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**22**

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**1**

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THE WHITE HOUSE  
WASHINGTON

RECEIVED  
SEP 26 1991

September 24, 1991

AC HAS SEEN

Dear Andy:

The ride home on Air Force One was an incredible thrill -- thanks for making it possible. Kaufman and Valdez set me up for a "surprise" photo with the President, Jake Ross arranged for me to help land the plane at O'Hare, and Governor Sununu only made one crack about my new boss. All told, a pretty remarkable trip.

Thanks too, Andy, for all the kindness you have shown me. I'll always be grateful for your support and encouragement, and will treasure the time I spent here.

Fondly,



Deb Amend  
Special Assistant to the President  
Office of Media Affairs

The Honorable Andy Card  
Assistant to the President  
The White House  
Washington, D.C. 20500



RECEIVED

STEPHEN C. MEYERS

SEP 26 1991

Andy.

It was good to see you at Leon's  
fundraiser. From the news reports, you  
had a great week this past week.  
It looks like Gates was really ready!

Let me know if there are any  
upcoming projects I can be of assistance  
(especially here in Mass.).

AC HAS SEEN

Stephen

Stephen C. Meyers

**SCM**  
Associates

---

Post Office Box 1554  
Boston, MA 02104  
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(617) 426-3078 Fax

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Thanks!

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Dear Andy,

I was surprised to see the  
campaign photo and honored by  
your presentation.

My emotions prevented me  
from expressing my real  
thoughts and gratitude.

Hopefully, I will be able to  
"light up" again for mile  
and good government.

It was good to see you and  
I look forward to your  
next visit.

Regards.

Bill

Lt. Col. William E. Dorn AUS (Ret.)  
10 Fern Road  
Holbrook, MA 02343

What a  
nice thing  
to do!

RECEIVED  
SEP 30 1991

AC HAS SEEN

Dear Andy

I just wanted to send you a  
note on behalf of myself and my  
Committee thanking you for your  
special attendance at our recent event.

As we expected you were a big hit  
with everyone and thanks to you we  
had our most successful Fundraiser.

Please extend my thanks to Linda for  
all her help.

Again thank you for all your support and  
hopefully one day we will be able to return  
the support!

Michael J. Sullivan

All The Best,

—Mike

*Michael J. Sullivan*

*79 Walker Lane*

*Arlington, Ma. 02351*

RON ALVARADO

AC HAS SEEN

Dear Andy -

Thanks for helping to arrange  
a WH tour for my friends the  
Rimers. It was their first visit  
to D.C. and they were really  
disappointed when it seemed that  
they would be unable to see the  
W.H.



We'll be back visiting May's family for the Thanksgiving holidays and if you aren't travelling, we'll look forward to getting together with you and Cathi.

Thanks again, and it was good talking with you!

many says hi.

Ron

Raymond J. Briscuso, Jr.

Dear Andy,

AC HAS SEEN

It was a pleasure to have  
visited in your office last week.  
All is well outside the Administration  
Please let me know when we  
can arrange a visit to a home state  
biotech company,

RAY

MITCHELL E. DANIELS, JR.

4/24/91

→ Andy Card

Good Talking to you today. Tks for  
Taking a second look at 4/22 Hudson/Reagon  
event.

AC HAS SEEN

with ID.

AC HAS SEEN

RECEIVED

10-8-91

OCT 09 1991

Andy -

I appreciate your consideration as you take a look at the staff makeup in the coming months. If it were to workout, I'd be honored to work on the staff with you and others who share the commitment to the President. Thanks.

Bill Phillips

## MALLARDS RETURNING

An original etching by Richard E. Bishop

© 1986 Bishop



*Richard E. Bishop*

RECEIVED

OCT 24 1991

Dear Mr. Card,

Still no luck on  
the job hunt. Hopefully,  
things will turn around  
soon.

The globe reported today  
that Kennedy is having a lot  
of political problems after  
this past week, no wonder.

Perhaps the next time you  
are in the Boston area we  
could have lunch or dinner  
and talk.

Sincerely,  
Bryan Stirling



Andy -

RECEIVED

OCT 24 1991



10/21/91

AC HAS SEEN

It was very good to see you and listen to your remarks here this morning.

Though I see you very rarely, I hope you know that you can always call on me for assistance if/when the need arises. Again, it was good to see you. All the best, Andy.

Joe Casper



RECEIVED

OCT 28 1991

October 25, 1991

Andy -

Congratulations on the Thomas proceedings.

I would still like to follow up our earlier conversation regarding the Admin. position, when your schedule permits. -

Danny Engelstad

A L I C E H. T A U S S I G

RECEIVED

October 28, 1991

OCT 29 1991

AG HAS SEEN

Dear Andy -

Really enjoyed your speech at the President's Club luncheon last week. At my table was an 87 year old lady from San Antonio, 2 young orientals from California, 2 young businessmen from Ct. and N.J. and a developer from Houston and a real estate broker from DC. They all thought

you were great and thought you  
appeared honest, straight forward  
and intelligent - I told them you  
might run against Kennedy and  
they were thrilled !

See best.

Reverie

Oct 4, 1991

Hi Andy.

AC HAS SEEN  
I appreciated your note very much. My thoughts are with you, as I read the newspaper and catch you on T.V. walking with Pres. Bush.

Diane and I will be in Washington for the Presidential Roundtable on the 9th. Say hello to Kathi. Our second grandchild is due on the 8th we need more Republican's

Sincerely  
Fran Vicino

PS. Paul Cellucci  
at Kar  
doing a great Job

I know you are busy with your  
duties at the White House, so I will  
let you go back to work, and it is  
a work you, the President, and all at  
the White House should stand and  
take a **STANDING OVATION**,  
from a grateful country, and a grateful  
world.

Sincerely  
Bill O'Brien  
108 Forest St.  
SO. Weymouth  
Mass. 02190

SHOEBOX GREETINGS  
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I'll send  
one of my  
photos  
Linda-  
AC would  
like to find  
a photo to  
send if  
possible



I worked the State House when  
you were the Representative, and  
I am presently with the Department  
of Public Works for the State.

When friends or family come into  
my home, the first thing they talk  
about is the picture of the President  
and his wife that you sent me.

It makes me proud, when on the  
Subway or even out on the Boston  
Common people talk about  
the President in warm glowing terms.

~~Would it be possible sir, for you to  
send me a picture of you and the President.  
I would love to have it.~~

OVER

AC HAS SEEN

Thanks  
for the  
royal treatment.

Andrew H Card Jr.

Dear Sir;

Every Time I see you, walking  
in or around the White House with  
the President I feel proud.

As I told you before, I live about  
a mile from your family home  
in Hollbrook.

*Copy*

THE WHITE HOUSE

WASHINGTON

June 8, 1989

Dear Bill:

Thank you for your recent letter. I am living a dream here at the White House and am thrilled to be a part of this Administration.

Please know that I will be happy to get an autographed photograph of the President and First Lady for you and your wife, Barbara, which will be sent to you under separate cover.

In the meantime, best wishes to you and your family.

Sincerely,



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

Mr. Bill O'Brien  
108 Forest Street  
Box 100  
South Weymouth, Massachusetts 02190

# THANK YOU

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Canada 2 25

AC HAS SEEN

Dear Mr. Conrad.

As a guest of Janet Connolly,  
my son and I enjoyed a  
private tour of the White House.  
I understand we have you  
to thank for this privilege.

We were very happy with  
our tour, and, are pleased that  
the people have such a beautiful  
home for our presidents.

Thank You Again

Evelyn W. Stuckland

Holly Holt Williamson

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10-30-91  
NOV 04 1991

Dear Andy, **AC HAS SEEN**  
I wanted to thank you for being on the Special  
Guest committee for Barry's fundraiser at the  
Mosbacher's. As you well know, a successful  
campaign is not possible without the support  
of friends like you. Barry + I truly  
appreciate you being part of that event.  
I'm sorry you weren't able to attend; we  
had a wonderful evening with about 200  
people + raising over \$50,000. We were

ticked to death with the success of the event.

You have had a busy week with the President. Of course, President Bush is handling the Middle East Peace conference with his usual expertise, making all Americans extremely proud. Keep up the great work you do for him.

Thanks again for your support + friendship. It means alot to Bay + me.  
Holly Williamson



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WILLIAM J. CANARY, JR. OCT 16 1991

9, OCTOBER 1991.

Dear Andy -

AC HAS SEEN

Many thanks for the words and message upon the picture taken on Air Force I last June. The words were very specific and I thank you for all that you've done for me.

I value your friendship and miss your counsel... seeing the picture reminds me of how much I miss you and so many others.

Again, thank you. Sincerely, Will

RECEIVED

OCT 18 1991

AC HAS SEEN

Cecilia Branch  
10/9/91

Dear Andy—

Boy Did You Put Stars in MY  
WIFE'S EYES!

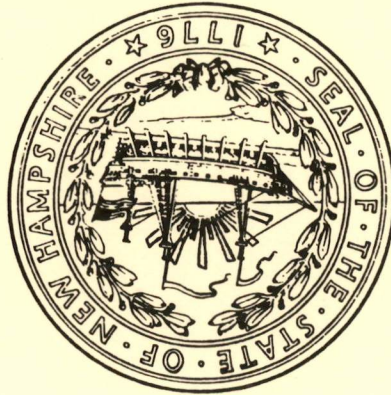
THANKS SO MUCH FOR MAKING  
THAT DAY PERFECT. IT COULD NOT  
HAVE GONE SMOOTHER NOR COULD WE  
HAVE BEEN TAKEN BETTER CARE OF.

I HOPE YOU'LL GIVE US A CHANCE  
TO RECIPROCATE WHEN YOU ARE NEXT



New Hampshire House of Representatives  
Majority Leader

BRUCE C. ROUNDS



In this Area —

Bruce & Ali  
Rounds

from an original painting by

*Kinka*<sup>®</sup>

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Dear Mr. Card:

Just a note to  
express my sincere appreciation  
in forwarding my 171 form on  
to Mr. Jose Martinez.

I look forward to working within  
the Department of Defense.  
I look forward to the honor and  
pleasure of meeting you Mr. Card.  
Again. thank you.

Marsha Lamont

21 Woodbine Road. Apt. 2  
Natick, Massachusetts 01760  
the 11th day of September 1991

Thank you

AC HAS SEEN

RECEIVED  
SEP 30 1991



1.6  
AC HAS SEEN

**PRESIDENT'S DRUG ADVISORY COUNCIL  
EXECUTIVE OFFICE OF THE PRESIDENT  
Washington, D.C. 20503**

November 8, 1991

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

Dear Andy:

Enjoyed seeing you. Thanks for the time.  
Enclosed is our latest newsletter to keep you up  
to date.

Sincerely,



William Moss  
Chairman

Enclosure



PRESIDENT'S DRUG ADVISORY COUNCIL  
EXECUTIVE OFFICE OF THE PRESIDENT  
Washington, D.C. 20503

November 8, 1991

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NOV 0 8 1991

The Honorable Dorrance Smith  
Assistant to the President  
for Media Affairs  
The White House  
Washington, DC 20500

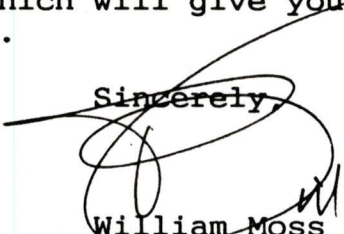
Dear Dorrance:

Thanks for the lunch. I enjoyed our talk. I hope I can be helpful. That's what the President's Drug Advisory Council is for.

Both the National Coalition Forum in January and our recommendations for Presidential involvement in the national plan for a Drug-Free Workplace can put a very positive spin on the issue.

Attached is our latest monthly newsletter and a status report which will give you some background for the Council.

Sincerely,

  
William Moss  
Chairman

Enclosures

cc: David Q. Bates, Jr.  
Andrew H. Card





PRESIDENT'S DRUG ADVISORY COUNCIL  
EXECUTIVE OFFICE OF THE PRESIDENT  
Washington, D.C. 20503

## **PRESIDENT'S DRUG ADVISORY COUNCIL NEWSLETTER**

**October 1991**

**Volume II, No. 5**

### **LETTER FROM THE CHAIRMAN**

Alvah Chapman and Al Casey, chairmen of the National Coalition and Workplace Committees respectively, have my deep gratitude for their leadership as the Council prepares to accomplish its two main objectives for this year: preparing recommendations for a national drug-free workplace initiative for the President and sponsoring the second National Leadership Forum for coalition leaders. As I write this letter, we are preparing the final documentation to take with us to Camp David on November 15, and 450 invitations are in the mail for what promises to be an outstanding Forum in January. I look forward to discussing both of these programs with you on November 14.

