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FOIA MARKER

**This is not a textual record. This is used as an
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Record Group/Collection: George H.W. Bush Presidential Records
Collection/Office of Origin: Chief of Staff, White House Office of
Series: Card, Andrew, Files
Subseries:

OA/ID Number: 04885
Folder ID Number: 04885-001d

Folder Title:
Correspondence General - 5/89 [4]

Stack:

G

Row:

15

Section:

22

Shelf:

1

Position:

Withdrawal/Redaction Sheet (George Bush Library)

Doc. No. / Type	Subject/Title	Date	Restriction	Classification
01. Note	Handwritten post-it note, Re: Names and birthdates of meeting participants. (1 pp.)	n.d.	(b)(6)	
02. List	Re: Sacramento, CA business community leaders; contains Personally Identifiable Information. (4 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 General - 5/89 [4]

Pinksheet Number: RML16169
OA/ID Number: 04885-001d
Date Closed: 5/5/2025
FOIA/Sys Case #: 2025-0373-S
Re-review Case #:
P-2/P-5 Review Case #:

THE WHITE HOUSE

July 3, 1989

Dear Mr. Euste -

Thank you for the Governmental Research Institute report on the impact of federal funding cuts on local government in Greater Cleveland. The analysis is eye-opening.

Please keep in touch. Sincerely, Andy Card

THE WHITE HOUSE
WASHINGTON

Mr. Louis J. Euste
Research Director
Governmental Research Institute
Citizens Bldg, Room 820
850 Euclid Avenue
Cleveland, Ohio
44 114-3394



GOVERNMENTAL RESEARCH INSTITUTE

Research for Better Government
Citizens Building, Room 820, 850 Euclid Avenue
Cleveland, Ohio 44114-3394, Phone 241-5340

June 28, 1989

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

Dear Mr. Card:

Enclosed you will find our report on the impact of federal funding cuts on local governments in Greater Cleveland. The most important finding is that our local governments have more than made up for the federal funding cuts they experienced between 1978 and 1987 and are, in fact, spending more now than they did ten years ago.

Our study, called FOCUS On Federal Funding Cuts: How Should We Respond?, was conducted by an independent and objective citizens committee of business and civic leaders, supported by professional staff. Our organizations have a 100-year tradition of providing leadership on important community issues with citizen-based studies such as this. Support for our efforts is provided by the major area foundations and corporations, local governments, and more than 2,000 individual members.

If you or your staff have any questions about the study, or would like additional details on the results, please call me at 216-241-5340. We would be happy to give you a complete briefing.

Sincerely,

Louis J. Erste
Research Director

Enclosure

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THE CITIZENS LEAGUE
OF GREATER CLEVELAND

THE WHITE HOUSE

July 3, 1929

Dear Mr. Gilmore -

Thank you for your letter supporting President Bush's statements regarding the Supreme Court's decision concerning the wilful desecration of the American flag. The full page advertisement you sponsored says it all. - Thank you.

Sincerely, Andy Card

Andy Card
THE WHITE HOUSE
WASHINGTON

Mr. Jim Gilmore, Jr.
202 Michigan Building
Kalamazoo, Michigan
49007



*Jim Gilmore
Enterprises*

JUNE 29, 1989

Jim S. Gilmore, Jr.

Chairman, President and Chief Executive Officer

THE HONORABLE ANDREW CARD, JR.
THE WHITE HOUSE
WASHINGTON, D.C. 20500

AMERICAN FLAG

DEAR MR. CARD:

I JUST WANTED YOU TO KNOW HOW FIRMLY I SUPPORT PRESIDENT BUSH'S RECENT STATEMENTS REGARDING THE SUPREME COURT'S DECISION CONCERNING THE WILFUL DESECRATION OF THE AMERICAN FLAG.

FOR THE COURT TO HAVE GIVEN LEGITIMACY TO SUCH A CONTEMPTIBLE ACT, IN THE NAME OF FREE SPEECH, IS BEYOND MY UNDERSTANDING.

I AM OUTRAGED BY THE COURT'S INSENSITIVITY TO THE PROUD HISTORY OUR FLAG REPRESENTS AS WELL AS ITS DISREGARD OF THE WILL OF THE VAST MAJORITY OF THE AMERICAN PEOPLE.

I LOOK FORWARD WITH GREAT HOPE TO THE DAY THAT THIS DECISION WILL BE REVERSED BY A CONSTITUTIONAL AMENDMENT, IF THAT IS WHAT IT WILL TAKE, AND THOUGHT YOU WOULD BE INTERESTED IN SEEING A COPY OF MY PUBLISHED POSITION.

SINCERELY,
WITH KIND REGARDS,


JIM GILMORE, JR.

HOME OFFICE

*202 Michigan Building, Kalamazoo, Michigan 49007
616-381-3490 Facsimile 616-381-5326*

A8 KALAMAZOO GAZETTE ■ WEDNESDAY, JUNE 28, 1989

Bush Library Photocopy

THE UNITED STATES SUPREME COURT IS WRONG

The willful desecration of the American Flag should be a legally punishable act. The Court's decision to the contrary, is deplorable.

The pronouncement portends to protect the right of free speech by ruling that such an act is one of *peaceable* dissent.

But to profane the American Flag is an act of *violence* against every American, just as surely as if we were physically attacked or our personal property was criminally destroyed.

The American Flag is not a mere rhetorical symbol. It is a living and breathing legacy of our freedoms and of the hopes of people everywhere who would be free.

It has been left to us to honor, preserve and pass on to our children, as has every previous generation which has served to defend it on battlefields and missions of peace, around the globe.

The decision demeans our history and casually casts aside the very standard under which millions of Americans have fought and died.

What price freedom?

Surely, it does not include acceptance of a legalistic philosophy that defies any sensible definition of free speech.

We do have recourse.

If there has ever been a time for bi-partisan legislative action, it is now. A constitutional amendment is not only called for, we should demand it.

The American Flag is *us*.

Jim Gilmore Enterprises

CORPORATE OFFICES: 202 MICHIGAN BUILDING



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FRANK FONG '86

Bush Library Photocopy



THE WHITE HOUSE

6/17/89

Kip-

Thanks for the "random thoughts."
As always, they are constructive and
welcome.

I spoke briefly with Drew at the
head table reception prior to the President's
Dinner. We both sung your praises.

Keep in touch.

Andy

THE WHITE HOUSE
WASHINGTON

Kip Hawley
Union Pacific Corp.
Suite 450, West
555 13th St., N.W.
Washington, D.C.
20004

Memorandum



To: Andy Card

Date: June 15, 1989

From: Kip Hawley *Kip*

Copy to:

Subject: When you're busy, don't you hate unsolicited advice?

Rather than try to reach you by phone (and also to give Linda a break) herewith some random thoughts:

- ◆ Nice job on the President's Clean Air initiative! I think the substance was thoughtful and a good compromise and the events this week came off very well.
- ◆ This could well be the domestic issue where a legislative success would have the most impact:
 - a) puts distance to Alaska (and Boston Harbor);
 - b) both Mitchell and Foley would have an interest in its success;
 - c) you won't have to read about "leadership", "vision", or "message".
- ◆ You've got a real shot at capitalizing on the momentum of this week and getting the bill signed this year. Can you focus the White House staff (Legislative, Political, IGA, Public Liaison, Public Affairs, etc.) on this mission and perhaps have you manage the effort. This would:
 - a) get the bill through;
 - b) focus the staff on a tangible mission;
 - c) be a shakedown cruise for the staff;
 - d) show you who delivers both inside and outside the White House.

In mid-1981, remember how the tax cut push -- run out of the White House -- chalked up a big legislative victory but perhaps more importantly it became the model for successive efforts.

- ◆ We at Union Pacific support the President's efforts on Clean Air and would like to help. (Regardless of whether you decide to use the type of approach described above.) Is there someone with whom we should work to be part of your coalition?

Have fun and please call if you would like to discuss any of this.

THE WHITE HOUSE

WASHINGTON

June 14, 1989

Dear Gordon:

Thank you for your letter of June 12, 1989,
announcing the formation of DGM International.
Congratulations on your ambitious endeavor!

I will be happy to keep your new undertaking in
mind should I learn of individuals who may be
able to benefit from your expertise.

With best wishes for much success. Keep in
touch.

Sincerely,



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

*My best to your family. We would
love to see Chris when he gets back.*

Mr. Gordon S. Jones
DGM International
9271 Old Keene Mill Road
Suite 200
Burke, Virginia 22015-4202

DGM International

9271 Old Keene Mill Road, Suite 200
Burke, Virginia U.S.A. 22015-4202
Telephone 703-644-4557
Fax 703-644-3116

12 June 1989

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

Dear Andy:

Within the next few weeks, I will be leaving Capitol Hill after twenty years in public policy work. The purpose of this letter is to announce the launching of the firm of DGM International, a legislative consulting and government relations firm, with which I will be associated.

Enclosed you will find a short description of DGM, with the qualifications of its principals. We can offer an impressive breadth of experience in the legislative and executive branches of the government of the United States, and in business, both domestic and international.

Beginning approximately July 1, DGM will be available to represent corporate or governmental clients in Washington. I think you will agree that DGM has a great deal to offer, and I hope you will keep me in mind if you hear of someone who might need the kind of help I can provide.

If you would like further information, or just want to discuss events, please give me a call. Susan and I will be going to Europe this summer as chaperones to the Madrigals. We will bring Christopher home from Hungary when we come.

My best to Kathy and Tabetha.

Sincerely,



Gordon S. Jones

GSJ:hs
Enclosures

DGM International

9271 Old Keene Mill Road
Suite 200
Burke, Virginia U.S.A. 22015-4202
Telephone 703-644-4557
FAX 703-644-3116

DGM International, Inc. is a Washington, D.C.- based government relations and business consulting firm. DGM is a small firm, with a personal touch, emphasizing the needs of a select clientele. Clients and policy-makers alike receive the same type of personal attention. The partners at DGM bring to government relations an extremely broad range of experience, allowing this personalized service across virtually all issue areas and with both executive and legislative institutions.

We at DGM have represented a broad range of clients: small entrepreneurs, Fortune 500 corporations, and foreign multinationals in such fields as the environment, export controls, defense, international trade, and trade association activities. Assignments have been short-term and long-term, involving "front-page" issues and the unnoticed.

Gordon S. Jones is a twenty-year veteran of Washington policy-making. Most recently Executive Director of the House Republican Policy Committee and Floor Assistant to the Minority Leader, he has worked both sides of Capitol Hill and both ends of Pennsylvania Avenue. His particular areas of expertise include energy and the environment, economics and labor policy, and the intricacies of parliamentary maneuvering. His service as Floor Assistant carries with it lifetime privileges of the House floor.

Donald E. Ellison provides DGM with extensive experience in government-business relations, trade association work, and international trade. He serves on numerous advisory panels on imports and exports, arms control issues, and chemical manufacturing. Mr. Ellison has extensive experience in trade expansion, including the prosecuting of successful cases before the General Agreement on Trade and Tariffs. At the Environmental Protection Agency and as an executive of a major chemical company, Mr. Ellison gained the expertise which qualified him to testify as an expert witness on the Clean Water Act, the Clean Air Act, the Toxic Substances Control Act, the Resource Conservation and Recovery Act, "Superfund", and other environmental legislation.

