

FOIA MARKER

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

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

OA/ID Number: 02328
Folder ID Number: 02328-001a

Folder Title:
[Andrew Card] [Chron Files January 1989 to May 1990] [1]

Stack:	Row:	Section:	Shelf:	Position:
G	15	22	3	

321210
F6006-01

ANDREW H. CARD, JR.

1991

CORRESPONDENCE FILE

CORRESPONDENCE FILE

A - J

D. H. ...

ENCLOSURES FILED OVERSIZE ATTACHMENTS

4883

NARA 1576

ANDREW H. CARD, JR.

1991

CORRESPONDENCE FILE

CORRESPONDENCE FILE

K - Z

ENCLOSURES FILED OVERSIZE ATTACHMENTS

4884

NARA 1577

3 boxes need in ORN 4/9/92
PT

ANDREW H. CARD, JR.

1991

CORRESPONDENCE FILE

Box 3 for White House

CORRESPONDENCE FILE

Correspondence General (5/89 -)

Travel (Expenses/Authorization)

Correspondence (No response Necessary)

Miscellaneous Correspondence
(No Response Necessary 1991 - AHC)

POTUS

Press Release

Public Liaison

S & L

Seabrook

Space Council

Boston Central Artery

Vice President & Mrs. Quayle

White House Administration

EC 1992

ENCLOSURES FILED OVERSIZE ATTACHMENTS

4885

NA 2A 1578

THE WHITE HOUSE
WASHINGTON

Date: _____

9/27

TO:

Lee, Roberts, Everyone

FROM:

LINDA CASEY
x2533

in
Records -

Thanks so much
for your great
help:

THE WHITE HOUSE
WASHINGTON

April 6, 1989

Dear Rey:

Thank you for your letter of March 30, 1989, in which you enclose materials about the 1994 World Cup bid effort.

I am glad to hear that the White House staff and the Department of Commerce staff are cooperating so well with you. Thanks for taking the time to keep me up to date.

With best wishes,

Sincerely,



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

Mr. Rey Post, Director
Corporate and Political Affairs
Macro Systems, Inc.
655 - 15th Street, N.W.
Suite 300
Washington, D.C. 20005

Std. response

March 30, 1989

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

Dear Andy:

I read with great interest the 3/31/89 Tom Boswell article in The Washington Post about the President's wide interest in sports. The one Boswell sentence that President Bush thought soccer was "his best sport" when at Yale, really caught my attention.

At the risk of inundating you with more material about my current activities, I have enclosed a few documents that relate to the two-year 1994 World Cup bid effort.

The 1989 business plan defines the activities that are the focus of the organization for the rest of this year. The plan was prepared by Scott LeTellier, the new president of the Organizing Committee, who worked with me during the preparation of the United States Soccer Federation's successful bid. The United States was designated, last July 4 by the Federation Internationale de Football Association (FIFA), as the host nation for the 1994 event. (The Eddie Mahe, Jr. & Associates newsletter article gives a pretty good summary of the events leading up to the designation.)

I developed a very good working relationship with U.S. Commerce's Travel and Tourism division during the course of the bid process. The White House staff were quite helpful too during the critical period when we needed to secure several agency letters, as well as one from President Reagan for the bid document.

I will continue to serve the World Cup '94 Organizing Committee as its liaison to the venues and federal government and among my priorities will be the scheduling of a meeting with Commerce Under Secretary-designate Schnabel so that we might establish a new working relationship.

The enclosed information is simply FYI (you don't need to acknowledge receipt of this package). I'll informally keep you apprised of our activities and perhaps later in 1989, will find an occasion to visit with you on this matter. I'll speak with you in the future.

Sincerely,



Rey Post
Director, Corporate and
Political Affairs

RP:lw
Enclosures

Suite 300, 655 Fifteenth Street, N.W., Washington, D.C. 20005
Telephone (202) 639-4039 Facsimile (202) 347-6109

WASHINGTON

BURLINGTON

ATLANTA

WORLD CUP '94 ORGANIZING COMMITTEE

1989 BUSINESS PLAN

Scott Parks LeTellier

February 15, 1989

WORLD CUP '94 ORGANIZING COMMITTEE
1989 BUSINESS PLAN

Scott Parks LeTellier
February 15, 1989

This document constitutes a 1989 Business Plan for the corporation (referred to herein as the "World Cup '94 Organizing Committee" or "World Cup '94") to be formed to organize the 1994 FIFA World Cup on behalf of FIFA and the United States Soccer Federation. This memorandum consists of six parts:

1. Functional Categories. Based upon a review of (a) the final report prepared by the Los Angeles Olympic Organizing Committee ("LAOOC") following the 1984 Olympic Games, (b) the FIFA Terms of Reference for the 1994 FIFA World Cup (the "Terms of Reference"), (c) final reports of previous World Cup organizing committees (principally Germany F.R. in 1974), and an analysis of the specific tasks which will be unique to the 1994 FIFA World Cup, a list (comprising Section 1) of functional categories broadly identifying all tasks or areas of activity to be performed or with which World Cup '94 must be concerned at some point during or prior to 1994 has been developed. (The two digit numbers opposite each functional category represent the first two digits of functional category computer organizational codes discussed in greater depth in Section 2(i) below.) On the list, categories which deserve substantive attention during 1989 are marked with an asterisk.

2. 1989 Task Categories. The functional categories asterisked on the list contained in Section 1 are discussed in depth in Section 2. (The Board of Directors and Task Forces categories are discussed in Section 4 and the Human Resources category in Section 5.)

3. Top 14 1989 World Cup '94 Priorities. Section 3 consists of a chart detailing the 14 most important tasks to be accomplished during 1989.

4. Organizational Structure. An organizational chart for World Cup '94 during the 1994 operational phase, together with an explanation of various components of it, comprises Section 4.

5. 1989 Staffing. Initial staffing requirements of World Cup '94 through 1989 are projected in Section 5.

6. Attributes of the Organization. Finally, in Section 6, seven attributes which should characterize the World Cup '94 Organizing Committee are suggested.

All references contained in this Business Plan to the masculine or feminine genders shall be considered references to either or both, as the context requires.

SECTION 1

FUNCTIONAL CATEGORIES

The following list of functional categories broadly identifies all tasks or areas of activity World Cup '94 will be required to perform or with which it must be concerned at some point during or prior to 1994:

<u>CODE</u>	<u>FUNCTIONAL CATEGORY</u>
01	
02	Accreditation and Access Control
03	*Administration
04	Advisory Board
05	Architecture and Construction
06	Arrival and Departure Processing
07	
08	
09	*Board of Directors
10	*Budget
11	
12	
13	Ceremonies
14	Commissioners
15	Community Relations
16	Competition Management
17	Coin and Stamp Programs
18	Concessions
19	Corporate Relations - Sponsors
20	*Corporate Relations - Suppliers
21	Corporate Relations - Products/Services
22	Corporate Relations - Collaborators
23	Corporate Relations - Licensees
24	Cultural Events
25	
26	
27	*Design/Symbols/Look/Signage/Graphics
28	Doping Control
29	Draw (Final Competition)
30	Draw (Qualifying)
31	Dry Run Events
32	
33	
34	*FIFA
35	
36	
37	
38	*Finance
39	Food Services

40 Founders Club
 41 *Fundraising
 42
 43
 44 *Government Relations
 45
 46 Health Services
 47 Hotels
 48 Human Resources
 49
 50 *Insurance
 51 *Internal Communications
 52 International Broadcast Center
 53
 54 Labor Relations
 55 Language Services
 56 *Legal/Contract Administration
 57
 58 Materiel Acquisition and Distribution
 59 *Media Relations
 60 Merchandising
 61
 62 Operations Center
 63 Organizing Committees
 64
 65 Parking
 66 Planning
 67 Press Operations
 68 Protocol
 69 Publications
 70 Public Relations
 71
 72 Qualification Tournament
 73
 74 Results
 75
 76 Satellite Offices
 77 Schedule
 78 Security
 79
 80
 81 *Task Forces
 82 *Technology
 83 *Television
 84 Ticketing
 85 Ticket Marketing
 86 Tours
 87 Training Sites
 88 Transportation
 89 Travel
 90
 91 Uniforms

92 United States Soccer Federation
93
94 Venue Management
95 *Venue Selection
96 Volunteers
97
98 World Cup USA 1994, Inc.
99 Youth Programs

SECTION 2

1989 TASK CATEGORIES

The 1989 actions associated with the functional categories asterisked on the list in Section 1 may be summarized as follows:

(a) Administration. During 1989, a permanent headquarters site for World Cup '94 must be established. For the following reasons, with due consideration given to New York City and Southern California, the site should be Washington, D.C.:

(i) Time Zone. The Eastern time zone is only six hours removed from Zurich time, whereas the Pacific time zone is nine. As a result, the availability of telephone communication with FIFA during normal working hours ends at 8:00 a.m. California time, but extends to 11:00 a.m. Eastern time. This lessened communication ability with FIFA, combined with the three hour domestic time differential between Southern California and the centers of government relations work (Washington, D.C.) and marketing and television activity (principally New York) is a substantial consideration favoring an East Coast location.