The schedule for the November 14 Council meeting will be as follows:

#### **NOVEMBER 14**

- |             |                                                |
|-------------|------------------------------------------------|
| 9:30 a.m.-  | <b>National Coalition Committee Meeting</b>    |
| 11:45 a.m.  | Council Conference Room, 708 Jackson Place     |
| 12:00 noon- | <b>Council Luncheon</b> in Indian Treaty Room, |
| 1:15 p.m.   | Old Executive Office Building                  |
|             | <b>Swearing-in Ceremony</b> of new             |
|             | Council members                                |
| 1:30 p.m.-  | <b>Full Council Meeting</b>                    |
| 2:15 p.m.   | Indian Treaty Room                             |
| 2:30 p.m.-  | <b>Workplace Committee Meeting</b>             |
| 5:30 p.m.   | Room 476 (adjacent to Indian Treaty Room)      |

Please note that there are no Council functions on November 13, in deference to the fact that our Workplace Committee members will be committed through Friday.

I look forward to seeing you all at the luncheon on November 14, where we will welcome our new members. A brief biography of each of them can be found at the end of this newsletter.

**PLEASE CONFIRM YOUR ATTENDANCE BY THURSDAY, NOVEMBER 7.**



## **SEVERAL HUNDRED COALITION LEADERS EXPECTED TO ATTEND FORUM II INVITATIONS SENT TO 450 COALITIONS**

The invitation to the Council's second Forum, "**Community Coalitions: Gathering Momentum**," went in the mail the third week in October to coalitions in all 50 states. Every coalition on the master list assembled by the Council, as well as the 250 coalitions slated to receive Office of Substance Abuse Prevention (OSAP) grants, received the Forum's program and registration. The videotape "Winning Another War," which highlights last year's Forum and gives a sense of the coalition movement across the country, was sent as part of the invitation to encourage attendance.

The J.W. Marriott Hotel on Pennsylvania Avenue is the site chosen for the Forum. It offers excellent facilities and a prime location. Once again the American Newspaper Publishers Association (ANPA) is providing pro bono assistance for program printing and orchestrating all operations with the hotel.

Many coalition leaders will arrive on Monday, January 6, for the three-day OSAP conference and remain through the Saturday luncheon, which will conclude the Forum. For OSAP grantees, the two meetings complement each other, as the first three days will be technical assistance, and the Forum will provide a broader overview and the inspiration of successful programs.

United Way of America is assisting with the program for the Forum and is already working with National Coalition Chairman Alvah H. Chapman, Jr., on the plans for the National Coalition organization that is to be formed at the conclusion of the Forum. United Way hosted a meeting with Council staff on September 22 at their national headquarters in Alexandria, Virginia. A second meeting was held at the offices of ANPA in Reston, Virginia, on October 8 to finalize the logistics for the Forum.

## **MORE THAN 30 OUTSTANDING LEADERS ACCEPT INVITATIONS TO SPEAK**

Rev. Edward A. "Monk" Malloy will once again be the keynote speaker at the Forum's first breakfast January 10. The opening event at Forum II, however, will be a dinner the night before, at which a high Administration official will address the Forum participants. National Coalition Committee members Alvin Brooks, Jim Burke and Bob Soran will be presenters at various sessions, and Sandi Patti will sing at one of the two dinners planned.

Governor Bob Martinez, Director of the Office of National Drug Control Policy, and Dr. Ruby Hearn, Vice President of the Robert Wood Johnson Foundation, whose "Fighting Back" grantees will all participate in the Forum, will speak as well. The key to the success of the Forum will once again be the enthusiasm generated by successful Coalition leaders who will share their expertise with all those attending the Forum.

## **DISNEY WORLD ANTI-DRUG PUPPET SHOW WILL BE FEATURED**

Disney World has been working closely with Florida communities in an attempt to bring the anti-drug message to young people in a forceful but entertaining way. Disney will fly the troupe to Washington to put on their performance at the final session of the Forum before the closing luncheon on Saturday, January 11.



## **REPORT FROM THE WORKPLACE COMMITTEE**

### **WORKPLACE COMMITTEE TO PRESENT RECOMMENDATIONS TO PRESIDENT AT CAMP DAVID**

#### **FINAL DRAFT OF PLAN BEING READIED**

The Workplace Committee is in the last stages of preparing its report to the President on a national plan for a drug-free workplace initiative. The plan calls for moving ahead on the national, state and local fronts simultaneously. Members of the Working Group, which was established by the Workplace Committee last June, are contacting major corporations in several states to secure their sponsorship of the program that will be a business-to-business support network, targeting small and mid-sized companies particularly to offer assistance in setting up drug-free workplace policies. The Partnership for a Drug-free America will have a lead role in marketing the initiative.

#### **CONTRIBUTION OF THE WORKING GROUP RECOGNIZED**

The Working Group, which was created by the Workplace Committee by drawing from top management of the members' respective corporations, is credited by the Committee with having done excellent preliminary work to develop the plan for the drug-free workplace initiative. The report and recommendations to be proposed to the President are based upon countless hours of their intensive professional study.

Since the last Council meeting, two new members have been added to the Working Group: Donald A. Murray, Vice President, Human Relations for Atlantic-Richfield Company and Raymond Fino, Vice President, Human Resources for Warner-Lambert, bringing the total to twelve.

#### **SAN FRANCISCO BRIEFINGS WELL ATTENDED; DRUG-FREE WORKPLACE SEEN AS A WORTHWHILE GOAL INITIATIVE.**

The President's Drug Advisory Council held its fourth pair of regional workplace briefings for business and labor leaders in San Francisco, California. Al Casey chaired both meetings, which were hosted by **Southern Pacific Transportation Company**. Michael Walsh and Chuck Wexler assisted Mr. Casey in organizing these meetings.

Approximately 50 business leaders attended the morning breakfast meeting held at the World Trade Club. Michael Mohan, President and Chief Operating Officer for **Southern Pacific**, acted as host and Al Casey gave an overview of the Council's goals and initiatives. Michael Walsh reviewed national workplace issues and research findings. Three local case studies were presented: Jim Topping, President and General Manager of **KGO-TV**, a **Capital Cities/ABC Company**; Jim Curry, Personnel Director of **Underground Construction Company**; and Thomas J. Matthews, Vice President of Human Resources, **Southern Pacific Transportation Company**.

The meeting with labor leaders at the Boardroom of Southern Pacific was well attended. Representatives of the **Teamsters, Building Trades, Labor Council, Firefighters, Longshoremens, Transport Workers, and Teachers** participated. With the exception of the teachers, all unions had in place drug-free workplace policies which included both treatment and disciplinary components. Wide agreement exists on the need for workplace policies. The discussion focused on specific issues such as when testing is appropriate.



## **LOS ANGELES TIMES-MIRROR HOSTS FINAL BRIEFING FOR EXECUTIVES TEAMSTERS HOST LUNCHEON MEETING FOR UNION LEADERS**

The Council's fifth and final regional meetings in **Los Angeles, California**, for business and labor leaders took place on October 21 and 22. A lunch was hosted by the **International Teamsters** which was attended by representatives of the **Painters, Building Trades Council, L.A. Federation of Labor, Teachers, Communication Workers, Firefighters, and Teamsters**. As in San Francisco, all unions represented (with the exception of the teachers) had drug-free workplace policies in place. There was consensus on the need for a safe working environment, and policies which contribute to this objective were supported. Most of the programs emphasized education and treatment, most had pre-employment screening, while others had reasonable suspicion, post accident or random testing programs.

Council members had a breakfast meeting with business leaders hosted by the **Times Mirror Company on October 22**. Phil Williams, Vice Chairman of Times Mirror, welcomed the guests who were significant business leaders in the Los Angeles area. In addition to the national overview presented by Dr. Walsh, three local case studies were presented: Carl Osborn, Chief of the Psychological Services Group, **Southern California Edison**; Marilyn Lee, Director of Employee Relations, **Los Angeles Times**; and Council Member Ruben Ortega on the **Maricopa County Demand Reduction Program**.

## **WORKPLACE COMMITTEE'S BRIEFINGS SHOW WIDESPREAD CONCERN AMONG LABOR AND MANAGEMENT ABOUT DRUGS IN THE WORKPLACE**

### **LARGE COMPANIES OUTPACE SMALL AND MID-SIZED COMPANIES IN OFFERING COMPREHENSIVE PROGRAMS TO EMPLOYEES**

The Committee has been impressed by many of the carefully developed and implemented programs being carried on by many corporations. It is clear that the major companies could be helpful to small and mid-sized employers who would like to institute workplace policies and programs but need some support because they would find it difficult to act on their own.

Impressive too has been the support of many local union leaders throughout the country for the idea of setting a drug-free workplace as the only acceptable norm in America. Many of the unions have member assistance programs of their own to assist their members.

## **CLOSING DATE FOR SECOND MOSS/GALLUP SURVEY IS OCTOBER 25**

The second round of the Moss\Gallup Poll was mailed September 13. One thousand drug experts from across the country participate in this survey on a quarterly basis. This expert panel is made up of professionals from law enforcement, drug prevention, and the medical community. Moss\Gallup Poll II contained questions from the first survey that are repeated each quarter as an ongoing monitor of progress. In addition, the survey contained a number of new questions related to illegal drugs in the workplace, as this is an area of interest to the Council. Once again there was a high response rate for the survey, with more than 600 individuals returning the survey already.



## **NEW MEMBERS TO BE SWORN IN FOR THE COUNCIL ON NOVEMBER 14**

### **ALBERT V. CASEY**

Albert V. Casey has just been named CEO of the Resolution Trust Corporation. He has previously served as Chairman of AMR Corporation and American Airlines, Inc. and President of the Times Mirror Company of Los Angeles.

Earlier, he had been an executive of Southern Pacific Company and REA Express and had served as Postmaster General of the United States in 1986. He left there by previous arrangement to fulfill a contract to become Distinguished Professor of Business Policy at the Edwin L. Cox School of Business, Southern Methodist University, where he remained until April 1988. He resigned to become Chairman and CEO of First RepublicBank Corporation, where he served until February, 1989.

Born in Boston, Al Casey graduated from Harvard University in 1943. After service in the U.S. Army in World War II, he received an MBA from the Harvard School of Business Administration in 1948.

### **JOHN L. CLENDENIN**

John Clendenin was named President and CEO of BellSouth Corporation at its founding in January 1984 and was made Chairman three months later. His entire career since graduation from Northwestern University Phi Beta Kappa in 1955 has been within the telephone system.

A resident of Atlanta, Mr. Clendenin is a member of the corporate boards of BellSouth, Coca-Cola Enterprises, Equifax, and National Service Industries, Inc. He also is a member of the Board of Directors of Capital Holding Corporation, First Wachovia, The Kroger Company, and Springs Industries.

He is a past president of Boy Scouts of America-Atlanta Council, of United Way of Metro Atlanta, and the Atlanta Chamber of Commerce. At the national level, he was Chairman of the U.S. Chamber of Commerce and served on the National Board of the Boy Scouts of America and Junior Achievement. He was Chairman of the Corporate Fund Campaign for the John F. Kennedy Center for the Performing Arts in 1990. He has served on the Board of Governors of United Way of America since May 1986 and is a member of the National Alliance of Business in Washington, D.C., where he was chairman for two years.

He is a member of the Business Roundtable, the Advertising Council, and the Committee for Economic Development, the Business Council, The Council on Foreign Relations, and the Business-Higher Education Forum. He is the recipient of a dozen major awards for his civic and philanthropic involvement.

### **GEORGE C. DILLON**

George Dillon served as chairman of the board of Manville Corporation, headquartered in Denver, Colorado, from September 1986 until his retirement in June 1990. He is now chairman of the executive committee. Manville is an international manufacturing and natural resources company employing more than 18,000 people at more than 50 facilities and four mines worldwide.



Prior to joining Manville, Mr. Dillon was chairman and CEO of Butler Manufacturing Company of Kansas City, Missouri. He is a member of the board of directors of Phelps Dodge Corporation, Astec Industries, and the Newhall Land and Farming Co. He is also a trustee of the committee for economic development and the Associates of Harvard Business School.

A lifelong resident of Kansas City, Missouri, Mr. Dillon graduated from Harvard College in 1943 and Harvard Graduate School of Business in 1948, after serving in the U.S. Navy during World War II.