Lewis W. Cramer brings to DGM unparalleled expertise in trade expansion and commercial development. Having just completed a stint as Assistant Secretary of Commerce and Director General of the U.S. and Foreign Commercial Service, he is intimately familiar with trade and business opportunities abroad. He has also been Deputy Assistant Secretary of Commerce for Science and Electronics, and held comparable positions with the U.S. Trade Representative.

DGM International's special strength is its mastery of the policy-making process itself. No one knows the legislative and public policy process better. This knowledge comes from years of experience working with the Congress, with the Executive Branch, with foreign governments, and with trade and professional associations. Whatever your needs are in Washington, DGM International can provide the answer.



Richard A. Bloom

Jones: Leaves House GOP post for PR firm

CASH FLOW

Some changes at the House Republican Policy Committee, where Rep. **Mickey Edwards** of Oklahoma took over last year. He brought in **Gordon S. Jones**, who had been vice president for government and academic relations at the Heritage Foundation, as executive director of the committee in January. Now Jones is leaving to join DGM International Inc., a Washington public relations and lobbying firm he recently helped set up. Jones will be working with **Donald D. Ellison**, who will eventually shift clients over from his international trade firm, Donald D. Ellison and Associates, to DGM.

An interesting thing about the executive director's slot at the committee—Jones is also technically a floor assistant to the House Minority Leader. That gives him permanent floor privileges, even after he leaves the job. Jones, who worked on the Hill or for various federal agencies from 1968-83 before joining Heritage, said that he hadn't planned to leaving the committee quite this soon. But he pointed out that the defeat of the congressional pay raise earlier this year also affected congressional aides who had been counting on a big raise. **Vicki Love Martyak**, who has been chief of staff to Edwards for five years, will take over as executive director. **Susan C. Lubbers**, Edwards's press secretary, will succeed Martyak. Lubbers hasn't been replaced yet.

Also at the committee, press secretary **Betsy C. Hart** has moved to the Heritage Foundation, where she's director of

THE WHITE HOUSE

WASHINGTON

June 7, 1989

Dear Mr. Chancellor:

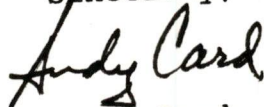
It was a privilege and an honor to have the opportunity to meet you during the President's visit to Bonn last week.

Please allow me to express my appreciation for your gift of a Mont Blanc pen and pencil set. It was very thoughtful of you, and they will serve as a constant reminder of a special moment in my life.

Thank you also for all the hospitalities you and your country afforded me and those traveling with the President.

With best wishes,

Sincerely,



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

His Excellency Dr. Helmut Kohl
Chancellor of the Federal
Republic of Germany
Bonn, Germany

THE WHITE HOUSE

WASHINGTON

June 21, 1989

Dear Gil:

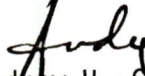
I just received your letter announcing your resignation from the Department of Commerce.

Congratulations on your new position as head of the international trade practice at Morrison and Foerster! I wish you much success with this new endeavor and know that you will be up to the challenge.

Please do keep in touch.

With best wishes,

Sincerely,



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

Mr. Gilbert B. Kaplan
Morrison & Foerster
2000 Pennsylvania Avenue, N.W.
Washington, D.C. 20006-1812

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DIRECT DIAL NUMBER

May 12, 1989

(202) 887-1533

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

Dear Andy:

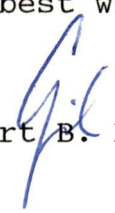
After almost five years in the Department of Commerce, I recently submitted my resignation to the Administration and accepted a position as the head of the international trade practice at Morrison & Foerster.

My years in the government were fascinating and filled with exciting opportunities. I am particularly proud to have worked on the Trade Bill of 1988, the Semiconductor Agreement with Japan, the President's Steel Program, the Lumber Agreement with Canada, and the new GATT Uruguay Round. I feel that each of these, in its own way, broke new ground in the trade area.

I am now undertaking a different challenge. Morrison & Foerster is the twelfth largest law firm in the United States. It was founded in 1883 in San Francisco, and now has offices throughout the country, including New York, Washington, D.C., Denver, Los Angeles, and Orange County, as well as international offices in London, Tokyo, and Hong Kong. I am tremendously excited about joining the firm and the prospects of leading its international trade practice. For your information, I have attached a brief description of the firm's practice.

I certainly look forward to seeing you again, and encourage you to drop by my office or visit me at my home.

With best wishes,


Gilbert B. Kaplan

MORRISON & FOERSTER

FIRM SUMMARY

Founded in 1883, Morrison & Foerster has grown to over 475 lawyers. The firm has eleven offices worldwide: Domestic Offices in New York, Washington, D.C., Denver, San Francisco, Los Angeles, Orange County, Palo Alto, and Walnut Creek, California; International Offices in Tokyo, Hong Kong, and London.

Our principal commitment is to meet the needs of our clients. We have expanded geographically into markets where our clients do business and have added depth in practice areas that have become increasingly important. We also emphasize a close working relationship among our lawyers, regardless of their practice areas or geographic location. This enables us to provide specialized experience and staffing efficiencies that other firms might not be able to offer.

Our practice is generally organized into four departments: business, labor and employment law, litigation, and tax. We also have an extensive international practice that spans all four departments.

Business Department

Morrison & Foerster provides comprehensive business legal advice to its clients. The Business Department has approximately 200 lawyers who work in seven practice areas: financial services, institutional lending and project finance, real estate, land use and environmental law, corporate finance, insolvency and reorganizations, and entertainment law.

Our 60-person Financial Services Group is a leading source of expertise for the financial services industry. In the last year, we advised more than 220 financial institutions on: mergers, acquisitions, and restructurings; regulatory compliance; and retail financial products. Our Institutional Lending and Project Finance Group advises many of these same clients on complex financings of businesses in every major industry. We also counsel lenders, developers, and contractors on major energy projects and are currently involved in over two dozen such projects. Representative clients of these two groups include:

Algemane Bank Nederland, N.V.
Bank of America
Bank Securities Association
California Cogeneration Council
Chase Manhattan Bank
Chemical Bank
Citicorp
Farm and Home Financial
First National Bank of Chicago
Ford Motor Company/First
Nationwide Financial Corporation
General Electric Capital Corporation

Manufacturers Hanover Trust Company
Mastercard International, Inc.
National Automated Clearing House Association
Old Stone Corporation
Sanwa Bank, Ltd.
Security Pacific National Bank
Shearson Lehman Hutton, Inc.
Transamerica Corporation
Travelers Insurance Company
U.S. League of Savings Institutions
VISA USA
Wells Fargo Bank

MORRISON & FOERSTER

Morrison & Foerster's Real Estate Group is one of the largest and most diverse in the country. With over 70 lawyers, we have developed a group whose size and global coverage are sufficient to manage the time constraints and efficient staffing needs of any transaction. For example, in the last six weeks of 1988, our lawyers closed in excess of \$1.5 billion in real estate transactions. We advise a worldwide group of clients on transactions involving all phases of real estate acquisition, development, financing, ownership, leasing, and operation. Our real estate lawyers regularly counsel clients on several specialized areas of the practice: hotel projects and winery/vineyard acquisitions and development.

The Real Estate Group also works closely with the firm's Land Use and Environmental Group on a variety of projects. One of the strengths of our land use lawyers lies in their team approach to the peculiar demands of large, complex, and often controversial development projects. We also serve as principal environmental counsel to a broad range of companies from those in smokestack industries, to high technology businesses, to investment banks. Representative clients of our real estate, land use, and environmental groups include:

Aetna Life & Casualty Company
Alex. Brown Realty Advisors
Anheuser-Busch, Inc.
Asahi Urban Development Corp.
Bank of America
CIGNA
City and County of San Francisco
The Clorox Company
Denver Regional Transportation District
The Equitable Life Assurance
Society of the United States
Grubb & Ellis Co.
Hasegawa Komuten
Industrial Bank of Japan, Ltd.
London & Edinburgh Trust
The Lurie Company

Mission Viejo Company
Mitsubishi Bank, Ltd.
Mitsubishi Corporation
New York Life Insurance Co.
PaineWebber Realty International Advisors
The RREEF Funds
Santa Fe Pacific Realty Corporation
Simpson Paper Company
Stouffer Hotel Company
Transamerica Realty Services, Inc.
Travelers Insurance Company
Union Carbide Corporation
United Savings Bank
University of California
USS-POSCO Industries

Our Corporate Finance Group advises clients on mergers and acquisitions, private and public offerings of securities, and the organization of new entrepreneurial enterprises. In recent years, the group has handled over 100 transactions for issuers and underwriters, ranging in size from less than one million dollars to over \$500 million. We also counsel clients in several areas in which we have unique, specialized knowledge: the organization and representation of investment companies; the formation of pooled vehicles for investment in real estate by pension funds and other tax exempt organizations; and the design and negotiation of securitization transactions. Other corporate clients look to the firm for assistance with reorganizations, workouts, and insolvency matters. Representative clients of these groups include:

Acuson Corporation
Alex. Brown & Sons, Incorporated
Answer Computer, Inc.
Associated Ventures Investors

McKesson Corporation
Merrill Lynch Capital Markets, Inc.
Overland Express Funds
Paribas Technology

MORRISON & FOERSTER

BankAmerica Corporation
Consolidated Freightways, Inc.
Continental Airlines, Inc.
Fujitsu America, Inc.
Ford Motor Company/First
Nationwide Financial Corporation
Great American First Savings
GT Capital Management
Hambrecht & Quist
Hambro International Venture Fund
Intel Corporation
Kidder, Peabody & Co., Inc.

Prudential-Bache Capital Funding
The RREEF Funds
Security Pacific National Bank
Shearson Lehman Hutton & Co.
Smith Barney Harris Upham & Co.
Superconductor Technologies
Terminal Data Corporation
Transamerica Corporation
T. Rowe Price Associates, Inc.
Unisys Corporation
Walden Group
Weyerhaeuser Mortgage Company

Litigation Department

The Litigation Department has over 200 lawyers who provide clients with skilled trial and appellate representation, advice on alternative methods of dispute resolution, and preventive counseling to avoid controversies. Lawyers in the department represent clients in most major types of commercial litigation: securities; intellectual property; financial institutions and transactions; antitrust and trade regulation; land use and environmental; real estate; airports; product and professional liability; first amendment and constitutional; criminal; and regulatory.

Corporate clients typically need assistance with litigation that arises in the context of their commercial operations. We have advised a significant number of clients on suits brought by shareholders, investors, and regulators, who are increasingly challenging the propriety of management decisions. We also advise clients on disputes involving intellectual property, including trademark, copyright, patent, trade secret, and false advertising litigation. In 1988, we represented parties in three of the most important disputes in the country: Fujitsu Limited in its arbitration with IBM; Paperback Software in the copyright infringement action brought by Lotus; and Monsanto/G.D. Searle in the settlement of Genentech's trade secret action.

Morrison & Foerster has represented hundreds of financial institutions in prosecuting and defending cases in trial and on appeal involving important and often precedent-setting issues in the financial services industry. During the past few years, the firm's trial lawyers have represented numerous banks in major class actions and other suits challenging their lending rates, checking account practices, service charges, credit card charges, and other consumer relationships. We also represent these institutions in disputes arising out of their commercial lending relationships, particularly in the lender liability context.

