to \$1200 for our Committee treasury.

Please let me know if you can help in this way, and provide me with some recommended dates so that a function room may be secured. Your consideration of this proposal is deeply appreciated.

Sincerely,


John A. Clarkeson, Chairman
Scituate Republican Town Committee
Box 237
Scituate, MA 02066