### **CHRISTOPHER F. EDLEY, Sr.**

A resident of New Rochelle, New York, Christopher F. Edley is retired President and Chief Executive Officer of the United Negro College Fund, Inc., a nationally recognized non-profit fundraising organization located in New York, New York.

Mr. Edley is a director of The Great Atlantic & Pacific Tea Company, Inc., and a director of American Airlines since 1977, where he serves as a member of the Audit and Compensation and Nominating Committees.

### **BRAD L. GATES**

Brad Gates is the Sheriff/Coroner of Orange County, California, a law enforcement agency with an operating budget of \$138 million a year. He is also the Founder of "Drug Use is Life Abuse," an effective, broad-based community coalition which has achieved maximum cooperation with the media in Orange County to promote its drug-free message. He and his family reside in San Juan Capistrano. Sheriff Gates is currently serving his fourth elected term of office.

Sheriff Gates is a graduate of the FBI National Academy. He earned his B.S. and M.S. degrees in criminology at the California State University at Long Beach. He is currently enrolled in a Ph.D. program at Claremont Graduate School.

### **MANUEL GARCIA**

Manuel Garcia, a lifelong resident of Florida, graduated from Cornell School of Hotel and Restaurant Administration in 1965. He currently resides in Winter Park, Florida. He and his father incorporated Davgar Restaurants, Inc. in 1969 and purchased the Central Florida Burger King franchise. He is now owner and CEO of Davgar, which operates 54 Burger King restaurants in central Florida and Georgia. He also owns four Pebbles Restaurants in the Orlando area and employs more than 2500 people.

Mr. Garcia is deeply involved in civic affairs and has received numerous awards for his contribution to the community. He served on the Board of the National Conference of Christians and Jews. He received the 1987 "Spirit of Achievement" Award from Junior Achievement and the Leukemia Society's "Service to Mankind" Award in 1988.

His company's community relations programs are geared primarily to young people. Davgar supports financially 30 charities in Florida, from the Boy Scouts and Girl Scouts and Boys' and Girls' Clubs of Orlando to Easter Seals and Partners in Education. Mr. Garcia has taken an active role in promoting community drug education. He also includes in Davgar's basic management training classes a session concerning drug and alcohol dependency.



### **CHARLES F. "Chuck" NIELSON**

Charles F. "Chuck" Nielson is Vice President for Human Resources for Texas Instruments (TI) where he played a critical role in the development and implementation of TI's comprehensive drug-free workplace program.

Chuck Nielson received his BS degree from Brigham Young University. He later pursued graduate studies at the University of Utah and Utah State University. He began his career with Thiokol Chemical Corporation in Brigham City, Utah, and then supervised the Industrial Relations function of Fairchild-Hiller Corporation in St. Augustine, Florida. He has been with TI since 1985 where he has had a variety of personnel responsibilities, including that of U.S. Personnel Manager before he became vice president. He resides in Dallas.

Mr. Nielson represents Texas Instruments as a member of the Board of Directors for the Institute for a Drug-free Workplace. He is a member of the Employers' National Job Service Steering Committee, which acts as an advisory committee to the National Employment Service of the Department of Labor. He has also served in a variety of capacities for professional personnel organizations in the state of Texas.

### **ROBERT L. SORAN**

Robert L. Soran has recently resigned as President of Tropicana Products, Incorporated, after having held the position for five years. He was transferred to Tropicana from Beatrice in September 1985 as Executive Vice President-Operations. He and his family live in Sarasota, Florida.

Under Mr. Soran's leadership, Tropicana initiated its comprehensive drug control program in 1988, which includes a comprehensive Employee Assistance Program and pre-employment drug testing as well as employee drug screening under specific circumstances.

Mr. Soran was appointed by Gov. Bob Martinez to the Florida Governor's Select Committee - Workforce 2000 and Chairman of Workforce 2000's Substance Abuse Subcommittee. He also serves on the Board of Directors for the Florida Council of 100 and other local educational and charitable organizations.

### **JOSEPH D. WILLIAMS**

Joseph Williams has spent his entire career since graduation from the University of Nebraska at Parke-Davis and Warner-Lambert. He was named President and CEO of Parke-Davis in 1973 and President of Warner-Lambert in 1979, where he has been chairman of the board and CEO since 1985. He resides in Bernardsville, New Jersey.

Mr. Williams is a member of the Board of Directors of AT&T, Exxon Corporation, J.C. Penney, and Warner-Lambert Company. He is also a Director of the American Foundation for Pharmaceutical Education, the American Institute for Public Service, the American Pharmaceutical Association. He serves on the Board of Trustees for Columbia University and the Committee for Economic Development. Mr. Williams is a trustee and vice chairman of the Foundation for the United States Constitution. He is a director of Project Hope and a director and chairman of the United Negro College Fund. He is the recipient of ten honorary doctorates in recognition of his professional and community service.



Telephone 202-508-5000

EDISON ELECTRIC  
INSTITUTE

## TELECOPIER TRANSMITTAL FORM

DATE: 10-25-91TO: Mr. Andy CardCOMPANY: White HouseTELECOPIER NUMBER: 456 2397

VERIFICATION NUMBER: \_\_\_\_\_

FROM: John B. Shlaes

NUMBER OF PAGES (including this transmittal form): \_\_\_\_\_

**PLEASE CALL** Kimberlee James (202/508-5457) if you do not receive all pages indicated above, or if they are illegible.

\_\_\_\_\_  
MESSAGE:

**JOHN B. SHLAES**  
5629 Lambeth Road  
Bethesda, MD 20814

(301) 656-8224

*fib*

RECEIVED

OCT 25 1991

~~October 25, 1991~~

AC HAS SEEN

*no action  
necessary*

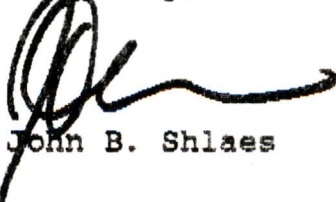
The Honorable Andrew H. Card, Jr.  
Assistant to the President and  
Deputy Chief of Staff  
The White House  
Washington, D.C. 20500

Dear Andy:

I enjoyed seeing you. As a follow up to our conversation regarding the Global Climate Coalition, if you feel so inclined, you may wish to contact Charlie DiBona of API (202/682-8100) and Pete Silas, Chairman of Phillips Petroleum (918/661-6600) who is President of the Chamber and active at API. His staffer Tom Lambrix is interim Chair of the Global Climate Coalition. The final balloting on this position must be completed by Tuesday, close of business. I would appreciate any assistance you may wish to provide.

I appreciate your interest. Thank you.

Sincerely,



John B. Shlaes

P.S. You may be interested in the attached. A second and broader policy front may be developing, namely GATT and the environment. It opens another forum for debate on global climate and environmental issues. It is a potential enforcement mechanism we haven't seen yet, and will be a challenge.

JBS:kkj



WL-FH-48  
(Revised)UNITED STATES SENATE  
COMMITTEE ON FINANCE

## SUBCOMMITTEE ON INTERNATIONAL TRADE

## Hearing on Trade and the Environment

Friday, October 25, 1991 -- 10:00 a.m.

Room SD-215 Dirksen Senate Office Building

WITNESS LISTI. A Panel Consisting of:Professor Barry Kellman, DePaul University College of Law;  
Chicago, IllinoisMr. Lynn Greenwalt, Vice President, International Affairs  
Department, National Wildlife Federation; Washington, D.C.The Honorable Michael Smith, President, SJS Advanced  
Strategies; Washington, D.C.Mr. Justin Ward, Senior Resources Specialist, Natural  
Resources Defense Council; Washington, D.C.II. A Panel Consisting of:Mr. Jack Sheehan, Legislative Director, United Steelworkers  
of America; Washington, D.C.Mr. Robert J. Morris, Senior Vice President, U.S. Council  
on International Business; Washington, D.C.III. A Panel Consisting of:Joseph LaDou, M.D., University of California; San  
Francisco, CaliforniaMr. James E. Harnesdorf, President and Chief Executive  
Officer, Teepak, Inc.; Danville, IllinoisMr. F. Scott Bush, Visiting Fellow, Environmental Policy,  
Center for Strategic and International Studies; Washington,  
D.C.Manik Roy, Ph.D., Pollution Prevention Specialist,  
Environmental Defense Fund; Washington, D.C.

WL-FH-48

**SUBCOMMITTEE HEARING PLANNED ON TRADE POLICY AND ENVIRONMENT**  
**BAUCUS INTERESTED IN EFFECT ON GATT, OTHER AGREEMENTS**

Washington, D.C. -- Senator Max Baucus, Chairman of the Senate Finance Subcommittee on International Trade, Tuesday announced a hearing on how trade policy may affect the environment.

The hearing will be at 10 a.m., Friday, October 25, 1991 in Room SD-215 of the Dirksen Senate Office Building.

"There is an increasing convergence between trade policy and environmental policy. As the debate on the extension of fast-track negotiating authority made clear, trade and environment concerns can no longer be kept completely separate," said Baucus (D., Montana).

"The purpose of this hearing is to explore ways to manage this convergence. Particular attention will be given to the concept of changing international trade agreements -- especially the General Agreement on Tariffs and Trade -- to reflect environmental concerns," Baucus said.

Baucus said one focus of the hearing will be the International Pollution Deterrence Act of 1991, introduced by Senator David Boren (D., Oklahoma). The bill would treat the absence of effective pollution controls as a subsidy subject to countervailing duties under U.S. trade law.

The Subcommittee will hear testimony from representatives of business, environmental and labor groups.

Witnesses for the hearing will appear by invitation only and must comply with the following rules:

(1) All witnesses must submit 150 copies of a written statement of their testimony (not to exceed 10 letter size pages in length), along with a cover page and one-page summary of the principal points. These statements must be received by the Subcommittee no later than Wednesday, October 23, 1991.

(2) Oral presentations should be limited to a brief discussion (not to exceed five minutes) of the principal points included in the one-page summary. The written statement will be included in the hearing record, so witnesses who testify are asked not to read their written statements.

Written statements. -- Witnesses who are not scheduled to testify, and others who desire to present their views to the Subcommittee, are urged to submit written statements for inclusion in the hearing record. Written statements must be typed and must not exceed 10 pages in length. Five copies should be mailed to Wayne Hosier, United States Senate, Committee on Finance, Washington, D.C. 20510, and also to Ed Mihalski, Minority Chief of Staff, United



# the Aluminum Association

Incorporated

900 19th Street, N.W.  
Washington, D.C. 20006

Phone (202) 862-5100  
Fax (202) 862-5164



October 10, 1991

## Members of the Global Climate Coalition:

One of the great issues of the 1990s is the international effort to come to grips with the concerns about global climate change. Two and a half years ago the subject was just a matter of speculation. Today, the international community of 160 countries are half way through a series of international negotiations which will culminate with the Heads of State signing a climate framework agreement in Brazil - just nine months from now.

These global climate negotiations could be a serious threat to American industries international regulatory scheme which could endanger important trade, technology, and economic opportunities.

Over the last two years, the Global Climate Coalition (GCC) has done outstanding work in representing the views of U.S. business internationally and to the U.S. government and public. The GCC, through the formalization of its structure and the selection of permanent leadership, will be singularly able to represent the views of our business community as the negotiations reach the critical stage.

Several outstanding individuals are being considered to lead the Coalition. One in particular, John Shlaes, has a depth of experience and the background to provide the kind of effective leadership the Coalition requires if it is to serve the best interest of American industry.

John has worked in Washington for over two decades. He understands the business community and its role in the public policy process. He has chaired several successful coalitions. John has a broad knowledge and experience working at all levels of government. He has served in several important capacities in government and has represented the U.S. and the President internationally. He has worked for many years on numerous energy and environmental issues and co-edited the monograph "Congressional Leaders in the 1980s."



Members of the Global Climate Coalition  
October 10, 1991  
Page Two

He is a founding member of the GCC, and is responsible for its successful relations with the Administration. He has represented the GCC at the Second World Climate Congress, and "quarterbacked" the GCC role at the first three Intergovernmental Negotiating Committee meetings.

Because of the importance to our members of effective representation in the climate change negotiations, we wholeheartedly endorse John B. Shlaes to lead the Coalition efforts.

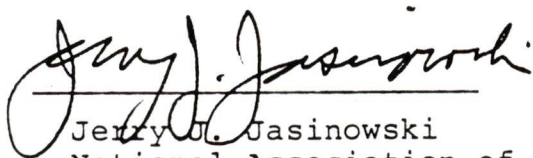
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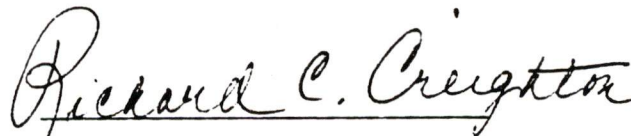
David N. Parker  
The Aluminum Association, Inc.