(ii) Government Liaison. The LAOOC established a government liaison office in Washington, D.C. in early 1983 to coordinate its activities with most of the same governmental departments and agencies World Cup USA 1994, Inc. dealt with in the bid process. In addition to this department and agency liaison function, a government liaison office in Washington, D.C. will permit World Cup '94 to establish, at one location rather than multiple home district offices, relationships with the staffs of the Senators and members of the House of Representatives in whose states or districts the 1994 World Cup will be played.

Given the greatly increased number of jurisdictions in which the 1994 World Cup will be played, in contrast to the 1984 Olympic Games, the need for such a government liaison office for World Cup '94 is considerably more compelling. Combining the government liaison office with the headquarters office will result in a considerable cost saving and permit World Cup '94 to make more early government liaison progress than the LAOOC was able to do.

(iii) Proximity to Venues. Washington, D.C. is relatively centrally located to the majority of the currently proposed venues, most of which are located in the Eastern United

States. The metropolitan Washington, D.C. area itself contains two venues proposed for 1994 (RFK Stadium and the Navy-Marine Corps Memorial Stadium in Annapolis) and not inconceivably could be a candidate to host the finals should the new stadium proposed for the Washington Redskins be built. New York, on the other hand, has no presently viable venue possibility.

(iv) Proximity to Marketing and Television Partners. Washington, D. C. is, compared to Southern California, relatively near New York City, where most of the major marketing and television issues will be negotiated and concluded. While a New York headquarters office obviously would provide greater proximity in this regard, at least one of the principal marketing and television firms (USA Soccer Properties, Inc.) World Cup '94 will engage to assist in these matters is located in New York City.

(v) International Relationships. While the majority of communications with FIFA member countries eligible for participation in the 1994 FIFA World Cup will be routed through FIFA headquarters in Zurich, additional access to each of these countries through the diplomatic and consular corps in Washington, D.C. will greatly facilitate planning for the event, reduce foreign misperceptions concerning World Cup '94 plans and, hopefully, help to spur international ticket sales.

(vi) Proximity to Board Members. The President of the Federation, who will be Chairman of and have ultimate authority with respect to World Cup '94, lives near Philadelphia, only a few hours distant from Washington, D.C. Given his location and the likely East Coast location of a majority of other World Cup '94 Board members, a Washington, D.C. base will permit more frequent, and more meaningful, coordination and consultation between the Board of Directors and the President of World Cup '94 as the organizational process develops.

Not later than 1992, it will be necessary to establish, in addition to the Washington, D.C. principal headquarters location, an operations center. The location of the center should be put to bid among cities (such as Atlanta, Dallas, St. Louis, Kansas City, or Memphis, or a suburban Washington, D.C. location near Dulles International Airport) which have (A) a central airport hub with direct flights to all or substantially all of the venue cities, (B) a skilled work force available at relatively low cost, (C) available or donated space at low or no cost to house the operations staff through the end of the competition and (D) civic willingness to support a paid staff with energetic volunteer support.

A second headquarters site also must be established (not later than early 1993) at the site where the finals will be

played and the FIFA headquarters located. Branch sites in the other venue cities (optimally at the venue itself) must also be established in 1992 or early 1993. The cost of the second headquarters and branch sites will be allocated, to the extent possible, to the civic support groups to be established in each community.

(b) Budget. An immediate priority in 1989 is to develop a computerized revenue and expense model for each year from 1989 to 1994. The first step in this process is to prepare a budget of games operational expenses for a hypothetical "model" venue and then extrapolate the conclusion to 12 venues.