Other clients depend on the firm's assistance with antitrust litigation and counseling. Here, we have represented many of the Fortune 500 in defending or initiating state and federal antitrust litigation that is crucial to the companies' business strategies. We also assist clients in obtaining clearances from the Department of Justice on proposed mergers and acquisitions.

MORRISON & FOERSTER

An increasing number of our clients are involved in land use and environmental litigation and regulatory proceedings. Our litigators have successfully defended projects ranging from downtown highrises to large residential communities. We also regularly handle environmental litigation involving multiple parties and state and federal regulators under varied environmental statutes, such as the Superfund Act.

Morrison & Foerster has built its expansive administrative practice on regular appearances before governmental entities, the preparation of often technical testimony for administrative hearings, and extensive experience with judicial review by the appellate courts. One sample of our administrative work is the advice on telecommunications issues that we give major carriers and financial institutions, real estate developers, equipment manufacturers, and start-up companies. Currently, we represent VISA, Mastercard, and a group of the nation's largest banks in state and federal proceedings on the structure of the public telecommunications network and how the financial services industry should pay for its use.

The firm's litigation practice extends beyond questions of commerce, as we advise clients on constitutional, criminal, and professional liability issues. We have represented some of the country's most influential media organizations on far-reaching First Amendment issues. We have also developed a significant practice advising law firms and lawyers facing sanctions in federal court based on allegations of fraud and overreaching, professional malpractice, and conflicts of interest.

Representative litigation and regulatory clients include:

Acuson Corporation
American Broadcasting Company
Anheuser-Busch, Inc.
Arthur Andersen & Co.
Avantek, Inc.
BankAmerica Corporation
Bear Stearns & Co.
Cargill, Inc.
Citibank, N.A.
City and County of San Francisco
Combustion Engineering
Continental Airlines, Inc.
Eastern Airlines, Inc.
Federal Deposit Insurance Corporation
Fujitsu Limited
G.D. Searle & Company
General Motors Corporation
Goldman, Sachs & Co.
Hambrecht & Quist
Hasbro, Inc.
Holly Sugar Corporation
London & Edinburgh Trust
Lucky Stores, Inc.

Macrovision
MAXXAM Group, Inc.
McCaw Cellular Communications, Inc.
Merrill Lynch, Pierce, Fenner & Smith
Merrill Lynch Teleport Technologies
Mission Viejo Company
Nomura Communications Systems America
Parker Brothers
Pergamon Press, Inc.
Port of Oakland
7-Up Company
Sacramento Municipal Utility District
Shell Oil Company
Simpson Paper Company
Southern Union Company
State of Alaska
Tandem Computers, Inc.
Transamerica Corporation
Unisys Corporation
USS-POSCO Industries
Wells Fargo Bank
Western Union Corporation

Labor and Employment Law Department

For over 50 years, the firm has maintained a strong Labor and Employment Law Department. The practice has expanded to a group of over 30 lawyers resident in the firm's major domestic offices. We represent clients ranging in size from small start-ups to large, established concerns. These clients include banks, insurance companies, manufacturers, high technology companies, and corporations engaged in the transportation, food, service, defense, construction, real estate, health care, publishing, and broadcasting industries.

Our lawyers provide counseling and litigation services in nearly every facet of labor and employment law, including: equal employment opportunity; employee rights and privacy issues; employee termination and contract disputes; union-employer relations; recurring employment matters; and personnel management training and communications.

In each of the substantive areas in which our lawyers practice, we emphasize preventive counseling. Companies should design and implement employee policies in a way that minimizes potential controversies and liabilities. To assist our clients in these efforts, the Labor Department provides "packaged" services, which reflect the benefits of past experience, are priced affordably, and are tailored to meet the needs of differing organizations. Among these services are EEO surveys, affirmative action counseling, and training programs for managers, supervisors, and in-house counsel on such subjects as wrongful discharge, EEO, privacy in the workplace, and union avoidance. To keep our clients abreast of recent developments in the employment law field, we regularly publish a newsletter and distribute periodic legal commentaries. Finally, our lawyers — who lecture extensively in the labor field — conduct periodic client seminars on topics of timely concern to employers, such as drug testing, employee searches, confidentiality of employee medical information, and employee performance, discipline, and discharge.

Representative clients of the Labor Department include:

Anheuser-Busch, Inc.
Anthem Electronics, Inc.
Apple Computer, Inc.
C&H Sugar Company
Capital Cities/ABC, Inc.
Cathay Pacific Airways, Limited
China Airlines
Consolidated Freightways, Inc.
Crowley Maritime Corporation
Dinwiddie Construction Company
Ford Motor Company
Fujitsu America, Inc.
General Motors Corporation
Hills Bros. Coffee, Inc.
Holly Sugar Corporation
Intel Corporation

International Paper Company
Johnson & Johnson
Lockheed Missiles & Space Company, Inc.
Motorola Corporation
National Broadcasting Corporation
National Semiconductor Corporation
Nestlé Enterprises, Inc.
Northern Telecom, Inc.
Raychem Corporation
San Mateo Times
Seiko Epson Corporation
Southland Corporation
Spreckels Industries
State Farm General Insurance Companies
Union Carbide Corporation
The Wm. Wrigley, Jr. Company

Tax Department

The Tax Department has over 30 lawyers who advise clients on a variety of federal, state, local, and international tax issues and represent them in tax litigation and administrative proceedings. Morrison & Foerster has one of the strongest tax practices in the country, with depth and special expertise in virtually every major area of tax representation: business tax planning and financial transactions; employee benefits and executive compensation; state, local, and federal tax advice and litigation; estate planning and administration; and tax exempt organizations.

Tax planning for business and financial transactions is an important component of any business's operations. Our tax lawyers regularly advise clients ranging in size from large, publicly-held corporations to small start-ups on both routine tax issues and on complex, innovative tax structures. An important aspect of our practice is the advice we provide foreign clients, particularly those investing in unitary tax jurisdictions.

Morrison & Foerster is nationally recognized for its work in the design, implementation, and representation of both qualified and non-qualified employee benefit plans and executive compensation arrangements. We presently represent sponsors of over 100 employee benefit plans and employee stock ownership plans (ESOPs).

The Tax Department's state and local tax practice includes planning and consulting with respect to state and local tax issues, representation in administrative controversies, and court litigation. No law firm in the country has more depth or aggregate years of experience than the lawyers in our State and Local Tax Group. Our lawyers have handled state litigation and administrative proceedings in virtually all 50 states and presently have matters pending in more than one-half of the states.

Our federal tax controversies practice involves all levels of audit participation, from the revenue agent level through the Tax Court, Claims Court, and other federal trial and appellate courts.

Representative tax clients include:

Bank of America
C&H Sugar Company
California League of Savings Institutions
The Clorox Company
Colgate-Palmolive Company
Consolidated Freightways, Inc.
Container Corporation of America
Control Data Corporation
Crowley Maritime Corporation
Fujitsu America, Inc.
Gannett Company, Inc.
Grubb & Ellis Company
Hexcel Corporation
Intel Corporation

Mobil Oil Corporation
Pacific Mutual Realty Advisers
RJR Nabisco, Inc.
The RREEF Funds
Santa Fe-Southern Pacific
State of Alaska Permanent Fund
Sumitomo Corporation of America
Tandem Computers, Inc.
Thermal Power Company
T. Rowe Price Associates, Inc.
Union Oil Company
Wells Fargo Bank
Westinghouse Electric Corporation
Weyerhaeuser Mortgage Company

MORRISON & FOERSTER

London & Edinburgh Trust
Marin Community Foundation
McKesson Corporation

W.R. Grace & Co.
Xerox Corporation

International Practice

A large portion of the firm's legal work is international in character as it involves foreign clients, transnational negotiations, or foreign jurisdictions. Business activities and disputes that involve the laws and regulations of more than one country present special risks that Morrison & Foerster works to minimize by providing effective and clear legal guidance. Our offices in Tokyo, Hong Kong, and London have become an increasingly important component of this effort.

The firm's business or transactional expertise falls into three broad areas: representation of U.S. individuals and companies in their activities abroad; representation of foreign individuals and enterprises investing or doing business in the United States; and international finance. In any transactional representation, our lawyers also consider the international tax ramifications and applicable trade regulations.

Our litigators play a pivotal role in solving international disputes, including the vigorous pursuit or defense of legal actions, when necessary. We are committed to using diverse and innovative methods to solve clients' disputes in the most efficient manner possible. It is this commitment that has placed us in the forefront of firms that encourage their clients to look beyond traditional litigation techniques to arbitration, mediation, conciliation, mini-trials, and private trials. The firm has domestic and international experience with all of these alternative techniques.

Representative foreign clients and domestic clients for whom we handle international work include:

Asahi Urban Development Corp.
Bank of America
British Electricity International, Ltd.
C. Itoh & Co., Ltd.
Cathay Pacific Airways, Limited
China Airlines
The Clorox Company
Consolidated Freightways, Inc.
Esprit (Far East) Ltd.
First Chicago Bank
Fluor Corporation
Fujitsu Limited
GT Capital Management
Guinness Mahon & Co., Ltd.
The Hang Lung Group
The Hsin Chong Group
Independence Bank
JCB International

KEB (Asia) Finance, Ltd.
London & Edinburgh Trust
Mitsubishi Bank, Ltd.
Mitsubishi Corporation
NM Rothschild & Sons, Limited
Pohang Iron & Steel Corp.
The RTZ Corporation plc
Sanwa Bank, Ltd.
Scandinavian Bank Group
Sing Tao Ltd.
Standard Chartered Bank
Sumitomo Corporation of America
The Swire Group
Takenaka Corporation
Tower Records
Unisys Corporation
Wing Lung Bank

Additional Information

If you would like additional information about the firm in general or any particular department or practice area, please contact any of our lawyers whom you know or call Gail Lopes, Director of Client Relations, at (415) 677-7120.

THE WHITE HOUSE

WASHINGTON

July 7, 1989

Dear Jim,

Thank you for your letter of June 20, 1989, and congratulations on your new position as Deputy Negotiator for Strategic Offensive Arms. It sounds like serious business!

Please do call me when you are back in Washington, D.C. In the meantime, all the best in Geneva.

Sincerely,



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

Keep in touch!

Mr. James M. Medas
Deputy Negotiator for
Strategic Offensive Arms
U. S. Mission
Room 306, 11 Rte de Pregny
1292 Chambesy
Switzerland



UNITED STATES DELEGATION
TO THE NEGOTIATIONS ON NUCLEAR AND SPACE ARMS WITH THE SOVIET UNION
Geneva, Switzerland

June 20, 1989

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

Dear Andy:

Yes, I am now in Geneva as the Deputy Negotiator on the Strategic Arms Talks (START). No, the world is not yet a safer place.

Chief Negotiator, Ambassador Richard Burt, for whom I worked in the European Bureau at State Department, was not confirmed by the Senate until just before our departure June 15th delaying my announcement. Our first meeting with our Soviet counterparts will be held June 21, 1989. This should be interesting.

My new address is: c/o United States Mission, Strategic Arms Talks (START), Room 306, 11 Rte de Pregny, 1292 Chambesy, Switzerland, Tel (41) 22.7.99.04.22, Ext. 427.