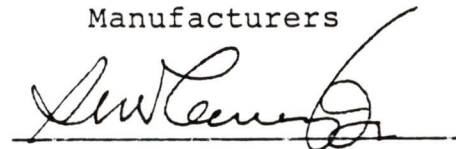
Thomas R. Kuhn  
Edison Electric Institute



Jerry J. Jasinowski  
National Association of  
Manufacturers



Richard C. Creighton  
American Cement Alliance



Red Cavaney  
American Paper Institute

Andy -



While This missive was  
headed for the mail, the President made  
his Defense initiative - thinking back to  
a time about 1983 when Chase Intermeyer  
conveyed me on a visit to his office on the  
same subject - I am obviously delighted  
with the substance and the timing, to say  
nothing of the delightful confusion in the  
Democratic camp. Three Cheers JMS.



WALPOLE CITIZEN  
ACTION COMMITTEE

September 4, 1991

RECEIVED  
SEP 9 1991

*f.b.*

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

AC HAS SEEN

Dear Mr. Card:

Enclosed please find a letter which we wrote to Dianne Dumanoski, a Boston Globe reporter, regarding her story, "Bush accused of shunning harbor". I don't believe that the groups she quoted represent a majority opinion. There's been enough money wasted on the Harbor project and more federal funding is not the solution.

Thank you for forwarding my previous letter to the EPA. I hope that you get a more satisfactory response than we have on other issues.

Sincerely,

*Joanne Muti*

Joanne Muti  
Chairperson





**WALPOLE CITIZEN  
ACTION COMMITTEE**

September 4, 1991

Dianne Dumanoski  
Boston Globe  
P.O. Box 2378  
Boston, MA 02107

Dear Ms. Dumanoski:

We were bemused by your story, "Bush accused of shunning harbor", in today's edition of the paper because it is CLF's and Save the Harbor/Save the Bay's endorsement of an illogical, outdated plan which has contributed to spiraling water and sewer costs. More money is not the solution. The solution is a willingness by these groups and the EPA to re-examine policy decisions made six years ago which no longer make sense and to take mid-course corrective action.

For example, a proposal that could reduce the project's costs by \$2 billion came under fire by these groups and the EPA last year. I am referring to Professor Donald Harleman's plan for advanced primary treatment rather than secondary treatment of sludge at Deer Island. The triumvirate quickly dismissed his proposal without evaluating its merits because they didn't want to foment public dissatisfaction or look like they didn't know what they were doing. However, Congressman Chet Atkins did obtain some federal funding for a study of the proposal. The Patriot Ledger reported that, "Critics say that it will take an act of Congress to pursue, even if it has merit".

It has been this inflexibility that prompted us to seek Congressional intervention. We asked Congressman Barney Frank to file an amendment which would eliminate the need for an MWRA owned landfill. Needless to say, he was criticized very publicly by the EPA and CLF for representing the narrow interests of his constituents and jeopardizing the entire harbor project. Nothing could be farther from the truth. The harbor project can go forward without an MWRA owned landfill as it will during the years 1991-1995 when, coincidentally, there is no backup landfill. At the end of this year, the violation of the Clean Water Act will end when the MWRA ceases ocean disposal of sludge. In the next four years, NefCo will be responsible for the marketing and disposal of sludge and at the end of 1995, the contract can be renewed for a specific amount of time. The point I am making is that the project can go forward and the MWRA will not be violating the Clean Water Act without a landfill. Even though the public has been led to believe otherwise.

Moreover, the MWRA will be seeking bids this fall for its sludge and we know of several private interests who would be more than happy to accept sludge. There are also disposal options for the other waste



which was going to be disposed of in the landfill. Grit and screenings are currently being disposed of in commercial landfills both in and out of state. The MWRA claims it has markets for its pellets and the legislation which transferred the site specifies that MWRA member communities take back unsold pellets. Also, the state is relaxing its standards so that the MWRA will be able to sell pellets in Massachusetts.

We have always opposed the landfill because of its environmental impacts. The enclosed photo says it all. The site is surrounded by wetlands, the Stop River forms the northern boundary, the prison wells are down-gradient from the site, there are private wells within hundreds of feet, and there is a certified vernal pool on site. The Sole Source Aquifer boundary still has not been delineated. However, costs have also been one of our concerns. Even though there are other disposal options, the EPA has insisted on an in-state MWRA owned site. The projected price tag is \$63 million in capital costs and \$4.02 million yearly in O&M costs without inflation. As far as we're considered, this is another unnecessary expense.

The EPA's insistence is based on the argument that other states may close their doors to out-of-state waste. We don't know if this will happen because of strong objections from the waste industry and the fact that interstate commerce laws protect free trade between states. However; for the sake of argument, if states closed their doors then the MWRA would be faced with the worst case scenario of having to dispose of sludge in a landfill. By the MWRA's own estimates, the Walpole landfill would only provide less than three years sludge storage capacity. In a very short time frame, the MWRA would need another site, another process, and more money.

If the MWRA had gone out to bid four years ago, it could have avoided the additional \$10 million expense of reviewing and siting facilities. The marketplace would have provided a solution and the MWRA could have spared itself the scrutiny and criticism it has suffered from legislators and citizens.

For many years the MWRA, EPA, and some environmental groups have hid behind the court order. Yet, it was their policy decisions which became the court order but when the court order doesn't make sense anymore, then it's time to change it. Both the CLF and the EPA have the ability to do so but they would rather lobby Congress not to make any changes because as the CLF claims there already are too many players and Congress is not as informed. It would be difficult for them to be any less informed than some of the locals who have endorsed the project.

Almost two years ago, we projected that rates would be approximately \$2000 by the year 2000. We were roundly criticized for misstating or misrepresenting the facts. Two years ago, we told legislators that other alternatives existed only to have the Residuals Project Manager tell us that he was not going to pursue any. He was going to take his chances with the Legislature and the Court. Last April, the MWRA and the EPA with CLF in tow stood up in a court room and said there are no alternatives, Your Honor. The Patriot Ledger recently reported that the MWRA had been negotiating with a company since last



April and we knew of others who had approached the MWRA before then. We sent the CLF quite a bit of information only to be accused of distortion. However, we were right. Alternatives exist, the rates and the project are out of control, and CLF, Save the Harbor/Save the Bay are losing control because the average person does not see any marked improvement in water quality or cleaner beaches. They only see higher rates.

Years ago, Mike Deland decided that money should be spent on Deer Island and the other facilities first because if the CSO's were repaired and the beaches were cleaner, then the public would not want to spend money on the infrastructure. He thought wrong. It is this very logic which is coming back to haunt the EPA because if the public saw results, then public and legislative support would not dwindle. As it stands, Senators Lane and Harold have filed legislation to give the MWRA Advisory Board control of the budget, Representative Tobin is urging member communities not to pay MWRA assessments, and Representative Teague has introduced legislation to cap MWRA and other Authority raises.

More money is not going to compensate for flawed logic and poor policy and siting decisions. In the MWRA service area, 2.5 million people are both the taxpayer and the ratepayer. In essence, they'll be paying for the project twice.

Not one more penny should be spent until the various components of the plan are re-examined for both their environmental and financial impacts whether it is the landfill, advanced primary treatment, or the outfall pipe (controversy is brewing on the Cape regarding its location). If this happens, it may renew public confidence. It no longer should be left up to a few special interest groups who do not represent the majority to impose their will on the public.

Four years ago you wrote a story for the Boston Globe Magazine which was very insightful. We hope that you'll do a follow up story which takes into account all the recent developments.

Sincerely,

*Joanne Muti*

Joanne Muti  
Chairperson

cc: The Boston Herald  
The Patriot Ledger  
Congressman Barney Frank  
Senator Edward Kennedy  
Senator John Kerry  
Senator David Locke



Senator Paul Harold  
Senator Christopher Lane  
Representative Frank Woodward  
Representative Arthur Tobin  
Representative Edward Teague  
President George Bush  
Andrew Card  
Ron Kaufman  
Judge A. David Mazzone  
Walpole Board of Selectmen  
Norfolk Board of Selectmen  
Medfield Board of Selectmen  
Senator Barbara Mikulski  
Senator Patrick Leahy  
Senator John Chafee  
Congressman Jamie L. Whitten  
SWIM  
The Sierra Club  
National Toxics Campaign  
The Boston Globe Editorial Board  
Ross Gelbspan  
Jim Franklin  
Marjorie Arons Barron  
Steve Martorano, WBZ  
Jerry Williams, WRKO  
Wall Street Journal  
Congressman Chet Atkins  
New York Times  
Washington Post  
MacNeil Lehrer News Hour  
Standard & Poor  
Moody's  
Leon Lombardi  
Governor William Weld  
Lieutenant Governor Paul Cellucci  
MWRA Advisory Board  
Boston Business Journal  
CLT



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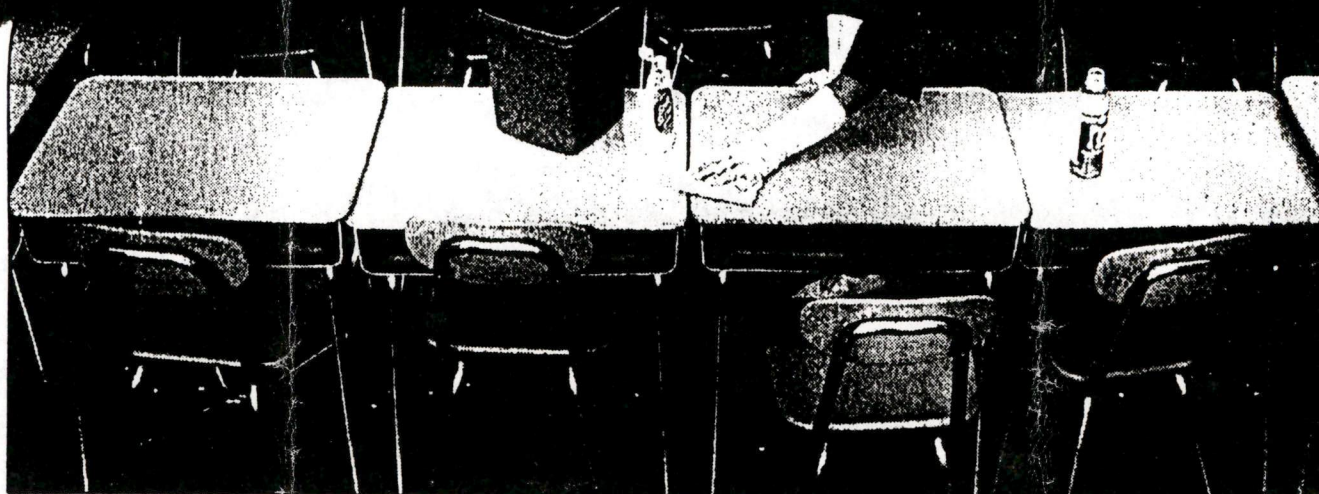
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**A CLEAN SLATE** — Helaine Perry, a third-grade teacher at Dorchester's Russell School, spruces up her classroom for tomorrow's opening day. In some communities, classes start today.

GLOBE STAFF PHOTO / DAVID L. RYAN

dent. "We have to guarantee  
hood. We have to stand up for

A strike would affect 27,000  
tem's nearly 58,000 students.

Lengthy strikes in 1986  
caused big disruptions; some  
didn't attend school for the dur-  
walkout.

As the possibility of a strike  
in recent weeks, the School I  
has crafted a contingency pla-  
cludes providing free MBTA pa-  
dents who rely on school buses

School officials also have es-  
hot line (227-8405) and will sta-  
information center at School  
headquarters. Letters alerting  
the possibility of a strike and d-  
ternate transportation plans  
mailed.

SCHOOL

## Bush accused of shunning harbor

### Groups say president has reneged on environmental promises

By Dianne Dumanoski  
GLOBE STAFF

Three years after candidate George Bush cruised Boston Harbor and pronounced its condition "a national disgrace," an array of environmental leaders gathered yesterday at the harbor's edge to denounce President George Bush for abandoning the harbor cleanup and his promise to be "the environmental president."

During his highly publicized foray into his opponent's home turf in 1988, Bush wooed local environmentalists, touting the

Republican party's environmental leadership and promising to follow in the footsteps of Teddy Roosevelt.