(c) Corporate Relations - Suppliers and Licensees. Identifying and contracting with major international sponsors is the province of the Swiss based marketing company, ISL, pursuant to an agreement with FIFA. Once the FIFA-World Cup '94 contractual arrangement (discussed in Section 2(e) below) is negotiated, the categories and number of marketing partners World Cup '94, together with firms (such as USA Soccer Properties, Inc.) it will use in the process, will be able to solicit will be determined. The sponsors of the bid related activities of World Cup USA 1994, Inc., companies which contributed so substantially to the designation of the United States as host country, must be given every opportunity to become involved as a marketing partner with the 1994 FIFA World Cup itself. Income to be derived from USA based suppliers to and licensees of World Cup '94 (which, pursuant to the Terms of Reference, World Cup '94 has the right to identify and enter contracts with), together with the sale of tickets, will be the largest determinants of the financial viability of the undertaking. In view of this, it is imperative that World Cup '94 accomplish the following in 1989:

(i) Hire Vice President/Corporate Relations. Hire an experienced, energetic Vice President/Corporate Relations;

(ii) Presentation Package. Develop (with computer aided design and in coordination with the expertise of consultants such as USA Soccer Properties, Inc.) a sophisticated presentation package (including a video component) for use with potential corporate marketing partners;

(iii) Benefit Packages. Design (in conjunction with USA Soccer Properties, Inc., the Corporate Marketing Task Force and other outside consultants, and in conformity with FIFA requirements and ISL sponsor exclusivity) benefit packages to be offered to potential marketing partners in exchange for predetermined (according to the type of marketing partner category and differentiated by product category) dollar or in kind commitment;

(iv) Commence Solicitation. Commence the active solicitation of potential marketing partners; and

(v) Licensing Program. Develop the conceptual basis for the World Cup '94 licensing program.

(d) Design/Symbols/Look/Signage/Graphics. A legally protectable logo and symbol to be offered to World Cup '94 corporate marketing partners must be developed in 1989. The present logo used by World Cup USA 1994, Inc. in the bid process should be abandoned for two reasons. First, from a design standpoint, it is simply inadequate. Second, developing a new logo unique to the World Cup '94 Organizing Committee will, from a legal standpoint, better protect marketing partner exclusivity to it. A design firm (perhaps in the entertainment industry) experienced both in the design and protection of corporate marks should be retained to develop, in concert with applicable FIFA marks, the World Cup '94 logo. Similarly, the World Cup '94 mascot, also subject to marketable rights, should be developed for unveiling during or shortly after the 1990 World Cup in Italy. An original music score composed and performed by well recognized names in the music industry, will be created, if possible, for release in conjunction with the mascot unveiling.

(e) FIFA Contractual Matters. The Terms of Reference calls for a FIFA contract to be negotiated and executed after the award. This negotiation must be conducted as soon as possible to resolve a number of outstanding marketing and television issues.

(f) Finance and Fundraising. World Cup '94 must adopt the philosophy that corporate marketing dollars, not charitable dollars, will augment event generated revenues to permit it to operate profitably. Fundraising efforts should have the satisfaction of all pre-July 4, 1988 obligations of World Cup USA 1994, Inc. as their clearly defined express goal. Since the World Cup '94 Organizing Committee will not accept tax deductible charitable contributions, and was not in existence during the bid efforts, World Cup USA 1994, Inc. must spearhead these fundraising efforts.

At least until the long form venue agreements are negotiated and a well defined package of venue city concessions is solicited, venues should not be approached for additional funds.

Initially, a line of credit needs to be obtained to sustain the operations of World Cup '94 at least through early 1990. Proceeds from this line of credit will be used to cover 1989 operating expenses and pay for the development of a

commercially marketable logo and mascot. All marketing contracts entered by World Cup '94 will require substantial up front payments, which, in the aggregate, together with monies due from FIFA to defray organizational expenses of World Cup '94, should permit World Cup '94 to retire the line of credit debt and sustain operations through the planning phase. In addition, in conjunction with the joint FIFA/World Cup '94 domestic television rights negotiations, it may be possible to obtain advance deposits (to be retained by World Cup '94) from interested networks or cable operators wishing to secure the 1994 United States English language broadcast rights.

(g) Government Relations. An initial liaison relationship needs to be established in 1989 with the key government agencies, particularly the Commerce Department, which were instrumental in providing the government assurances made to FIFA during the bid process. The real focus of government relations efforts will not begin until 1990, but a World Cup '94 presence must be made known as soon as possible.