This round of negotiations will end early-August and we will return to Washington, DC until the Fall round. I will telephone before we return to Geneva.

Sincerely,

JAMES M. MEDAS
Deputy Negotiator for
Strategic Offensive Arms

THE WHITE HOUSE

WASHINGTON

June 21, 1989

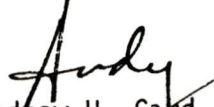
Dear Jim:

I just received the announcement that you have joined Shaw, Pittman, Potts and Trowbridge as a partner. Congratulations!

I wish you much success in your new endeavor and hope that you will keep in touch.

With best wishes,

Sincerely,

A handwritten signature in black ink, appearing to read "Andy", with a stylized flourish at the end.

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

Mr. James H. Burnley, IV
Shaw, Pittman, Potts & Trowbridge
2300 N Street, N.W.
Washington, D.C. 20037

THE WHITE HOUSE

WASHINGTON

June 23, 1989

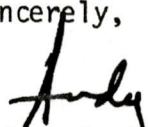
Dear Mike:

Enclosed is an autographed photograph taken of you and the President in May. Congratulations!

Please let me know whenever I can be of any assistance to you.

With best wishes,

Sincerely,



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

Mr. Mike Deland
Chairman
Council of Environmental Quality
722 Jackson Place, NW
Washington, D.C. 20503

Enclosures

THE WHITE HOUSE

WASHINGTON

June 26, 1989

Dear Jim,

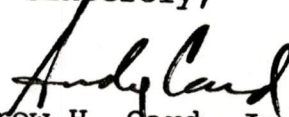
Thank you for your letter of June 20, 1989, and for sending me a copy of your paper for Nikkei Business. I look forward to reading it when I have a few spare moments.

I also enjoyed meeting you at the Assumption College commencement ceremony and appreciate your kind invitation to visit Williamsburg.

Keep in touch.

With best wishes,

Sincerely,



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

Professor James A. Bill
The Wendy and Emery Reves
Center for International Studies
The College of William and Mary
Williamsburg, Virginia 23185



The Wendy and Emery Reves Center for International Studies

THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA
Williamsburg, Virginia 23185

Office of the Director
(804) 253-4354

20 June 1989

Dear Andy

It was a pleasure to meet you if only briefly at the Assumption College ceremonies last month. I thought it was an impressive ceremony and carried out with class. Congratulations to you also!

I have not written sooner since I have been travelling rather widely — lecturing on separate trips to Anchorage, Alaska and Tokyo Japan — primarily on U.S. Middle East policy with special emphasis on Iran After Khomeni.

Under separate cover, I am sending you an article prepared for Nikkei Business, Japan's major financial magazine. Since they commissioned it and since it is not yet in print, please treat it as privileged. I know you will find it to be of interest.

Stay in touch and please know you are always welcome in lovely Williamsburg!

Jim Birn

Telephone: Direct Line

804-253-5300
804-220-2627

JAMES A. BILL - BIOGRAPHY

JAMES A. BILL is Professor of Government and Director of the Wendy and Emery Reves Center for International Studies at The College of William and Mary. He has focused his research on the comparative study of political development in the countries of the Middle East. His most recent research concerns the issues of stability and revolution, the relationship between politics and the economy, and the construction of a new model of U.S. foreign policy-making.

Professor Bill graduated from Assumption College in 1961 as class valedictorian. He received an M.A. at Pennsylvania State University in 1963, an M.A. at Princeton University in 1965, and a Ph.D. at Princeton University in 1968.

At Princeton University, James Bill held a University Ford Near East Fellowship and a Foreign Area Fellowship. He has done extensive field work in the Middle East, beginning with a two-year residence in Iran between 1965-1967. His most recent research trips to the area include four visits to six different Gulf states, a visit to Jordan, Israel, and the Palestinian West Bank, and a 1988 fact-finding trip to the Islamic Republic of Iran.

Dr. Bill's major study entitled The Eagle and the Lion: The Tragedy of American-Iranian Relations was published by Yale University Press in 1988. He is also the author of The Politics of Iran (1972), and co-author of Comparative Politics: The Quest of Theory (1973, 1982); Politics and Petroleum (1975); and Politics in the Middle East (1979, 1984). He has contributed original selections to a number of other volumes and has published articles in Foreign Affairs, The Journal of Politics, The Middle East Journal, and Comparative Politics.

James Bill has been a Professor of Government at The University of Texas and a Visiting Professor at Washington University, St. Louis and at the University of Alaska, Anchorage. He has delivered distinguished university lectures at the University of Nebraska, South Dakota State University, and the University of New Hampshire. In 1980 and 1982, he presented inaugural lectures at The International University of Japan at Niigata. He has also lectured on international issues at Harvard University, The University of Chicago, The University of Michigan, UCLA and at over 70 other universities across the country. He has also lectured in Tokyo, Bonn, Toronto, London, Mexico City, Halifax, Tehran, Cairo, Jerusalem, and Kuwait.

Professor Bill's views on Middle Eastern Affairs have appeared in Time, Newsweek, Fortune, The New Yorker, The Wall Street Journal, and Science. He has appeared with Walter Cronkite and Mike Wallace on CBS News specials on Iran and has been interviewed on the MacNeil Lehrer Report and other national television programs.

Dr. Bill has been an elected member of the national board of directors of the Middle East Studies Association and the American Institute of Pakistan Studies. He is also a member of the American Political Science Association and the Society for Iranian Studies.

FOR ANDY CARD 6/20/89

J. Bill

CONFIDENTIAL: Paper Prepared Exclusively for Nikkei Business
ATTN: Mr. Nobuhiko Okawara, Deputy Editor

Determined NOT to be Iran: Power and Politics After Khomeini
National Security Classified Marking
By PM (NLGB) on 05/05/25 Professor James A. Bill
The College of William and Mary

The charismatic leader and symbol of the Iranian revolution is dead. The death of 86-year old Ayatollah Ruhollah Khomeini occurred in the midst of a massive power struggle for control of the revolution. And Khomeini's disappearance from the scene is already having an important impact on the outcome of that power struggle.

Although the constellation of power factions competing for political control in the Islamic Republic is extremely complex, the scene can be best summarized as a struggle between the "revolutionary extremists" on the one hand and the "political pragmatists" on the other hand.

The extremists have argued for tight political control at home, centralized state domination of the economy, and the continuing aggressive exportation of revolutionary principles abroad. They have condemned the political moderates and liberals who would promote democracy in revolutionary times and are especially reluctant to fashion political or economic associations with outside powers, either east or west. They have been especially opposed to re-establishing ties with the United States.

The pragmatists stress political pluralism and participation, free enterprise and the opening of the economy, and the exportation of the revolution by example only. They argue for increased relationships with

foreign countries as long as those countries do not attempt to interfere in Iran's internal affairs. This group argues that the reconstruction of Iran physically and the institutionalization of Iran politically is the major priority. In order to achieve these difficult goals, external assistance is essential.

Although positions change and individuals are difficult to place in particular categories, the leading members of each of the factions can be identified as follows. The revolutionary extremists include Ayatollah Khomeini's 44-year old son, Ahmad Khomeini, Minister of Interior Ali Akbar Mohtashami, Minister of Information Mohammad Reyshahri, and Prosecutor General Mohammad Khoiniha.

The pragmatist group includes Majlis Speaker Ali Akbar Hashemi-Rafsanjani, President Ali Khamenei, Foreign Minister Ali Akbar Velayati, and Grand Ayatollah Hussein Ali Montazeri. Although the current Prime Minister, Mir Hussein Musavi, floats between both groups, he is most often associated with the extremists.

With the end of the war in the summer of 1988 and the strong desire of the masses of suffering Iranian citizens for normalcy, the extremist group began to lose much of their support in the country. Through the words and actions of Rafsanjani, Khamenei, and Montazeri, the pragmatists began to open up the system. In response, the extremists initiated a desperate campaign for their political survival.

With their support among the population evaporating, the extremist faction sought the political backing of Ayatollah Khomeini. Khomeini, bitter about

the outcome of the war, was sympathetic. In late February 1989, he stated that "as long as I am around, I shall not allow the government to fall into the hands of the liberals." With his son, Ahmad, acting as major intermediary, the extremists gained Khomeini's critical support and frontally attacked the leadership of the pragmatists.

The first major casualty of the extremist campaign was Ayatollah Montazeri, the designated heir to Khomeini's position of faqih (supreme religious leader). In a shocking episode, he was forced to resign from his position in late March. Khomeini undercut his own heir apparent after Montazeri had publically criticized the extremist and oppressive nature of the system. In May, Ahmad Khomeini released a public letter to Montazeri containing a number of charges condemning Montazeri and detailing the reasons why Montazeri had disillusioned and disappointed Ayatollah Khomeini himself.

There is evidence that the second target of the extremist campaign was powerful Majlis Speaker Rafsanjani. But before the extremists could convince Khomeini to eradicate Rafsanjani's influence, the Ayatollah died. With his death, the extremists lost their last major base of support. Without his father on the scene, for example, Ahmad Khomeini lacks credibility and his influence will fade with time.

The disappearance of the Ayatollah clears the way for the slow but certain move to political normalcy in the Islamic Republic. Within 24 hours of Khomeini's death, the 82-member Council of Experts met and overwhelmingly voted to name President Khamenei leader in the Ayatollah's place. The 50-year old Khamenei had been president since 1981 as well as a longtime leading member of the Supreme Defense Council. Khamenei, who had been a

fiery ideologue in the early days of the revolution, had moderated his views during his presidency when he found it necessary to act constructively in order to direct a country beset daily by deep social, economic, and political problems. A second sign of the growing strength of the pragmatists is seen in the leading position of Majlis Speaker Rafsanjani who currently faces no serious opposition in his candidacy for the presidency, the post now occupied by Khamenei.

The major political event with which to gauge this consolidation of power will take place on Friday August 18, the date of important presidential elections and a nation-wide referendum concerning constitutional changes designed to increase the power of the presidency. It is this event that will represent the formal institutionalization of the power of the pragmatists. In the meantime, the political situation in Iran is fragile and the leaders among the pragmatists find themselves in some personal danger.

As the internal situation in Iran inexorably shifts to moderation and political pragmatism, the Islamic Republic is destined to carefully open up to the west. Most important in this regard is the relationship between revolutionary Iran and the United States.

Since the early 1980s, there have been two views of the Islamic Republic of Iran prevalent in Washington. The first can be termed the "Saudicentric position." Those American decision-makers who subscribe to this view place overriding emphasis upon America's relationship with the Kingdom of Saudi Arabia. Of special consideration here is America's privileged access to the rich Saudi oil reserves. Since they consider Iran to be a major threat to

stability in Saudi Arabia, the Saudicentric politicians are strongly anti-Iran. Leading proponents of this position during the Reagan administration were Secretary of State George Shultz and Secretary of Defense Caspar Weinberger. Through their past associations with the Bechtel Corporation, Shultz and Weinberger knew much about Saudi Arabia but very little about Iran and the rest of the Middle East. The Saudicentric faction pursued a confrontational approach with Iran, constantly seeking to discredit Khomeini while working to weaken or even reverse the revolution.