Bush blamed former governor Michael Dukakis for delaying remedies while the harbor became the dirtiest in the nation.

At a news conference yesterday, environmentalists charged that the Bush administration, since taking office, has done little to help correct the harbor's state.

"Candidate Bush convinced us all that water quality problems would be a priority in his administration," said Sheila Lynch, president of Save the Harbor, Save the Bay, a regional coastal advocacy group.

Noting that the federal government has so far provided only 3 percent of the \$6.1 billion needed to build the new sewage treatment facilities and outfall pipe, she charged "the federal government has abandoned this project."

Nineteen other national, state, and local environmental and wildlife groups joined the protest — ranging from Revere's Save our Shores, and the Association for the Preservation of Cape Cod to the National Toxics Campaign and the New England Aquarium.

Lynch said the Boston area is "reeling" HARBOR, Page 24

## Many call for change in police leadership

By Toni Locy and Sean P. M.  
GLOBE STAFF

Public officials and community leaders yesterday called for "house cleaning" and "professionalization" of the Boston Police Department's legal adviser's office, which is responsible for bringing cases against officers of misconduct.

Police supporters and critics of Mayor Flynn have to put aside differences with Police Commissioner M. Roache and police legal adviser F. Hart, an early financial

## More Metro News

■ In memoriam: Beacon Hill restaurant honors former patron with

## Senate approves 65 m.p.h. limit

Portions of Mass. Highway



Environmental activists gather on Long Wharf yesterday to take aim at the Bush administration's water quality programs.

GLOBE STAFF PHOTO / FRANK O'BRIEN

# Bush hit on Boston Harbor cleanup

## ■ HARBOR

Continued from Page 17

under sewer rates that are soon to be the highest in the nation and are expected to climb from \$500 in 1992 to \$2,000 per household by 2005.

Speaking for the Massachusetts Tenants Organization, Nancy Brockway predicted the high water and sewer rates will lead to more evictions and house foreclosures among poor tenants and homeowners. By the end of the decade, she said, water and sewer costs will equal heating costs, placing an impossible burden on many families who are "scraping by as it is." Brockway called for federal relief for the poorest ratepayers patterned after federal heating assistance programs.

A White House spokesman, Gary Foster, disputed the charge that Bush has abandoned Boston Harbor, saying "the president has made good on his commitment to clean up Boston Harbor." He noted that the administration's proposed budget for fiscal year 1992 earmarks \$100 million for Boston Harbor.

Lynch, however, replied that this is just a drop in the ocean of cleanup costs. She said the \$100 million amounts to 1.6 percent of the cost that will have to be borne by the 43 cities and towns in the Massachusetts Water

and Sewer Authority sewer district.

"A hundred million for this year is all the federal government can afford right now," Foster commented, saying federal spending is constrained by the budget agreement reached between Congress and the White House.

Peter Shelley of the Conservation Law Foundation recalled that, despite misgivings, he was among those who accepted the invitation to tour Boston Harbor with Bush. It was the foundation, a Boston-based regional environmental group, that in 1983 sued to force the cleanup of Boston Harbor.

Shelley said Bush's "words were compelling" when he talked about the conservation tradition in the Republican Party and his "clear intention" to continue it. That, he said yesterday, has proven to be "an illusion," and environmentalists have been taken for a ride that is headed "onto the rocks."

Over the past three years, Shelley charged, President Bush's commitment to the environment has proved to be "entirely meaningless." Environmental policy in the administration, he said, is controlled by of the Office of Management and the Budget, White House Chief of Staff John Sununu and Vice President Dan Quayle, and "there are not many worse candidates" for the role in Washington.

"This is not environmental progress," he said. "I've been in this game for a while and I know an environmental president when I see one. President Bush is not one."

The chairman of the President's Council on Environmental Quality, Michael Deland, rejected that assessment. Deland, who was regional EPA administrator at the time of Bush's visit three years ago, called Bush "the most activist environmental president since Teddy Roosevelt," citing such initiatives as his moratorium on offshore oil drilling in Massachusetts and several other parts of the country, and his ban on the import of elephant ivory and the export of hazardous waste.

"There is a long list of accomplishments," Deland said, "many of which have gone unnoticed."

Shelley also said there are signs of a political retreat locally. He noted that many are now advocating that the cost of the harbor cleanup be reduced by lowering the quality of the treated water sent into Massachusetts Bay.

At the same time, he added, New Bedford has had to back off plans to remedy the combined sewer overflows polluting its harbor because there is no money to pay for the project.

investigative reporting," Maitre said. The Globe's editor, John Driscoll, said the newspaper published the July 2 story after "repeated attempts to reach Maitre and after contacting BU officials and asking their assistance in reaching Maitre."

"We wanted to interview him for the July 2 story, we tried to reach him subsequently and we would be happy to grant him an interview today," Driscoll said.

Although the Globe was unsuccessful in its attempts to contact Maitre in Malaysia prior to July 2 and in the days immediately following, Maitre was contacted by a reporter from the Associated Press two days after the story was published; but when reached Maitre refused comment.

"We have a public relations office at the Boston University. You should ask them. I have no comment. I have a few days more here and I have nothing to say," the Associated Press quoted him as saying.

Others at BU have joined in criticizing the Globe for its coverage, however, Walter Lubars, who replaced Maitre and is serving as acting dean of the College of Communication, is quoted in yesterday's Daily Free Press as saying the Globe story "was not totally accurate," although Lubars is not more specific.

BU spokesman Kevin Carleton said the articles on Maitre's apparent plagiarism were "very forced, going with very little background information other than, in some cases, half-truths, innuendos and rumors, and an awful lot of statements [from people] refusing to be identified."

"I think there was a good deal of malice in the coverage, but that's not anything unique," Silber told the Daily Free Press. The Globe "disagreed with [Maitre] on the defense journalism program that he's run-



AC HAS SEEN

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PMS ANDREW CARD., DLR

91 OCT 3 A7:14

ASSISTANT TO THE PRESIDENT . DLR

WHITE HOUSE

WASHINGTON DC 20500

AS YOU ARE CLOSE TO THE PRESIDENT. I HOPE YOU WOULD TELL HIM THAT IF HE VETOES THE UNEMPLOYMENT EXTENSION BILL IT COULD COME BACK TO HAUNT HIM ON ELECTION DAY.

I LISTEN TO THE TALK SHOWS AND PEOPLE AREN'T HAPPY. HAVE RUN MANY CAMPAIGNS IN MARBLEHEAD. I CAN TELL YOU THE OPPOSITION WOULD HAVE A FIELD DAY. WE CAN GIVE MONEY TO MANY FOREIGN COUNTRIES BUT HAVE NONE FOR THE PEOPLE AT HOME. THIS RECESSION IS WORSE THAN THE PRESIDENT

PPH

THINKS. PEOPLE ARE HURTING.

AS A LOYAL REPUBLICAN I AM ONLY TRYING TO HELP. WHAT IS A NEW WORLD  
ORDER WHEN YOU LOSE IT AT HOME?

THANKS FOR LISTENING

JOYCE LOFMARK

0610 EST

PPH

PPH



*file*

AC HAS SEEN

September 24, 1991

Mrs. Constance Horner  
Personnel Director  
White House  
Washington, D.C. 20500

RE: VACANCY ANNOUNCEMENT #DEU 91-6  
SUPERVISORY ENVIROMENTAL PROTECTION  
SPECIALIST GM-028-15

Dear Mrs. Horner:

It is with great respect that I present the Honorable Carlos López-Nieves, Minority whip in our House of Representatives, who is not only a personal friend but also a close collaborator with our Republican Party.

He is a district president and state delegate of our party.

His vast experience places him in a unique position. He has continuously demonstrated his leaderships and his organizational abilities throughout his entire career.

He is a former vocational-technical teacher that has quickly risen to occupy positions of great importance for all the citizens of Puerto Rico. As the Secretary of Agriculture for the island, he organized, defined, proposed, defended and implemented budgets totaling in the hundreds of millions and supervised not only hundreds of employees, but also a number of state agencies.

I am absolutely convinced that his presence and participation as director of Region II's Caribbean Field Office of the United States Environmental Protection Agency will be an asset to President's Bush Administration, to the Agency and to the area served by that office.

Should you require any further information, do not hesitate to contact me.

Cordially,

  
Miriam Ramírez de Ferrer

cc: Andy Card



*Embassy of the United States of America*

October 4, 1991 - Guatemala

SL  
✓

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OCT 15 1991

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

Dear Mr. Card:

I really enjoyed the opportunity to make your acquaintance on my visit to the White House the morning of Tuesday, October 1st. I had heard of you from your brother-in-law, Ron Kaufman, and from your other many friends in past Bush campaigns. I am glad that our paths have - at long last - been able to cross and look forward to working with you on the coming campaign in the future.

Sincerely,

Thomas F. Stroock  
Ambassador





*SL*

State of Arizona  
Department of Liquor Licenses and Control

800 W. Washington, Fifth Floor

Phoenix, Arizona 85007

(602) 542-5141

Mike Symington  
Governor

Mark G. Mazzie  
Superintendent

October 23, 1991

Margaret Garikes  
Confidential Assistant  
Office of the Surgeon General  
Health and Human Services  
200 Independence Avenue, S.W.  
Room 718E  
Washington, D.C. 20201

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OCT 24 1991

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Dear Ms. Garikes:

I am contacting you at the suggestion of Nancy Taylor, formerly with the staff of Senator Orrin Hatch, in the hope that your office can give me guidance in locating an advisory council or commission vacancy for Mr. Mark Mazzie, Superintendent, Arizona State Department of Liquor Licenses and Control.

I would like to note that Mr. Mazzie has a close relationship with Andy Card, Assistant to the President and Deputy Chief of Staff at The White House, and it is due to his encouragement that I am seeking assistance from your office in this endeavor.

Superintendent Mazzie, who is well-versed on the issues of alcohol regulation, alcohol abuse and related problems at the state and national level, is also a highly visible civic and public leader, active in numerous state organizations.

Proof of his commitment to the problems and health issues surrounding substance abuse is evident in his attempts to involve his regulatory agency -- voluntarily -- on a 2-year policy-forming council that will formalize treatment for Arizona's substance-abuse population, his diligence in making the public aware of the health risks to fetal development through mandatory posting of fetal alcohol warning signs, his management of education and training seminars on the safe serving and consumption of alcohol within

*Dear Andy: I left a message with your assistant that I was sending this. Hope things are well. Sorry I missed you at the Grand Canyon. My mother said you might be running for the Senate in '94. Let me know.*  
*Mark.*

Arizona's licensed liquor establishments and his continuing vigilance to restrict inappropriate and sophisticated marketing of alcohol to minors. (Recently, in fact, he contacted the Department of Health and Human Services for its series of reports on Youth and Alcohol to begin drafting legislation which will toughen regulations with regard to serving minors in the state of Arizona.)

Mr. Mazzie is so concerned about the negative effects of alcohol and substance abuse, particularly by pregnant women, he was invited to serve and has accepted a position on a community board which works toward finding employment and housing for some of Arizona's adult handicapped, many of whom suffer from retardation and learning disabilities which have been linked to fetal alcohol syndrome.

His diligence in posting warning signs in over 8,100 licensed liquor establishments has won him the support and approval of one of the country's leading birth defects research organizations, the March of Dimes, through its Central Arizona Chapter office.

In addition, Mr. Mazzie, who in his previous post as the City Clerk of Scottsdale led that city to reforming the way in which elections are conducted, also serves on the Programming Council of the Scottsdale Leadership project, a new organization which trains and encourages the state's young people to become involved leaders in their communities. Scottsdale Leadership, in its sixth year, is modeled after similarly successful and highly acclaimed national leadership groups which are sponsored by a variety of civic and business organizations.

Mr. Mazzie also served as Chairman of the Scottsdale School Department Task Force on Redistricting where he acts as counsel on a variety of matters, including the drawing of local school district boundaries, an area of expertise in which he wrote his thesis at Harvard University from which Mr. Mazzie was awarded his graduate degree in Government.

As his attached resume outlines, Mr. Mazzie's experience is evidence of his talents and accomplishments; while serving as chief of staff to Representative George Wortley (retired), Mr. Mazzie worked on banking legislation which led to the reverse home equity mortgage program.

A respected debater and articulate speaker and writer, Mr. Mazzie who has delivered numerous speeches on behalf of liquor control is frequently asked by local radio and television outlets to appear on behalf of issues he espouses. He has also contributed articles and letters to various national and local publications including



Roll Call, The New York Times, the Wall Street Journal, 60 Minutes, the Arizona Republic, the Scottsdale Progress, the Arizona Beverage Analyst and local wine industry publications.