(h) Insurance. Insurance requirements for the 1994 FIFA World Cup itself will be the subject of careful, but later, negotiation with FIFA and its insurers. The specific coverages required are identified in the Terms of Reference and have been amplified in subsequent documents prepared by FIFA's insurance representatives. However, general liability and other business insurance coverages will need to be determined and obtained by World Cup '94 during 1989 to provide for the interim.

(i) Internal Communications/Technology. One of the principal World Cup '94 organizational tasks vastly more complex than its counterpart with the 1984 Olympic Games (ticket marketing and discharging the host broadcaster function for international satellite television signal transmission being the others) is the integration of as many as 12 separate venue sites in as many as eight or nine different states and four time zones. Computer network technology is a material ingredient to the solution for this challenge.

World Cup '94 must develop a computer and technology orientation from the very outset. Computerized access to incoming and outgoing communications and computerized filing, task analysis and networked internal messaging systems are essential to lay the groundwork for necessary long distance, venue to headquarters access and coordination. The encoded functional categories identified in Section 1, together with simple letter codes to be assigned to, for example, potential venues, FIFA countries, stadia, jurisdictions and various categories of individuals or entities with an interest in or affiliation with World Cup '94 can easily serve as the architecture for a centralized and computerized World Cup '94 filing system if timely implemented.

The broad appeal of the FIFA World Cup will create a nearly insatiable demand by the general public, participating countries, the press, Federation affiliates, venues, government agencies, Task Force members, venue staffs, civic groups, etc. to remain informed concerning World Cup '94 progress. All of these groups have a reasonable entitlement to receive current information relevant to their particular interest.

To satisfy these legitimate demands, World Cup '94 should do three things. First, it should establish (i) a series of telephone accessible recorded voice mail informational messages, updated at least biweekly, targeted to different audiences, by which a person desiring information can dial a discrete telephone number given to him for that purpose, and (ii) a data bank of press releases, general information printed material, printed updates and other disseminable information, also targeted to different audiences, accessible by computer modem through discrete codes provided for that purpose. For example, officers of each state association affiliated to the Federation will be given the telephone number (or extension) which accesses a weekly update targeted to the broader informational needs of Federation affiliates, as well as a computer modem code number for an alternative means of receiving information. Civic support groups, as a further example, would be given different access numbers and be able to receive information targeted to a different audience. The general public, through an automated telephone data base with touch tone selection features, may receive thorough answers to repetitive inquiries such as how to purchase tickets, which venues will be used, how do I volunteer, etc.

Second, once the information systems described in the preceding paragraph are functional, a wide scale educational process will be initiated to explain how to use the systems and to place the "burden" to remain informed on the person desiring information. If such an individual fails to avail himself of the weekly telephone updates, or obtain information by a computer modem link, the responsibility for such lack of information will be his.

Third, recognizing that there will be some resistance to such modern communication means and that the concept does not work well outside the borders of the United States, World Cup '94 will publish informative, well designed and written quarterly and annual newsletters, in addition to periodic targeted, mass mailing informational letters, using the most recent advances in personal computer desktop publishing. The mailing list, and the cost associated with its size, should be able to be reduced to the extent that the telephone and computer informational systems become well accepted.

World Cup '94 should seize on this same technology to cut personnel expenses and improve internal communications. For example, voice mail communications can be used by staff members to avoid trading phone calls and automated message taking features can substantially decrease secretarial and receptionist time and cost.

Eventually, it is hoped, one or more United States suppliers interested in showcasing their technology will donate most of the computer equipment and other technology necessary to implement these objectives on a large scale. However, a relatively small investment in personal computers, a networking system and voice mail equipment, and the consulting fees of systems designers, will be sufficient in the early days to ingrain a computer capability throughout the organization.

(j) Legal/Contract Administration.

(i) 501(c)(4) Organizing Corporation. World Cup USA 1994, Inc. was organized as a Delaware non-profit corporation exempt from taxation under Section 501(c)(3) of the Internal Revenue Code of 1986. As a 501(c)(3) corporation, World Cup USA 1994, Inc. was able to solicit tax deductible charitable contributions from individuals wishing to support its efforts to obtain the 1994 FIFA World Cup for the United States. However, if World Cup USA 1994, Inc. were to continue as the organizing corporation for the 1994 FIFA World Cup, it would likely be deemed to be a "private foundation" since its anticipated revenues from public sources is unlikely to meet IRS imposed thresholds. If the IRS were to classify World Cup USA 1994, Inc. as a private foundation, as opposed to a public charity, the entity would then be subject to burdensome reporting requirements to both the IRS and its contributors, would be required to make annual distributions instead of retaining contributions to pay for 1994 operations, would have its investment income be subject to tax and, most critically, would not be able to license its logo to its corporate sponsors, a restriction which would make the financing of the 1994 World Cup virtually impossible.