The second position among U.S. foreign policy-makers can be termed that of the "geostrategic pragmatists." Those in the Department of State and National Security Council who held this position stressed the fact that Iran was a regional superpower and that its revolution could not be destroyed. They argued that revolutionary Iran was clearly anti-communist and that it would play an important role in the ultimate resolution of the Afghanistan problem. They also posited the view that there was a confluence of interest between Iran and America on oil prices. Both countries wanted to protect prices at a reasonable level. Finally, the issue of stability in Saudi Arabia was one that would be determined by the Kingdom itself, not by any outside power. The geostrategic pragmatists have urged a non-confrontational policy of creative diplomacy.

With the end of the Reagan era and the ascendancy of George Bush to the presidency, the emphasis of American policy towards Iran has begun to shift away from the Saudicentric hardliners and towards the position espoused by the geostrategic thinkers. President George Bush himself has astutely led this movement by formulating a relatively positive, low-key approach to Iran. In his inaugural address in January, Mr. Bush made peaceful overtures

to Iran; he has continued to do so in his press conferences ever since. During senatorial hearings, Lawrence Eagleburger, the number two man in the Department of State, described the ongoing tense situation between America and Iran as "unnatural and unacceptable." This represents a major shift in the American position championed by the Reagan administration which emphasized a policy of public insults and political confrontation concerning Iran.

Washington today seems to understand that Iran is the superpower of the Persian Gulf. With oil reserves of over 90 billion barrels and the world's second largest reserves of natural gas, the Islamic Republic has enormous natural resources. Demographically, Iran's power is even more impressive. At the time of the revolution (1978), Iran's population was 38 million. Today, the population has ballooned to 52 million. The 14 million person increase alone is equal to the entire population of neighboring Iraq and is twice the population of Saudi Arabia. With a battle-hardened military and a vigorous revolutionary religious ideology, Iran will loom increasingly large on the world stage in the years ahead.

The current trends, hastened by the death of Ayatollah Khomeini, indicate an intersection of two pragmatisms. The cautious pragmatic policy of George Bush may soon link up with the implementation of the politics of pragmatism in the Islamic Republic. Although Iran has in recent months been engaged in intensive economic negotiations with the Soviet Union, Rafsanjani and the other pragmatists are also deeply interested in cooperative and correct diplomatic and economic relations with the west.

Currently, the United States would do well to adopt a policy of patient

observation, occasionally issuing moderate and measured public statements while privately communicating with Iran through high-level third parties such as Japan. Although, Japan, like all other nations, has suffered economic losses as a result of the revolution, Japan has a very positive image in revolutionary Iran. In Iran, Japan is held up as a model of a non-western country that has become a major world economic and political power while preserving its own identity and dignity.

As Iran works its way through a tangled maze of political and economic problems and the pragmatists slowly move to the fore, countries such as Japan, and one day even the United States, stand to benefit considerably. In the meantime, the United States should pursue a policy track taken by Japan, a policy track built upon patience, non-interference, and low key support for a revolution that is a fait accompli and for a country that is an enormously important member of the community of nations.

Professor James A. Bill is Director of the Reves Center for International Studies at the College of William and Mary. He is author of the acclaimed book, The Eagle and the Lion: The Tragedy of American-Iranian Relations. Dr. Bill recently returned from a fact-finding trip to the Islamic Republic of Iran.

THE WHITE HOUSE

WASHINGTON

June 5, 1989

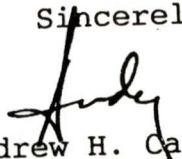
Dear Mr. Brown:

Please allow me to apologize for missing the reception with Monsanto's Board on the evening of May 25th. I had every intention of being there, but a last-minute, unscheduled visit by the President to Claude Pepper prevented me from joining you.

Again, I hope my absence did not inconvenience you in any way. I was most appreciative of the invitation and hope that we will have the chance to meet on some other such occasion.

With best wishes,

Sincerely,



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

Mr. David S. J. Brown
Vice President, Government Affairs
Monsanto Company
1101 - 17th Street, N.W.
Washington, D.C. 20036

Monsanto

DAVID S. J. BROWN
Vice President, Government Affairs

Monsanto Company
1101 17th Street, N.W.
Washington, D.C. 20036
Phone: (202) 452-8880

May 22, 1989

The Honorable Andrew H. Card, Jr.
Deputy to Chief of Staff
The White House Office
1600 Pennsylvania Avenue, N. W.
Washington, D. C. 20500

Dear Mr. Card:

I am pleased to extend an invitation to you on behalf of Monsanto's Chairman and Chief Executive Officer, Richard J. Mahoney, to have cocktails with Monsanto's Board of Directors on Thursday evening, May 25th at 6:30 P.M. at the F Street Club.

We would have been delighted if you could have stayed for dinner but realizing the time demands on the upcoming trip to Europe, we are very hopeful that you will be able to stop by during the reception to meet our Board. I enclose a list of our Board members for your information.

I will be delighted to answer any questions you might have and look forward to seeing you on Thursday evening.

Sincerely,

A handwritten signature in dark ink, appearing to read "David B.", followed by a long horizontal flourish line.

David S. J. Brown

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
01. Note	Handwritten post-it note, Re: Names and birthdates of meeting participants. (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 General - 5/89 [4]

Date Closed: 5/5/2025	OA/ID Number: 04885-001d
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:

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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]

MONSANTO
BOARD of DIRECTORS

Richard J. Mahoney
St. Louis
Chairman and Chief Executive Officer,
Monsanto Company
Monsanto Director: 10 years

Marguerite Ross Barnett, Ph.D.
St. Louis
Chancellor,
University of Missouri-St. Louis
Monsanto Director: 1 year

Joan T. Bok
Westborough, Massachusetts
Chairman, New England Electric System
Monsanto Director: 2 years

Donald C. Carroll, Ph.D.
King of Prussia, Pennsylvania
Chairman, Schulco, Inc.;
Retired Dean, The Wharton School,
University of Pennsylvania
Monsanto Director: 14 years

C. Raymond Dahl
San Francisco
Retired Chairman and Chief Executive
Officer, Crown Zellerbach Corporation
Monsanto Director: 11 years

Richard I. Fricke
Montpelier, Vermont
Chairman, Executive Committee,
National Life Insurance Company
Monsanto Director: 14 years

John W. Hanley
Palm City, Florida
Chairman, Hanley Hazelden Center;
Retired Chairman and Chief Executive
Officer, Monsanto Company
Monsanto Director: 16 years

Earle H. Harbison, Jr.
St. Louis
President and Chief Operating Officer,
Monsanto Company
Monsanto Director: 3 years

Robert M. Heyssel, M.D.
Baltimore
President and Chief Executive Officer,
The Johns Hopkins Health System and
The Johns Hopkins Hospital
Monsanto Director: less than 1 year

Howard M. Love
Pittsburgh
Chairman and Chief Executive Officer,
National Intergroup, Inc.
Monsanto Director: 11 years

Buck Mickel
Greenville, South Carolina
Chairman and Chief Executive Officer,
R.S.I. Corp.; Retired Vice Chairman,
Fluor Corp.; Chairman, Daniel
International Corp.; a Fluor subsidiary
Monsanto Director: 14 years

John S. Reed
New York
Chairman, Citicorp and Citibank, N.A.
Monsanto Director: 4 years

William D. Ruckelshaus
Houston
Chairman and Chief Executive Officer,
Browning-Ferris Industries, Inc.;
Former Administrator,
U.S. Environmental Protection Agency
Monsanto Director: 4 years

John B. Slaughter, Ph.D.
Los Angeles
President, Occidental College;
Former Director, National
Science Foundation
Monsanto Director: 6 years

Admiral Stansfield Turner
(U.S. Navy, Retired)
McLean, Virginia
Lecturer and Writer; Former Director
U.S. Central Intelligence and Central
Intelligence Agency
Monsanto Director: 8 years

THE WHITE HOUSE

WASHINGTON

May 24, 1989

Dear Mr. Gable:

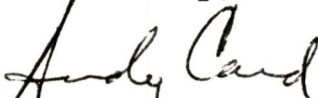
Thank you for your letters of May 15, 1989, to both Governor Sununu and me seeking suggestions for an individual to be Director of Public Policy for Citizens for a Sound Economy.

Please know that I will pass along your letters to appropriate White House officials for their review and consideration.

In the meantime, we appreciate your giving us the opportunity to make recommendations.

With best wishes,

Sincerely,



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

Mr. Wayne Gable
Citizens for a Sound Economy
470 L'Enfant Plaza, SW
East Building #7112
Washington, D.C. 20024

THE WHITE HOUSE

May 24, 1989

Dear Larry -

Congratulations! You'll make a great Secretary of the Navy. I know no one who deserves the honor more than you. The President is fortunate to have you on his team.

I'm sorry I won't be able to join you for the swearing in next week.

Keep in touch. Sincerely, Andy Card

THE WHITE HOUSE
WASHINGTON

The Honorable H. Lawrence Garrett III
The Secretary of the Navy
The Pentagon
Washington, D.C. 20301

THE WHITE HOUSE

WASHINGTON

May 23, 1989

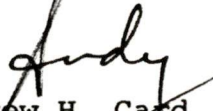
Dear Paul:

I just received a card from Bob Gray announcing your appointment as Special Representative to the Chairman of Hill and Knowlton Public Affairs Worldwide.

Please allow me to add my congratulations to the list of those you have already received. I am sure you will be a great asset to the firm.

With best wishes,

Sincerely,



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

Mr. Paul R. Locigno
Special Representative to
the Chairman
Hill and Knowlton
901 - 31st Street, N.W.
Washington, D.C.



Robert K. Gray, Chairman

Hill & Knowlton Public Affairs Worldwide
is pleased to announce the appointment of

Paul R. Locigno

formerly Director of Governmental Affairs
of the International Brotherhood of the Teamsters
to serve as
Special Representative of the Chairman

Hill and Knowlton Public Affairs Worldwide
Washington Harbour • 901 31st St., NW • Washington, D.C. • (202) 333-7400

THE WHITE HOUSE
WASHINGTON

May 22, 1989

Dear Ray:

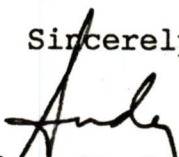
Thank you for your letter of May 18, 1989, and for the "White House" tin of popcorn!

Please know that I will share it and the idea with appropriate White House officials for their review and consideration.

It was good talking with you!

With best wishes,

Sincerely,



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

Mr. C. Raymond Marvin
818 Connecticut Avenue, N.W.
Suite 1020
Washington, D.C. 20006

THE WHITE HOUSE
WASHINGTON

May 17, 1989

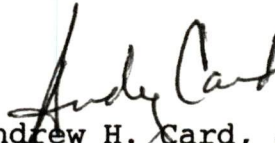
Dear Mr. Margalt:

Thank you for your letter of May 10, 1989, requesting a meeting with me to discuss Housing Participating Promoters plan for apartment ownership.

Please know that I have forwarded your correspondence to Roger Porter, Assistant to the President for Domestic and Economic Policy, since he would more appropriately handle this issue. I am sure his office will be in touch with you shortly.

With best wishes,

Sincerely,



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

Mr. Bernard Baruch Margalt
President
515 East 163rd Street
Post Office Box 1554
Bronx, New York 10451



HOUSING PARTICIPATING PROMOTERS



may 10, 1989

Andrew H. Card Jr.
Deputy to the Chief of Staff
Old Executive Office Building,
Washington, DC 20500

Dear Mr. Card Jr.:

The need of housing is the greatest problem facing this country today, encouraging and fostering the participation of the private sector is crucial, if we are to meet the housing challenges facing this country.