Last year he chaired a committee which honored Scottsdale Mayor Herb Drinkwater with the Senator Barry Goldwater Award given annually to Arizona's Most Prominent Republican. Mr. Mazzie is also immediate past chairman of the Arizona Young Republicans and treasurer of the largest YR group in Arizona.

With a developing profile as a leader who is committed to alcohol education and treatment, Mr. Mazzie has much to offer a national council or advisory group which is also committed to exploring these issues.

I would appreciate receiving from the Surgeon General any pertinent information that would be helpful in placement for Superintendent Mazzie, said documents to contain mission of the respective advisory council or commission, meeting days and locations, brief instructions regarding the Presidential appointment process and any other documentation that would be helpful in this nomination research.

Should you require further clarification regarding the above request, please do not hesitate to contact me at the Department of Liquor Licenses and Control, Office of the Superintendent, (602) 542-5141, extension 142.

Thank you so very much for your time and valuable guidance in this search process.

Sincerely,



Barbara A. Hanser  
EXECUTIVE ASSISTANT TO  
THE SUPERINTENDENT

Enclosure

cc: Andy Card - The White House

MARK G. MAZZIE  
11413 NORTH 109TH WAY  
SCOTTSDALE, AZ 85259-3029  
(602) 860-5676 HOME  
(602) 542-5141 WORK

**WORK EXPERIENCE:**

**SUPERINTENDENT** **1991 - PRESENT**  
**ARIZONA DEPARTMENT OF LIQUOR**  
**LICENSES AND CONTROL**  
**PHOENIX, AZ**

Chief executive officer for state agency with regulatory authority over 8,100 liquor licensees. Responsible for overseeing \$2 million budget and 54-member staff which generates over \$3.1 million in fees for the state's general fund. Appointed by the Governor and confirmed by the state Senate, this position routinely confers with others in the executive branch and advises the Governor on matters involving the alcoholic beverage industry, pertinent legislation, public policy and health-related public affairs.

**LECTURER, POLITICAL SCIENCE DEPT.** **1989 - 1991**  
**ARIZONA STATE UNIVERSITY, TEMPE, AZ**

Taught a variety of upper level courses in American Government and Arizona Government. Courses included Government and Politics, U. S. Congress, U. S. Constitution, Arizona Government and Arizona Constitution. Additional duties included supervision of the Data Instructional Support Center which is a survey research laboratory used by faculty and students for academic research.

**CITY CLERK** **1988 - 1991**  
**CITY OF SCOTTSDALE, AZ**

Under the guidance of the Mayor and City Council, directed the activities of the City Clerk's office. Responsibilities included city-wide records management and preparing and implementing the election process for the City of Scottsdale (population 130,000). Lobbied elected officials on behalf of city, state, and national election organizations. Performed related duties and special assignments as requested by the Mayor and City Council.



**U. S. HOUSE OF REPRESENTATIVES  
DISTRICT CHIEF OF STAFF  
CONGRESSMAN GEORGE C. WORTLEY**

**1986 - 1988**

Directed district operations including supervision of all staff. Coordinated and supervised responses to all Congressional mail from constituents and other government agencies (population 580,000). Congressman's liaison to local business leaders, community and human service representatives. Worked extensively with members of the New York State Legislature on issues vital to the district. Handled media relations within the district, as well as public speaking engagements on behalf of the Congressman. Assisted local post-secondary institutions in pursuit of federal grants.

- \* Researched and wrote grant requests for Economic Development proposals affecting Central New York.
- \* Advised the Congressman and drafted legislation needed to address issues vital to the District.
- \* Directed Congressman's re-election effort.

**PROFESSIONAL ASSOCIATIONS & ACHIEVEMENTS:**

- \* Graduate of Scottsdale (AZ) Leadership Program, 1991
- \* Member - Scottsdale Leadership Programming Committee
- \* Chairman - Scottsdale School District Boundary Task Force, 1991
- \* Member of the National Conference of State Liquor Administrators
- \* Published articles and letters in Roll Call, New York Times, Wall Street Journal and other state and national publications
- \* Member - The Election Center, Washington, DC
- \* Treasurer - Camelback Young Republicans
- \* Former Chairman of the Arizona Young Republican League
- \* Former Member of the International Municipal Clerk's Association

**EDUCATION:**

**HARVARD UNIVERSITY**

**M.A. - GOVERNMENT, MAY, 1985**

Government concentrator with special fields of study in U. S. Congress and the Presidency. Thesis topic and independent course work in Congressional and State reapportionment.

**SUFFOLK UNIVERSITY**

**B. S. - GOVERNMENT, MAY, 1982**

Ouimet Scholar, course work in domestic policy analysis, state and local government, lobbying and public relations.

AC HAS SEEN

MURPHY & DEMORY, LTD.

2300 N STREET, N.W.  
SUITE 725  
WASHINGTON, D.C. 20037

TELEPHONE (202) 785-3323  
TELECOPIER (202) 785-8278

ADMIRAL DANIEL J. MURPHY, USN (RET.)

October 23, 1991

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OCT 28 1991

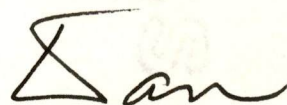
Mr. Andrew H. Card Jr.  
Assistant to the President and  
Deputy to the Chief of Staff  
Executive Office of the President  
1600 Pennsylvania Avenue, N.W.  
Washington, D.C. 20500

Dear Andy:

As we have discussed in the past, there are profound differences between Marine Engineers Beneficial Association District 1 and the union which I represent, District 2. As another example, MEBA I is currently supporting H.R. 1126, a bill which would extend coverage of the National Labor Relations Act and the Fair Labor Standards Act to foreign flag ships. As the Administration has pointed out, such an attempt to assert U.S. jurisdiction over areas which have traditionally been under the control of the flag state would undoubtedly provoke retaliation from our allies and trading partners. I wanted you and the Administration to know that MEBA 2 is not supporting such legislation and that, once again, my client is in solidarity with President Bush on important maritime issues.

Thank you very much.

Sincerely,



cc: Bobbie Kilberg



10/10/91

Andy  
Missed you here in Louisville  
last week - I'm now stationed here  
I thought you'd be interested in the  
attached - Goff is playing BC  
this weekend, thus the card!.  
There was an article in the  
same paper the day after you left  
it talked about the Mayors' visit  
with Pres. Bush going to the  
CAVIT house - you were reported  
to have been taking detailed notes.  
If you want I'm sure I can get  
you a copy.

If you plan to return to follow-  
up with the Mayo let me know.  
Marcia and I would love to  
have you over (if you have  
time of course).

Take Care  
Bill

P.S. Fish here are a bit smaller  
than in Alaska!!

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OCT 15 1991

Document Originally  
Attached to  
Following Page



Commanding Officer  
(502) 582-5194

**WILLIAM J. MORANI JR.**  
Commander, U.S. Coast Guard

USCG Marine Safety Office  
600 Martin Luther King Jr. Pl.  
Room 360  
Louisville, KY 40202-2230

FTS 352-5194  
FAX (502) 582-6825



Commanding Officer  
(502) 582-5194

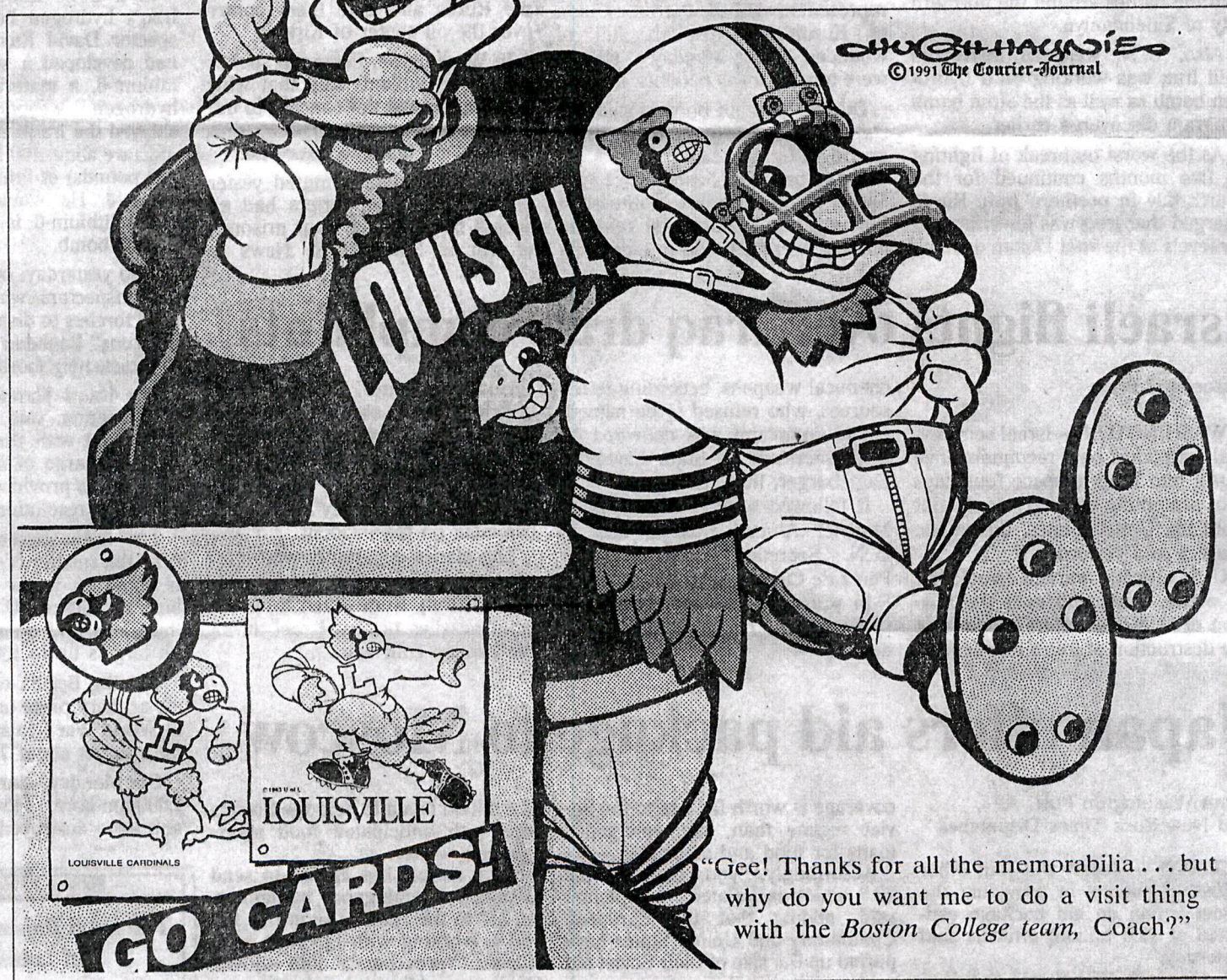
**WILLIAM J. MORANI JR.**  
Commander, U.S. Coast Guard

USCG Marine Safety Office  
600 Martin Luther King Jr. Pl.  
Room 360  
Louisville, KY 40202-2230

FTS 352-5194  
FAX (502) 582-6825



# The





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

## DEFENSE NUCLEAR FACILITIES SAFETY BOARD

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



October 2, 1991

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

AC HAS SEEN

Dear Mr. Card:

*Andy*

Enclosed for your information is a copy of the Board's most recent recommendation to the Secretary of Energy on the Operational Readiness Review program being conducted by the Department of Energy and its contractors at the Rocky Flats Plant.

Sincerely,

John T. Conway  
Chairman

*to let you know  
we can finish our work*

*P.S. -  
I note Jose  
was able to work on &  
get his nomination  
through!*

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

## DEFENSE NUCLEAR FACILITIES SAFETY BOARD

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



September 30, 1991

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

Dear Mr. Secretary:

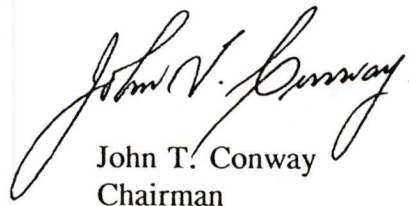
On September 30, 1991, the Defense Nuclear Facilities Safety Board, in accordance with 42 U.S.C. § 2286a(5), approved Recommendation 91-4 which is enclosed for your consideration.