I would appreciate an invitation to your office, to present Housing Participating Promoter's Marketing plan for Apartment-Ownership. An investment saving for a home of your own, that will require participators to invest and save for an Apartment-Ownership in the banking system, and will blend government authority and private enterprise in a cooperative arrangement to meet our national need for housing.

The White House approval and endorsement is crucial to the successful beginning and, will encourage, participation.

An invitation will be most appreciated.

Very truly yours,

Bernard Baruch Margalt
Bernard Baruch Margalt
President



515 East 163rd Street-P.O. Box 1554 Bronx, N.Y. 10451
TEL: (212) 402-8300



THE WHITE HOUSE
WASHINGTON

May 17, 1989

Dear Hal:

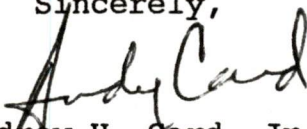
Thank you for your letter of May 6, 1989, regarding the hurricane-hunter planes.

Please know that I have communicated your concerns to appropriate Administration officials at the Department of Defense for their review and consideration.

In the meantime, I hope all is well with you.

With best wishes,

Sincerely,



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

Mr. Hal DeMott
Post Office Box 3835
Jupiter/Tequesta, Florida 33469



(Hal Demott)

Saturday -
May 6th -

Dear Rudy -

I need to reach you by phone several times regarding the problem we are having with the Dept. of Defense to cancel our hurricane hunter planes that Rep. Lewis had finally gotten sorted on so he thought.

Am enclosing some clippings which will tell you the story! I know you have a full day every day, but who can we rely on to get this sorted out & for all? Thanks for your help!

P.O. BOX 3835
JUPITER/TEQUESTA,
FLORIDA 33469
305-746-9246

Best regards,
Al D.

home 407 747-0173

" of Quayle-Haters

ave hurricane planes

Their task essential in saving American lives

Let's hope it's an honest mistake. Certainly it's a mistake.

We had thought the matter of using Air Force planes for hurricane reconnaissance was settled. Obviously, so did U.S. Rep. Tom Lewis, R-North Palm Beach.

Not so, according to Defense Secretary Richard Cheney, who told a House committee he would discontinue the hurricane-hunter squadron of aging airplanes. The goal: to slice \$25.1 million from the defense budget.

Worthy goal. Wrong program. Rep. Lewis quickly introduced a resolution proclaiming congressional support for the program. By now, we

also has informed Mr. Cheney that despite what he may have been told, weather satellites alone can't do the job at this time. Until they can, the planes are essential to the safety of Americans threatened by these storms.

The planes are necessary because they provide vital information as a fast-changing hurricane nears shore. Hurricanes can pull surprises, and unless people have the timeliest information, their chances of avoiding injury and even death are compromised.

In time, with improved satellites, the aging planes should be retired. But for the time being

doing. A transition office near Lafayette Park, the *Post* reported, "where he had, he said, 'nothing specific' to do." The next day, the *Post*'s "Quayle Watch" reported that a Quayle spokesman said that, "There hasn't been much on the schedule. He has basically been talking with Secret Service and staff."

The *Post* is worried. Although the paper did not endorse either ticket in the election, its "No Endorsement" editorial on November 2 attacked Quayle as a "very weak reed." It said "the prospect of Dan Quayle's suddenly having to succeed him [Bush] in office will remain a legitimate anxiety."

The editorial writers for this liberal

will the young Quayle, would elect explain his electoral failure to his dad? Well, it wouldn't be the first time he brought home bad news from college."

And why shouldn't Quayle be vice-president? Kaplan didn't say in his article. Those arguments, he told me, "have been made many times over the last several months. That, presumably, was what part of the campaign was about." But the arguments over Quayle's "qualifications" didn't prevent Bush and Quayle from being elected anyway.

As "senior writer" for the *National Law Journal*, Kaplan had every right to explain the workings of the Electoral Col-

lege. But his article for the *Times* went beyond that. By taking a cheap shot at Quayle, he was risking the reputation and credibility of his publication.

Kaplan told me, "This article was written in my capacity as senior writer for the *National Law Journal* and does represent the views, one way or another, of the *National Law Journal*." But that's what the *Times* said. Kaplan was clearly identified as "senior writer" for the publication. This was not "for identification purposes only" and it was not explained if the article reflected the views of his editor or publisher.

Did he submit the article for approval to his editors? "I'm not going to discuss internal policies of the newspaper," he said.

Kaplan did acknowledge that he is more than just a reporter for a law publication; he is a lawyer, too. But he got touchy on the question of whether he is a member of the ACLU, a key target of the Bush-Quayle team during the campaign.

"I don't think it's any of your business," he snapped. However, he then promised to answer the question, "I'm going to answer you because I don't want you to think I'm playing games with you," he said.

Just as quickly, he reversed himself again, saying, "There's a limit as to how long I'm going to subject myself to this. I don't think it's a reasonable question on your part. And you know what? I'm not going to answer you."

One thing is certain: The Bush-Quayle team has made a lot of enemies, many of them in journalism and law. Kaplan speaks for them.

tions of the planes.

The Air Force has been negotiating for more than a month with the agency to take control of the hurricane tracking program.

The letter to Lewis was signed by James F. McGovern, undersecretary of the Air Force. He becomes acting Air Force secretary Saturday. Lewis talked to Air Force and the agency officials Monday and both sides agreed to the extension.

Lewis will meet with negotiators from the Air Force and the U.S. Department of Commerce sometime in early January to complete the agreement to keep the planes in the air, McKinnon said. The National Oceanic and Atmospheric Administration is part of the Department of Commerce.

McKinnon said the cost of hurricane watching amounts to only about \$8 million.

Controversy over the planes began earlier this year when the Air Force announced plans to phase out the hurricane hunters after Sept. 30, 1989. Lewis balked, saying the tracking planes are essential to the safety of Florida's coast.

Don't this
against our

THE WHITE HOUSE

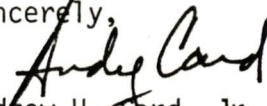
May 4, 1989

Dear Governor Schaefer:

I just want to thank you for your very kind invitation to me and my wife, Kathi, to join you in your tent at the Preakness on May 20th. Unfortunately, I was unable to accept since I have to be with the President that weekend.

Last year we had a great time! I hope that we will have an opportunity to join you again in the future. All the best,

Sincerely,



Andrew H. Card, Jr.

Assistant to the President

and Deputy to the Chief of Staff

THE WHITE HOUSE
WASHINGTON

The Honorable William Donald Schaefer
Governor of Maryland
State House
Annapolis, Maryland 21404

THE WHITE HOUSE

WASHINGTON

May 4, 1989

Dear Mr. and Mrs. DeLisa:

Thank you for your letter of April 28, 1989.
I, too, enjoyed meeting you at the Inner Circle
Dinner and appreciate your kind comments.

Please know that I have forwarded a copy of
your letter to the Office of Political Affairs.
They will send you the photographs which were
taken when they are ready.

Again, thanks for your support. All the best.

Sincerely,



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

Mr. and Mrs. Victor DeLisa
Lakeland Conservatory of Music & Arts
Post Office Box 378
Mohegan Lake, New York 10547

THE WHITE HOUSE

WASHINGTON

May 16, 1989

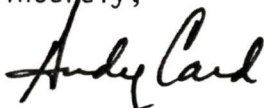
Dear Mrs. Staton:

Major Breault sent me your letter in which you describe your class' project regarding "Election '88."

Please know that I have forwarded a copy of your request to appropriate Administration officials for their review and direct response to you. Thank you for your efforts to promote awareness of the electoral process at this early stage.

With best wishes to you and Dillwyn Elementary School.

Sincerely,



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

*I enjoyed the video tape and have
shared it with others.*

Mrs. Joan B. Staton
Dillwyn Elementary School
Dillwyn, Virginia 23936

cc: Major Frank H. Breault, Jr.

THE WHITE HOUSE

WASHINGTON

May 15, 1989

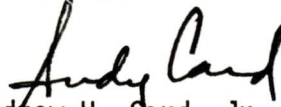
Dear John:

A belated thank you for the lovely book on Cairo. I appreciate your thoughtfulness!

I hope all is well with you. Let me know when I can be of assistance.

With best wishes,

Sincerely,



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

Mr. John Parker
Mobil Oil Corporation
1100 Connecticut Avenue, N.W.
Suite 620
Washington, D.C. 20036

THE WHITE HOUSE

5/12/89

Ed -

Thanks for your note and the memorandum. You're a good guy, Ed Rodriguez.

Keep in touch.

Andy Card

THE WHITE HOUSE
WASHINGTON

Ed Rodriguez
2815 Greenway Blvd.
Falls Church, VA 22042

5-8-89

Dear Andy,

Just a short & belated note to say many thanks for taking the time to hear me out and give me some feedback. I appreciate it. Enclosed you'll find a memo that addresses one of the issues we touched upon.

Best wishes,
Ed

Thank you

MEMORANDUM

The President is rapidly losing support among conservative to moderate-conservative Republican Latin Americanists and non-specialists with a strong interest in the region. There are three reasons for this loss of support:

1. Concern that the bipartisan accord on Central America and the emerging Bush Administration policy toward Nicaragua neglect U.S. security as well as political interests, and are a sell-out of the contras as well as a cave-in to the democrats in congress.
2. Concern that the emerging Bush Administration policy toward Latin America is too narrowly focused on Nicaragua at the expense of other important country-specific and region-wide issues.
3. Concern that Republican Latin Americanists who supported George Bush during the 1988 election are being excluded from the Administration. For example, instead of nominating a loyal Republican to the post of Assistant Secretary of State for Inter-American affairs, the President nominated Bernie Aronson, a democrat. Aronson has made himself very accessible to democrat Latin Americanists and democrat-allied organizations, but has shut the door to Republican Latin Americanists and Republican-allied organizations

In addition, the President's natural constituency for U.S. policy toward Latin America has reacted very negatively to the State Department's attempt to place Gordon Jones at the NSC as Senior Director for Latin American Affairs, and by the Administration's rejection of Senator Lugar for a spot on the U.S. observer delegation to Panama. This latter action may have serious repercussions in terms of Bernie Aronson's confirmation. On the other hand, Republican Latin Americanists have reacted very positively to Ted Briggs placement at the NSC.

The Administration may want to consider reaching out to this constituency in order to avert further loss of support and begin rebuilding support with an eye to the battles that lie ahead. A 30-minute meeting between you and several Republican Latin Americanists might be a good way to start. Bill Perry is a key point of contact with this constituency. His number is 463-8877. Let me know if I can be of help.

THE WHITE HOUSE

5/12/89

Bill -

I enjoyed our phone conversation today and I thank you for your letter of April 26th. The Camp David discussion groups do work! I'll pass on your suggestion that the President host more of them and include people like Charles DiPoma.

Keep in touch.

Andy Card

fil

TIMMONS AND COMPANY, INCORPORATED

1850 K STREET, N.W. WASHINGTON, D.C. 20006 (202) 331-1760

April 28. 1989

WILLIAM E. TIMMONS
*Chairman, Executive
Committee*

TOM C. KOROLOGOS
President

HOWARD G. PASTER
Executive Vice President

WILLIAM H. CABLE
Vice President

MARY A. SIDLEY
Vice President

MICHAEL J. BATES
Vice President

Dear Andy:

The press reports that the President invited a group of businessmen and economists to Camp David last weekend to discuss important policy issues. I think this concept is a great idea! If the President is willing to continue weekend retreats, I see immense value to him. It allows independent advice from those directly involved in issues, flatters the guests, and builds support for the President's policies.

One might be arranged on energy, for example, whereby leaders in petroleum, coal, nuclear, and alternate fuels are invited to discuss our country's energy needs. Charles DiBona, President of the American Petroleum Institute (and a Bush Republican), could make an important contribution.

One might be held with executives from pharmaceuticals, another with manufacturing leaders (autos, steel, etc.), and one with financial CEOs, etc. In each case the industry's trade association could be helpful in structuring the meetings.

I think the concept is fantastic and urge you to continue the Camp David conferences.

Sincerely,

Bill

William E. Timmons

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

5/12/89
J. M. W. Bill.
AHC

THE WHITE HOUSE

WASHINGTON

May 9, 1989

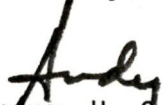
Dear Ron:

Thanks for your note of May 3, 1989, keeping me up to date on the progress of your White House briefing for the Sacramento Chamber of Commerce.

If our schedules mesh, perhaps we can spend a few minutes together in my office after your briefing.

I understand congratulations are in order to you and Mary! All the best,

Sincerely,



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

Mr. Ron Alvarado
The Sammis Company
1451 River Park Drive
Suite 110
Sacramento, California 95815

The Sammis Company 1451 River Park Drive, Suite 110, Sacramento, California 95815
Sacramento/Central Valley Region

(916) 929-3193
(916) 929-6738

BY FAX WITH ORIGINAL TO FOLLOW VIA OVERNIGHT MAIL

May 3, 1989

Mr. Bill Canary
Special Assistant to the President
for Intergovernmental Affairs
The White House
Washington, D.C. 20500

Dear Bill:

Accompanying this letter is a list of participants with company affiliations (professions), and dates of birth for a potential White House briefing on May 23, 1989.

For the most part the participants are strong community leaders from the Sacramento area who help shape the political and economic direction of our City. In the past similar groups have thoroughly enjoyed and benefitted from a briefing in Room 450 OEOB. I would hope that the past briefings have been a source of goodwill for the Administration, too!

I am sending this to you per our recent telephone conversation, and very much appreciate your assistance in putting this briefing together for the Sacramento Metropolitan Chamber of Commerce.

Thanks very much, Bill, for your assistance and please let me know what more you require. I look forward to meeting you soon.

Sincerely,



Ronald L. Alvarado

cc: Andy Card
J. Arliss Pollock

Attachment

RLA/jmh

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
02. List	Re: Sacramento, CA business community leaders; contains Personally Identifiable Information. (4 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 General - 5/89 [4]

Date Closed: 5/5/2025	OA/ID Number: 04885-001d
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]

f.4

PAUL CORLEY
3628 Whitehaven Pkwy
Washington, D.C. 20007 (202) 342-1370
May 1, 1989

Dear Andy,

Many thanks for your kind attention and note re my file.

On April 17th I met with Matt Smith and Charlie Ingersoll of White House Liason in State, and they offered to be helpful in placing me, as did Ron Kaufman in a recently received note.

With growing uncertainties about West Germany's partnership role, my background in German language and culture could perhaps be helpful.

Again, many thanks for your help - especially knowing how busy you must be.

Sincerely,
Paul Corley

I lived in Germany, so to speak, as an "insider."

THE WHITE HOUSE

WASHINGTON

May 1, 1989

Dear Mr. Silber:

Thank you for your letter of April 19, 1989, in which you set forth your concerns regarding the ingot industry and an OSHA proceeding.

Please know that I have forwarded copies of your letter to Boyden Gray, Counsel to the President, and Dick Darman, Director of the Office of Management and Budget for their review and information.

With best wishes,

Sincerely,



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

Mr. Allan B. Silber
President
Association of Brass and Bronze Ingot
Manufacturers
c/o Mr. Jack Wilmer
Vorys, Sater, Seymour and Pease
1828 L Street, N.W.
Suite 1111
Washington, D.C. 20036

THE WHITE HOUSE

WASHINGTON

April 24, 1989

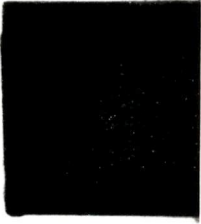
MEMORANDUM FOR ANDY CARD

FROM: DAVID Q. BATES

I remember telling him to write Boyden, who then was the Executive Director of the Regulatory Review Task Force. I do not know how Boyden responded.

I would say, however, that OSHA rule-making, I presume, must go through OIRA at OMB. If so, OIRA would ensure that other agencies comment on the proposed rule. Boyden would know for sure if it has to go through OIRA.

Attachment



THE WHITE HOUSE
WASHINGTON

Date: 4-20-89

FOR: David Bates/Boyden Gray

FROM: **ANDY CARD**

☐ Action

☒ Your Comment

☐ Let's Talk

☐ FYI

What do you remember about
the attached? I do not
wish to get involved.



Vorys, Sater, Seymour and Pease
1828 L Street, N.W.
Suite 1111
Washington, D.C. 20036
(202) 822-8200

TELECOMMUNICATIONS INFORMATION PAGE

Please deliver the following page(s) immediately.

TO: Mr. Andrew H. Card, Jr.

TELECOPIER NO.: 456-2397

CLIENT CHARGE NO.: _____

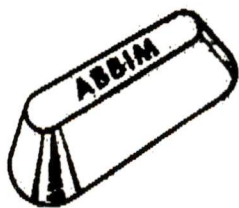
FROM: Jack Wilmer

DATE OF TRANSMITTAL: 4-19-89

TIME OF TRANSMITTAL
(Washington, D.C. time): 5:05

TRANSMITTED BY: Dawn

TOTAL NUMBER OF PAGES
(including transmittal
page): 9



ASSOCIATION OF BRASS AND BRONZE INGOT MANUFACTURERS

April 19, 1989

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

Dear Mr. Card:

As a follow up to my recent telephone conference with Linda Gambatesa, I am enclosing copies of two letters which I sent to the Vice President's office in 1987 in my capacity as President of the U.S. ingot industry's national trade association. My company is located in Nashua, New Hampshire.

These letters summarize the plight of the ingot industry, and its non-ferrous foundry industry customer base, with respect to the U.S. Occupational Safety and Health Administration's (OSHA's) lead remand feasibility proceeding. I also am sending correspondence which the U.S. Department of Commerce sent to OSHA in February of 1988, urging OSHA to recognize the significant adverse impact and industry restructuring that would result from adoption of the proposal which OSHA is considering.

The OSHA proceeding centers on whether it is technologically and economically feasible for ingot manufacturers, non-ferrous foundries, and seven other industry groups to achieve a 50 ug/m³ air lead exposure level (compared to the present 200 ug/m³ level) by means of engineering control and work practices, i.e., without regard to use of respirators. Although the OSHA rulemaking record closed in May of 1988, OSHA has not released its feasibility report and has notified the Court that the report will not be ready for filing until June 28.

Since OSHA's forthcoming report will impact substantially on the competitiveness and survival of the U.S. foundry and ingot industries, I urge you to ensure that all appropriate sectors of the Administration are in agreement with OSHA's report before the report is filed on June 28.

Mr. Andrew H. Card, Jr.

- 2 -

April 19, 1989

Supporting documents were filed with OSHA in late 1987 and in the Spring of 1988 on behalf of the few remaining ingot producers, and on behalf of the hundreds of mostly small non-ferrous foundries which cast ingot into essential components for U.S. military equipment, valves, bushings, and myriad other products. If you need copies of the supporting documentation, please contact Jack Wilmer, our attorney in Washington, at 822-8200. Jack also serves as counsel to the non-ferrous foundry industry. I can be reached at (603) 888-1007.

Very truly yours,

Allan B. Silber

Allan B. Silber
President

Enclosures



**ASSOCIATION OF
BRASS AND BRONZE
INGOT MANUFACTURERS**

October 23, 1987

The Honorable George H.W. Bush
Vice President of the United States
The White House
Washington, D.C. 20500

Re: OSHA

Dear Mr. Vice President:

When I spoke with you on the afternoon of Saturday, October 10, at the cookout which Congressman Gregg hosted, I mentioned that my ingot manufacturing company in Nashua, New Hampshire, the handful of other U.S. ingot manufacturing companies which are still surviving, and the hundreds of non-ferrous foundries which constitute our customer base, all will be adversely impacted to an enormous degree if OSHA decides to implement a proposal which it is now considering. A copy of the comments which we filed with OSHA is enclosed, as is a similar letter to OSHA from a foundry union president.

The proposal which OSHA is considering is completely at odds with the sensible approach to regulation which has been characteristic of the efforts of you and your staff throughout this Administration.

Our company manufactures brass and bronze ingot. Ingot is used by non-ferrous foundries to make castings for thousands of domestically-manufactured products ranging from pressure valves to submarine propellers -- products which are important not only to the U.S. economy and its balance of trade, but also to consumer safety and the national defense.

There are only a few ingot companies left. We are all small businesses. We are all family owned. Our financial situation is bleak. A recent survey by Ernst & Whinney found that our industry's average net income has been negative for the past three years, and was only \$8,728 in 1986.

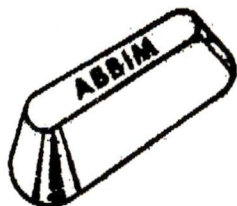
Nevertheless, as explained in the enclosed comments by ingot manufacturers and non-ferrous foundries, 1) in an August 3 report, OSHA's consultant concluded that each of us could afford

Vorys, Sater, Seymour and Pease
1828 L Street, N.W.
Suite 1111
Washington, D.C. 20036
(202) 822-8200

TELECOMMUNICATIONS INFORMATION PAGE

Please deliver the following page(s) immediately.

TO: Mr. Andrew H. Card, Jr.
TELECOPIER NO.: 456-2397
CLIENT CHARGE NO.: _____
FROM: Jack Wilmer
DATE OF TRANSMITTAL: 4-19-89
TIME OF TRANSMITTAL
(Washington, D.C. time): 5:05
TRANSMITTED BY: Dawn
TOTAL NUMBER OF PAGES
(including transmittal
page): 9



**ASSOCIATION OF
BRASS AND BRONZE
INGOT MANUFACTURERS**

April 19, 1989

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

Dear Mr. Card:

As a follow up to my recent telephone conference with Linda Gambatesa, I am enclosing copies of two letters which I sent to the Vice President's office in 1987 in my capacity as President of the U.S. ingot industry's national trade association. My company is located in Nashua, New Hampshire.

These letters summarize the plight of the ingot industry, and its non-ferrous foundry industry customer base, with respect to the U.S. Occupational Safety and Health Administration's (OSHA's) lead remand feasibility proceeding. I also am sending correspondence which the U.S. Department of Commerce sent to OSHA in February of 1988, urging OSHA to recognize the significant adverse impact and industry restructuring that would result from adoption of the proposal which OSHA is considering.