42 U.S.C § 2286d(a) requires the Board, after receipt by you, to promptly make this recommendation available to the public in the Department of Energy's regional public reading rooms. The Board believes the recommendation contains no information which is classified or otherwise restricted. To the extent this recommendation does not include information restricted by DOE under the Atomic Energy Act of 1954, 42 U.S.C §§ 2161-68, as amended, please arrange to have this recommendation promptly placed on file in your regional public reading rooms.

The Board intends to publish this recommendation in the Federal Register.

The Board will continue to closely follow the progress made by the contractor in correcting safety deficiencies and activities of DOE in conducting and concluding its ORR. Most importantly, the Board will be looking to assure itself that during the ORR process, and subsequently, there has been sufficient closure of safety deficiencies to "ensure adequate protection of the public health and safety" at the time of restart.

Sincerely,

  
John T. Conway  
Chairman

Enclosure



RECOMMENDATION TO THE SECRETARY OF ENERGY  
pursuant to 42 U.S.C. § 2286a(5)  
Atomic Energy Act of 1954, as amended.

Dated: September 30, 1991

By letter dated May 4, 1990, The Defense Nuclear Facilities Safety Board recommended that prior to the resumption of operations at Rocky Flats a comprehensive Operational Readiness Review (ORR) be carried out by a group of experienced individuals. The Board's Recommendation specified a number of items to be included in the review.

The Secretary of Energy accepted the Board's Recommendation and prepared an implementation plan that was later revised and submitted to the Board on February 15, 1991. DOE elected to conduct a separate ORR for each building that the Department proposed to bring back into operation in processing plutonium. The analytical chemistry laboratory, building 559, was chosen to be the first for resumption.

The implementation plan stipulated specific objectives that must be achieved for readiness of plant and equipment (hardware), management and personnel, and management programs (procedures, plans, etc.) prior to resumption of plutonium operations in a building. The implementation plan also required a number of specific actions to be undertaken including an EG&G program to upgrade the safety of operations, followed by a non-plutonium start-up test program and an EG&G Operational Readiness Review to confirm the adequacy of the upgrades to insure safety of operations at that building.

Although the implementation plan recognizes that the sequence for practical reasons may not be fully serial, it was intended that the plutonium start-up tests (functional and preoperational) be completed for vital safety systems equipment before the EG&G Readiness to Proceed Memorandum would be sent to DOE requesting DOE approval to commence operations, and that subsequently DOE was to conduct its own ORR.

In his August 19, 1991 letter to the President of the Senate, The Secretary reaffirmed that DOE's ORR will be carried out in accordance with the implementation plan approved by the DNFSB. The Contractor, DOE, and the Board have each recognized that this first ORR conducted at Rocky Flats will establish an important precedent for future ORR's, both at Rocky Flats and other defense nuclear facilities.

The Board has been carefully following EG&G's and DOE's implementation of the ORR process. The Board's staff and expert consultants have observed portions of the ORR while they were being conducted. The Board is satisfied that the DOE established an ORR team with competent independent experts capable of providing confidence that the findings would be technically sound and unbiased.

While the plan recognized that some steps in the DOE ORR might begin before the EG&G Readiness to Proceed Memorandum was issued, an ORR cannot properly be undertaken without progress toward resumption of operations sufficient to establish that the safety



objectives have been met or an acceptable plan with reasonable schedules exists for meeting them. The purpose of an ORR for Rocky Flats as stated in the letter from the Secretary accepting Recommendation 90-4, is "to verify the readiness of the Rocky Flats plant to safely resume plutonium operations". If conducted prematurely, an ORR is weakened in accomplishing its purpose. It tends to lose its ability to provide independent confirmation of a state of readiness, subject to planned actions, and becomes instead an adjunct to management in identifying important areas of concern requiring further attention.

The Board finds that the DOE ORR conducted during the period June 28 to July 24 was premature and incomplete, and thus it failed to adhere adequately to the prerequisites established by the Secretary in the Implementation Plan for Recommendation 90-4. DOE conducted the ORR before sufficient progress was made by EG&G toward resumption of plutonium operations to enable performance of an adequate DOE ORR. For example, EG&G's self-assessment of compliance with safety-related DOE orders was in such a preliminary stage that when DOE's team began its ORR it was unable to conduct an evaluation of order compliance.

During the Board's public hearing in Boulder, Colorado on August 24, 1991, DOE reiterated the finding of its ORR report that building 559 is not yet ready for resumption of plutonium operations. We agree with this conclusion. Work previously planned by EG&G had not been completed at the time of DOE's ORR and the completion process was not fully developed. Therefore, the DOE ORR team was unable to complete its review in some areas and was unable to begin such a review in others.

To ensure that its meaning is properly understood, the Board affirms that safety in a complex operation such as that at the Rocky Flats Plant rests on layered safety features that comprise a defense in depth. This permits safety to be achieved even when some safety provisions are imperfectly accomplished. Therefore the Board is not objecting to the ORR on the grounds that inadequacies were found; some could always be present. The Board finds that an adequate Operational Readiness Review, to confirm existence of an adequate level of safety at the planned time of operations, could not be performed at the time of DOE's review. DOE was unable to adequately address specific Board requirements set forth in Recommendation 90-4 and the review itemized safety deficiencies still existing in seven major categories. DOE recognizes that it has not completed an adequate ORR for Building 559, and will have to schedule further action toward this end prior to resumption of plutonium operations in the building.

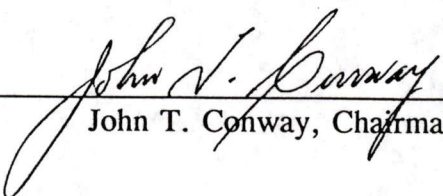
Its independent observations and the information it had obtained in the course of numerous briefings (two of them public) cause the Board to agree with EG&G and DOE and their experts that the plutonium operations in building 559 can be resumed without risk to persons off site. However, while a number of corrective actions were identified, it still remains to be confirmed that workers on site will be adequately protected.



Since DOE has stated that the ORR of building 559 will set the standard for the following buildings, it is essential that before operations with plutonium are resumed, this first ORR be performed in a manner that properly adheres to the implementation Plan submitted to the Board. Accordingly, the Board recommends that:

1. A DOE ORR team, including a Senior Advisory Group, using as many as may still be available of the original members, complete the ORR for building 559, but only when (a) DOE has adequate reason to believe that the deficiencies it has identified during its original ORR have been corrected or are appropriately near closure with credible timetables toward closure, and (b) EG&G has issued a Readiness to Proceed Memorandum requesting DOE approval for resumption of plutonium operations in the building, subject to scheduled elimination of the deficiencies.
2. The DOE ORR team continue its review consistent with the requirements of the Recommendation 90-4, and its implementation plan. Namely that the review be structured to include, but not be limited to, the following items:
  - o Independent assessment of the adequacy and correctness of process and utility systems operating procedures. Consistent with the contractor's operating philosophy, these procedures should be in sufficient detail to permit the use of the "procedural compliance" concept.
  - o Assessment of the level of knowledge achieved during operator requalification as evidenced by review of examination questions and examination results, and by selective oral examinations of operators by members of the review group.
  - o Examination of records of tests and calibration of safety systems and other instruments monitoring Limiting Conditions of Operation or that satisfy Operating Safety Requirements.
  - o Verification that all plant changes including modifications of vital safety systems plutonium processing workstations have been reviewed for potential impact on procedures, training and requalification, and that training and requalification have been done using the revised procedures.
  - o Examination of each building's Final Safety Analysis Report to ensure that the description of the plant and procedures and the accident analysis are consistent with the plant as affected by safety related modifications made during the outages period.
3. The DOE ORR team include in its final report a description of remaining issues which require closure, if any, and an overall conclusion of readiness for Building 559 to resume operations.

4. EG&G and DOE complete their assessment of compliance with DOE safety orders at Building 559, and their implementation of any compensatory measures that may be needed to achieve the objectives of compliance, as necessary and appropriate for resumption of plutonium operations in Building 559.

  
\_\_\_\_\_  
John T. Conway, Chairman





# CONGRESSIONAL QUARTERLY INC.

1414 22nd Street, N.W., Washington, D.C. 20037 • (202) 887-8500 FAX: 728-1863

September 30, 1991

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

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Dear Mr. Card:

Thank you very much for speaking at Congressional Quarterly's recent conference on "The Presidency and the Executive Branch" for the National Security Agency. Your luncheon address was certainly a highlight of this two-day conference.

I thought you did an excellent job of explaining the organization and role of the White House staff. The NSA executives particularly appreciated your insider's perspective and your candid responses to their questions. We were all impressed with your illustration of the warm and inviting atmosphere within the Bush White House. Overall, your presentation was very well received by the participants.

Again, thank you for taking the time to speak at this important CQ conference for the NSA. It was a pleasure meeting you and I enjoyed working with you. I hope to have the opportunity to work with you again in the future. Also, please know what a wonderful job your assistant, Linda Casey, is doing for you. She was most accommodating during what must have been a very hectic August.

Sincerely,

Deborah Walden  
Program Coordinator

PaineWebber Incorporated  
265 Franklin Street  
Boston, MA 02110  
617-439-8470  
FAX: 617-439-8470

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**PaineWebber****FAX TRANSMITTAL COVER SHEET**TO: Andrew CardFROM: Chip Rowley

DATE: \_\_\_\_\_

NUMBER OF PAGES INCLUDING COVER SHEET 5

IF YOU HAVE ANY QUESTIONS REGARDING THIS FAX, PLEASE CALL 617-439-

PAINWEBBER'S FAX NUMBER: 617-439-8470



Charles B. Rowley III  
Vice President Investments

PaineWebber Incorporated  
265 Franklin Street  
Boston, MA 02110  
617 439-8326  
617 439-8427  
1 800 225-2385

**PaineWebber**

ANDREW CARD  
FAX 202 456-2878

As <sup>you</sup> suggested I fax  
this to you. Would <sup>you</sup> please  
get this to  
President Bush ASAP.  
We and I feel it is  
too important to ignore.  
We are now up to 10%  
unemployment!

Established 1876  
Member New York Stock Exchange, Inc.  
Other Principal Exchanges

PaineWebber Incorporated  
265 Franklin Street  
Boston, MA 02110  
617 439-8126  
1 800 225-2385

# PaineWebber

## FAX TRANSMITTAL COVER SHEET

TO: Andrew Card

FROM: Chip Rowley

DATE: \_\_\_\_\_

NUMBER OF PAGES INCLUDING COVER SHEET 5

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PAINEWEBBER'S FAX NUMBER: 617-439-8470

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Charles B. Rowley III  
Vice President Investments

PaineWebber Incorporated  
265 Franklin Street  
Boston, MA 02110  
617 439-8126  
617 439-8127  
1 800 225-2385





PaineWebber

Andy,

Wes Young suggested I fax  
this to you. Would you please  
get this message through  
to President Bush ASAP. Wes  
and I feel it more accurately  
reflects the true unemploy-  
ment figures. Many thanks.

C. Blue

Established 1879  
Member New York Stock Exchange, Inc.  
Other Principal Exchanges

**ADRIAN VAN ECK'S OPEN-LINE Message for**  
**One week starting Wednesday, October 2nd, 1991.**

THE RED FLAG IS STILL UP. President George Bush has begun to switch from a passive to an active role concerning the economy. He is demanding that Alan Greenspan and the Fed do something to increase the Money Supply. We are pleased to see this admission by the Administration that we have been correct all along in warning that Money Growth was too low to permit an ongoing recovery. BUT WE NOW BELIEVE IT IS TOO LATE FOR THE FED TO SOLVE THIS PROBLEM BY ITSELF. The solution, we believe, will require concerted co-operative action by the Administration and Congress. Such collaboration seems unlikely for now. Thus we are reluctantly forced to keep our Red Flag flying.

\*\*\*\*\*

YOU MAY WONDER WHAT WE THINK WILL BRING ABOUT A GOVERNMENT POLICY SWITCH. OUR ANSWER HAS TO BE A 10% UNEMPLOYMENT RATE. WE MEAN A REAL 10% RATE... NOT 10% CALCULATED IN THE MANNER THAT THE FEDERAL GOVERNMENT DOES TODAY. OUR GUESS IS THAT THIS CRUCIAL MOMENT WILL BE REACHED BY NOVEMBER FIRST, 1991.