The OSHA proceeding centers on whether it is technologically and economically feasible for ingot manufacturers, non-ferrous foundries, and seven other industry groups to achieve a 50 ug/m³ air lead exposure level (compared to the present 200 ug/m³ level) by means of engineering control and work practices, i.e., without regard to use of respirators. Although the OSHA rulemaking record closed in May of 1988, OSHA has not released its feasibility report and has notified the Court that the report will not be ready for filing until June 28.

Since OSHA's forthcoming report will impact substantially on the competitiveness and survival of the U.S. foundry and ingot industries, I urge you to ensure that all appropriate sectors of the Administration are in agreement with OSHA's report before the report is filed on June 28.

Mr. Andrew H. Card, Jr.

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April 19, 1989

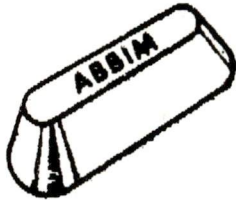
Supporting documents were filed with OSHA in late 1987 and in the Spring of 1988 on behalf of the few remaining ingot producers, and on behalf of the hundreds of mostly small non-ferrous foundries which cast ingot into essential components for U.S. military equipment, valves, bushings, and myriad other products. If you need copies of the supporting documentation, please contact Jack Wilmer, our attorney in Washington, at 822-8200. Jack also serves as counsel to the non-ferrous foundry industry. I can be reached at (603) 888-1007.

Very truly yours,

Allan B. Silber

Allan B. Silber
President

Enclosures



**ASSOCIATION OF
BRASS AND BRONZE
INGOT MANUFACTURERS**

October 23, 1987

The Honorable George H.W. Bush
Vice President of the United States
The White House
Washington, D.C. 20500

Re: OSHA

Dear Mr. Vice President:

When I spoke with you on the afternoon of Saturday, October 10, at the cookout which Congressman Gregg hosted, I mentioned that my ingot manufacturing company in Nashua, New Hampshire, the handful of other U.S. ingot manufacturing companies which are still surviving, and the hundreds of non-ferrous foundries which constitute our customer base, all will be adversely impacted to an enormous degree if OSHA decides to implement a proposal which it is now considering. A copy of the comments which we filed with OSHA is enclosed, as is a similar letter to OSHA from a foundry union president.

The proposal which OSHA is considering is completely at odds with the sensible approach to regulation which has been characteristic of the efforts of you and your staff throughout this Administration.

Our company manufactures brass and bronze ingot. Ingot is used by non-ferrous foundries to make castings for thousands of domestically-manufactured products ranging from pressure valves to submarine propellers -- products which are important not only to the U.S. economy and its balance of trade, but also to consumer safety and the national defense.

There are only a few ingot companies left. We are all small businesses. We are all family owned. Our financial situation is bleak. A recent survey by Ernst & Whinney found that our industry's average net income has been negative for the past three years, and was only \$8,728 in 1986.

Nevertheless, as explained in the enclosed comments by

The Honorable George H.W. Bush

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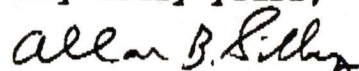
October 23, 1987

more than \$400,000 to achieve OSHA's 50 ug/m³ air lead standard by installation of additional engineering controls, and 2) this cost estimate significantly understates the actual cost involved in what would be a technologically impossible effort to achieve compliance throughout our workplace. The report was commissioned by OSHA, which (as described in the August 3 Federal Register) is considering whether to require ingot manufacturers, non-ferrous foundries, and seven other industry groups to achieve OSHA's 50 ug/m³ air lead level by means of engineering controls and work practices.

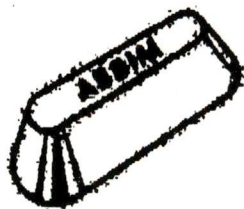
What OSHA is considering is not technologically feasible. It is not economically feasible. And it is completely unnecessary -- use of respirators in combination with engineering and work practice controls has been very successful in providing a safe workplace for our employees. The underscored statements in the comments by our customers, the non-ferrous foundries, also make these points (as does the enclosed union letter to OSHA); in so doing, these comments explain the enormous adverse impact that OSHA's proposal would have on our customer base.

Please take whatever action you believe would be appropriate to ensure that OSHA does not waste limited environmental resources in a completely infeasible and entirely unnecessary effort to change the current means of compliance with OSHA's lead standard.

Very truly yours,



Allan B. Silber



ASSOCIATION OF BRASS AND BRONZE INGOT MANUFACTURERS

November 23, 1987

C. Boyden Gray, Esq.
Counsel to the Vice President
Old Executive Office Building
Room 280
Washington, D.C.

Dear Mr. Gray:

David Bates has asked that I bring to your attention an OSHA proceeding of great concern to the U.S. brass and bronze ingot industry and to the hundreds of non-ferrous foundries which make castings from these ingots. Mr. Bates was responding to my letter of October 23 to the Vice President, which forwarded a copy of our October 16 submission to OSHA. A copy of that submission is enclosed.

The OSHA proceeding is considering whether it is technologically and economically feasible for ingot manufacturers, non-ferrous foundries, and seven other industry groups to achieve a 50 ug/m³ air lead exposure level (compared to the present 200 ug/m³ level) by means of engineering controls and work practices (i.e., without regard to use of respirators). See 52 Fed. Reg. 28727, Aug. 3, 1987.

I am writing this letter in my capacity as President of the Association of Brass and Bronze Ingot Manufacturers and as an officer of an ingot manufacturing company in Nashua, New Hampshire. As indicated by documents on file in the OSHA docket, the concerns in this letter are shared not only by my association, but also by the Brass and Bronze Ingot Institute, the Institute of Scrap Recycling Industries, the American Cast Metals Association, the Non-Ferrous Founders' Society, the American Foundrymen's Society, and the Plumbing Manufacturers Institute.

Please help us make OSHA realize that ingot manufacturers and non-ferrous foundries simply cannot afford the enormous expenses associated with another round of engineering retrofit under the 1978 lead standard. To give you some perspective, Ernst & Whinney has reported that the average per company net income for the few remaining companies in the ingot industry was negative for 1983, 1984 and 1985 and only \$8,728 for 1986.

C. Boyden Gray, Esq.

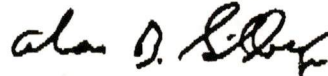
- 3 -

November 23, 1987

"Please give these concerns a great deal of thought before passing judgment on an already troubled industry." (Exh. 582-8. Aug. 24, 1987; emphasis added.)

OSHA should not make the means of complying with the lead standard any more onerous for ingot manufacturers and non-ferrous foundries than is already the case. If the government has time to focus on ingot manufacturers and non-ferrous foundries, the time would be better spent on helping us survive than on subjecting us to crippling regulatory directives.

Very truly yours,



Allan B. Silber
President
(603) 888-1007

Enclosure

C. Boyden Gray, Esq.

- 2 -

November 23, 1987

Even OSHA's new consultant (Meridian), in its November 3 update to its August 3 report on ingot manufacturers, conceded that to impose the proposed additional engineering controls would make the average rate of return for ingot manufacturers "even poorer than it already is."

Meridian also admitted that these expenditures will force many foundries to close, which is "likely to lead to a significant restructuring of the industry." (Meridian August 3 report, p. 35.) In 1983 OSHA's Office of Regulatory Analysis endorsed a report by OSHA's prior consultant (JACA) that rejected as totally infeasible the 50 ug/m³ level which OSHA in 1987 is again considering.

The only certain result of the expenditure which OSHA is again contemplating imposing on us would be to increase imports of foreign castings and cripple a critical industry that is already struggling to survive. Ingots and castings are essential components of U.S. military equipment and of valves, bushings, and myriad other products. To use the words of the president of a foundry union, in written comments submitted to OSHA in August of 1987:

"As president of a union local, I have found ... that the Occupational Safety and Health Administration has gone totally overboard

"We, the company and the union, pride ourselves in bringing the blood levels of lead, of the employees ... down quite considerably, with the use of personal respirators and restrictions on smoking and eating throughout certain areas in the plant.

"... I find it very hard to believe that the Occupational Safety and Health Administration would rather see sixty to seventy percent of the foundries involved either seek imported goods or close the doors ... Is this action truly to the American workers behalf? Not in my opinion

"[M]y understanding is that the cost is absolutely unfeasible. It would require a total teardown and rebuilding, which is totally cost prohibitive.

"Also, what about the workers in question. Where will they find employment if the companies in question have to fold?



**GENERAL COUNSEL OF THE
UNITED STATES DEPARTMENT OF COMMERCE**
Washington D.C. 20230

Es 3 1988

Honorable John Pendergrass
Assistant Secretary of Labor
for Occupational Safety and Health
Room S-2315
U.S. Department of Labor
200 Constitution Avenue, N.W.
Washington, D.C. 20210

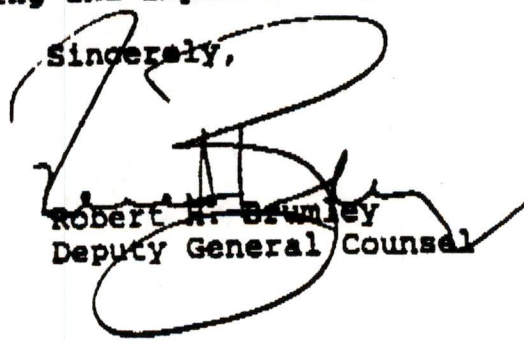
Dear Mr. Pendergrass:

This is to indicate the views of the Department of Commerce on certain matters raised in the reopening of the record in the Occupational Safety and Health Administration (OSHA) rulemaking on the permissible exposure limit (PEL) for lead in the workplace. (52 Fed. Reg. 28727; August 3, 1987)

As part of its investigation, OSHA commissioned Meridian Research Corporation to examine the technical and economic feasibility of meeting the standard in the nonferrous (brass, bronze, and copper) foundry industry through use of engineering and workplace controls. The Meridian report concludes that such controls would be technically feasible. (Final Report, August 3, 1987, p. 21) However, it also indicates that implementation would be costly and would have adverse economic effects. Specifically, capital costs are estimated to be eight times the total of new capital expenditures in that industry in 1985. The study concludes that these new costs are likely to lead to a significant restructuring in the industry, including many closures of smaller firms. (*Id.*, pp. 33-35)

Nonferrous castings are widely used throughout the economy and are an important segment of the Nation's economic and defense industrial base. While we have not independently validated the Meridian estimates, the adverse consequences (especially for the smaller foundries) suggested by the report are consistent with our Department's knowledge of the structure and competitive situation of this industry. Therefore, we urge you to consider carefully these economic implications in formulating and implementing the PEL.

Sincerely,


Robert H. Brunley
Deputy General Counsel

THE WHITE HOUSE

WASHINGTON

May 1, 1989

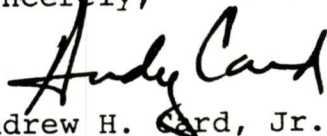
Dear Mr. Churba:

Thank you for sending me a copy of
Middle East Peace Prospects and Affirma-
tive Strategy II.

I hope to have the time to look through
these 2 documents at some point. Thanks
for thinking of me.

With best wishes,

Sincerely,



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

Mr. Joseph Churba, President
International Security Council
905 - 16th Street, N.W.
Suite 402
Washington, D.C. 20006