THAT'S AN INTERESTING DATE. IT IS ONE YEAR BEFORE THE PRESIDENTIAL AND CONGRESSIONAL ELECTIONS. IT MARKS THE BEGINNING OF SERIOUS CAMPAIGNING. UNLESS OUR HISTORICAL KNOWLEDGE AND OUR ANALYSIS OF POLITICS AND THE ECONOMY ARE DEAD-WRONG, BY THAT DATE AMERICA'S TV AND PRINT MEDIA WILL SUGGEST THAT GEORGE BUSH IS VULNERABLE AND COULD BE A ONE-TERM PRESIDENT. WHEN THAT HAPPENS, GEORGE BUSH, SHREWD MAN THAT HE IS, WILL BRUSH ASIDE THE ADVICE HE IS GETTING FROM CLOSE ASSOCIATES AND WILL - ON HIS OWN - REACH CONCLUSIONS SIMILAR TO THOSE WE ARE SHARING WITH YOU RIGHT HERE.

For all of the talk about unemployment in the media today, it is amazing how little detail you can find about this subject. The Editor-in-Chief of our affiliated *Federal/Global Letter* did some hard digging from his Washington sources for us and uncovered the following information. (Believe us when we say *uncovered*. It took him a full day to get these numbers, so hard are they to secure.) -- THE CORE UNEMPLOYMENT NUMBER IN AMERICA TODAY... AND THIS IS THE OFFICIAL NUMBER... IS 8.75 MILLION WORKERS OUT OF A POTENTIAL WORK FORCE OF 125 MILLION.



**PAGE 2 -ADRIAN VAN ECK'S OPEN-LINE Message for**  
**One week starting Wednesday, October 2nd, 1991.**

You might be surprised to discover that only 3.50 million of these unemployed workers draw unemployment benefits. The fact is that Federal and State unemployment agencies have made it hard to collect unemployment benefits. Back in the days of Reaganomics and the Defense build-up, jobs were being created fast. Many Government officials believed anyone who was out of work must be unemployed because they wanted to be unemployed. So they raised barriers against collecting.

We can remember driving through New Hampshire one day, listening to a New Hampshire radio station interviewing a New Hampshire state official on the subject of unemployment. The question was asked: "Why is New Hampshire's unemployment rate... close to 1%... probably the lowest in America?" The State official laughed and said: "We have a policy of, shall we say, LOSING their unemployment application for maybe 8 or 6 weeks. They have to get by best they can... borrowing money from friends and relatives. By the time we call them up and say "You can come in now to start collecting checks... we have found your application".... we are usually told that the applicants aren't home. They got desperate and took any job...just to eat. And that takes care of unemployment for us."

We have no doubt that George Bush's Chief of Staff, John Sununu - who was Governor of New Hampshire then - has told this story himself to the President. And that explains in our mind why the White House has done so little to help the long-term unemployed. Trouble is, big and small companies alike are laying workers off permanently. Few new jobs are being created. So the jobless fail to find work no matter how far they drive or how low they drop the pay level at which they are willing to work.

Thus we come to the next category of officially unemployed... those who have been out of work long enough to have exhausted their benefits up to four weeks ago... and who are still looking for a job. THIS IS THE GROUP THAT THE DEMOCRATIC BILL WOULD HAVE ASSISTED WITH EXTENDED JOBLESS BENEFITS. We will not get into that subject here. For example, we won't comment that the Money for these benefits was already drawn from employers by a Federal payroll tax.... but that Money was then removed from its Trust Fund by last year's Budget agreement. There are 2.50 million workers in this group.

Page 3 -ADRIAN VAN ECK'S OPEN-LINE Message for  
One week starting Wednesday, October 2nd, 1991.

THEN WE COME TO WHAT THE GOVERNMENT CALLS THE TRANSITION UNEMPLOYED. There are 2.75 million workers in this grouping. They are counted in the Government's official unemployed. Yet they were not scheduled to get benefits from the bill in Congress. These include workers who have filed but are in their waiting week and workers whose employers were not covered by unemployment insurance. WHEN YOU ADD THESE UP YOU GET AN OFFICIAL UNEMPLOYMENT RATE OF JUST UNDER 7%.

BUT THERE IS STILL ANOTHER LARGE GROUP OF UNEMPLOYED WORKERS. THESE ARE PEOPLE WHO LOST THEIR JOBS BUT WHOSE BENEFITS RAN OUT MORE THAN FOUR WEEKS AGO. THEY ARE SIMPLY ERASED FROM ANY RECORDS. THEY ARE NOW NON-PERSONS. There are 5.75 million unemployed workers in this category. Some of them are engineers and executives who have been out of work for a year and cannot find employment. The Government assumes, for statistical purposes, that they have stopped looking for work. That may be true for half of them. But indications are that half of these workers are still desperately anxious to find a job. If you add 2.75 million of them to the official unemployed total, you get 11.5 million workers... about 9% of the labor force.

NOW ADD TO THIS TOTAL THE ROUGHLY 400,000 WORKERS WHO LOSE THEIR JOBS EACH WEEK, SUBTRACT OUT THE RELATIVELY FEW WHO ARE REHIRED... AND YOU CAN SEE THAT THIS TOTAL WILL LIKELY REACH 12.5 MILLION UNEMPLOYED BY NOVEMBER FIRST, WHEN YOU COUNT UNEMPLOYED THE WAY THEY USED TO BE COUNTED 'IN THE OLD DAYS.' THIS LEVEL - 10% OF THE WORK FORCE - HAS ALWAYS TRIGGERED POLITICAL FEAR AND ANGER IN AMERICA. We believe the same thing will happen now. When it does, Government efforts will begin in earnest to solve the problem. The first efforts will likely be misguided, making things worse. What this means in our opinion is that if the stock market has not fallen by November first, it is likely to collapse in November.





THE SECRETARY OF DEFENSE  
WASHINGTON THE DISTRICT OF COLUMBIA

AC HAS SEEN

October 8, 1991

Dear Andy:

The Democrats are going to continue to hit us with the line that, "Polls show that the majority of Americans are concerned with the direction of our nation and the economy", until we do something about it.

On the 7 October edition of "CROSSFIRE", RNC Chairman Yeutter gave what I think is a very unacceptable answer to that charge. He basically said that, "their opinion will change."

His answer implies that the Democratic charge regarding the American people is correct. That they will come around once they see the light.

I believe that we should instead politely but forcefully point out that if you tell a lie often enough, then some people are going to believe it. The American media is, by their own admission, mostly liberal and with their slanted reports and constant Bush bashing (see NBC Nightly News any of the last two weeks) they are in effect, creating a self-fulfilling prophecy.

It is up to our spokesmen to point this out or we might start eating crap on this one. Just my wild thought for the day.

Thanks,

*Doug*  
Doug MacKinnon

P.S. Still looking to come in and talk.

Doug MacKinnon  
1021 Arlington Blvd.  
#815  
Arlington, VA 22209  
703-695-8743

cc: Ron Kaufman



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September 11, 1991

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

Dear Mr. Card:

Thank you again for taking the time to meet with Governor Thompson, Chairmen Grabinski, Undercoffler and me recently regarding the surface transportation reauthorization legislation.

As we mentioned during our meeting, we have been strong supporters of the Administration and believe that the President's endorsement of increased mass transit assistance would be to the benefit of his constituency. You can be certain that we deeply appreciated having the benefit of your perspective on this matter and look forward to working with you in cooperation with our respective delegations to craft legislation that will address the needs of our industry.

Please feel free to call on me or my colleagues whenever you believe we can be of assistance.

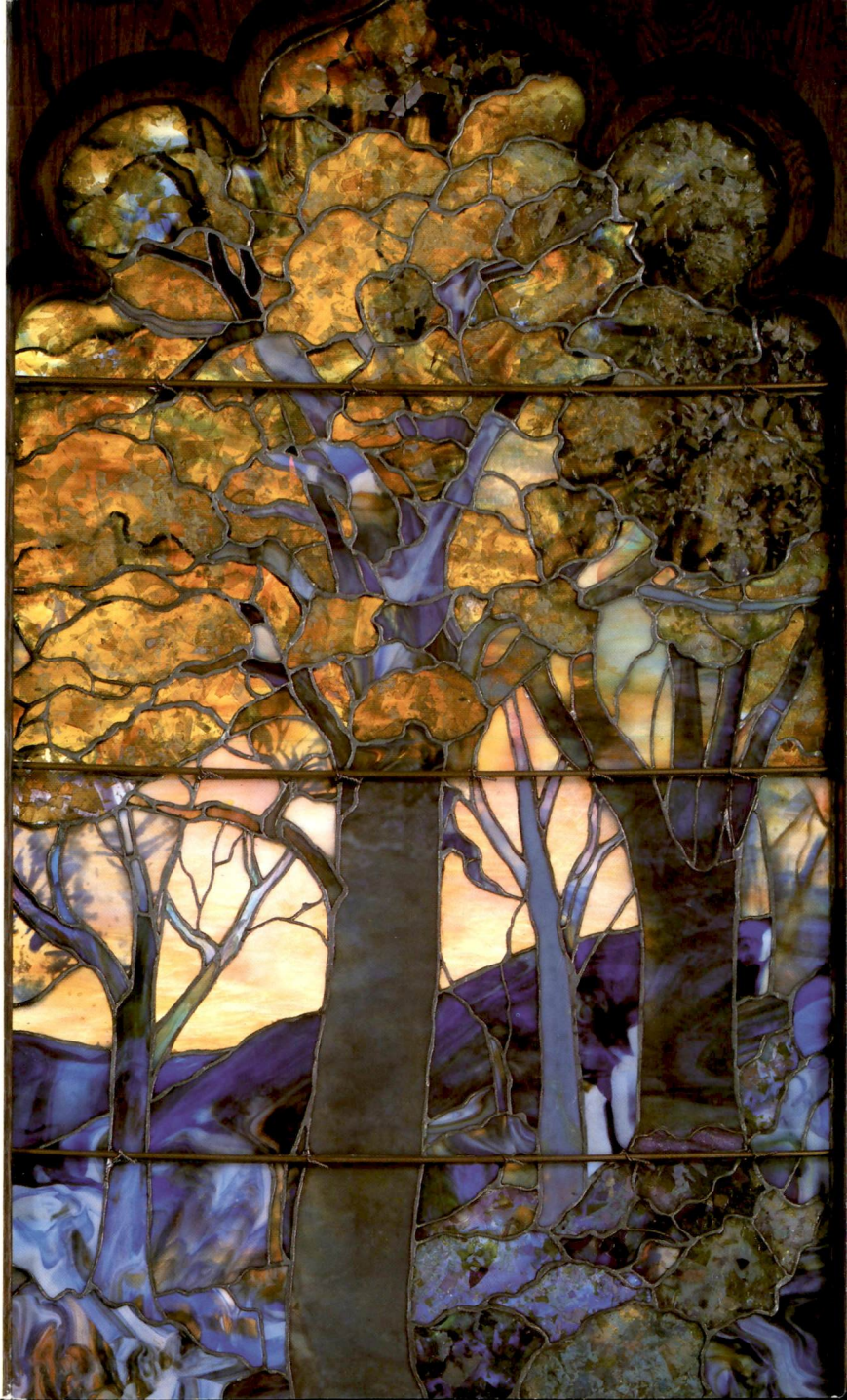
Sincerely,

  
Gayle M. Franzen  
Chairman

AC HAS SEEN



AUTUMN LANDSCAPE  
Detail of a leaded-glass window  
Tiffany Studios, New York City, 1923  
THE METROPOLITAN MUSEUM OF ART  
Gift of Robert W. de Forest, 1925 25.173  
© 1990 MMA  
11-08142-9  
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Dear Andy,

I appreciate your  
arranging the White  
House Tour for my  
daughter, Grace, her guests  
from California, and me.

Bob Lee was most  
pleasant and helpful.  
Please thank him for us.  
It was unfortunate that  
we were not able to say  
hello.

Again, my thanks.

Cordially,

John Connally



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(INTERNATIONAL PROGRAMS)

RECEIVED

SEP 20 1991

Albert J. Kelley

Date 16 Sep 91

Memo For Andrew Card

Subject: Courtesy Visit, 10 September

AC HAS SEEN

Andy,

It was good to visit with you last week. Thank you for spending so much of your valuable time on a courtesy call. Your job sounds very exciting, in fact it couldn't be any more so with all that's going on in the world right now and the great people with whom you work. I've enclosed a calling card with my home telephone number on the back. Please feel free to call on me at any time if there's any way I can be of assistance or service.

*Best regards,*

*Al Kelley*



OFFICE OF THE UNDER SECRETARY  
OF DEFENSE (ACQUISITION)

**DR. ALBERT J. KELLEY**  
DEPUTY UNDER SECRETARY OF DEFENSE  
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