The solution to these difficulties is to create a separate non-profit corporation, organized on the same basis as World Cup USA 1994, Inc. with the Federation as the sole Class A member, for the express purpose of organizing the 1994 World Cup. This new corporation will apply to the IRS for tax exempt treatment under Section 501(c)(4) of the Internal Revenue Code of 1986. Under this section of the Code, World Cup '94 Organizing Committee, Inc. will be prohibited from accepting tax deductible charitable contributions, but may license the use of its logo to corporate sponsors and engage in incidental lobbying activities. World Cup USA 1994, Inc. would remain in existence and would continue to solicit charitable contributions to retire

the bid related indebtedness. (The LAOOC was also formed as a 501(c)(4) corporation.)

The Board of Directors and officers of World Cup USA 1994, Inc. and World Cup '94 Organizing Committee must be substantially dissimilar, but World Cup '94 may, for value, be assigned certain assets and obligations of World Cup USA 1994, Inc. related to the staging of the 1994 World Cup to ensure that contractual commitments made during the bid period with respect to the 1994 FIFA World Cup are honored.

World Cup '94 Organizing Committee, Inc., as a 501(c)(4) corporation, must apply its net earnings exclusively to charitable, educational or recreational purposes.

(ii) Contract Administration. A contract administration system must be established as soon as possible. The first step in this process is to organize and create a performance timetable for all contracts entered and to establish an executed documents file accessible, via computer modem, to all persons with a need to have such information. A system of contract review of routine agreements to ensure the inclusion of FIFA and USSF exculpation clauses and other standard protective features in all World Cup '94 agreements must also be established.

(iii) Other legal Matters. Standard supplier and licensee agreements must be prepared in early 1989 in order to contract with suppliers or licensees once they have been identified. The FIFA-World Cup '94 agreement, discussed in Section 2(d) above, is an additional legal matter to be addressed in 1989. Finally, long form venue contracts (discussed in Section 2(m)), also need to be prepared and negotiated in 1989.

A variety of complex legal issues will arise in connection with the discharge by World Cup '94 of its television obligations. A trademark enforcement program must begin as soon as the World Cup '94 logos and symbols are registered.

(k) Media Relations. In connection with the early hiring of a Director/Media Relations, an effort to cultivate positive media relations should precede broader based community and public relations programs. The latter programs have a more limited "shelf life" and should be more closely coordinated with ticket marketing efforts when the organization is in a position (hopefully by the end of 1991) to begin them. Regular press releases, media director telephone availability and press information updates on both the voice messaging system and computer data base are all a part of this undertaking.

(l) Television. A Television Task Force must be formed as early as possible in 1989. As mentioned previously, along with ticket marketing and the challenge to integrate multiple locations in four time zones, the television task facing World Cup '94 is one of the tasks far more difficult, and complex, than its 1984 counterpart. In the likely event that all of the major networks will be unwilling to assume the host broadcaster function for 1994 in the fashion ABC did for the 1984 Olympic Games, the functions must be discharged by a cable operator, if possible, or by an independent production entity. The principal challenge in 1989 is to determine (i) whether a network or cable operator is willing, and able, to discharge the host broadcaster function, (ii) if not, how the independent function should be discharged, and (iii) how, working in conjunction with FIFA, the domestic rights for 1994 should be packaged and sold.

(m) Venue Selection. In early 1989, a standardized long form agreement should be prepared for use with all potential venues, including those venues which have already entered a Reservation Agreement and those which have subsequently expressed interest.

Perhaps in conjunction with a Venue Task Force consisting of individuals unaffiliated with potential venue sites, World Cup '94 will reasonably determine standard amounts it will pay to the venues in all financial areas, particularly the percentages of ticket, concession, parking and merchandising revenues. Long form agreements, once developed, will be negotiated with each potential venue as a condition precedent to that venue's consideration as a 1994 World Cup site. Each venue will also be given a timetable for the selection process and a list of considerations World Cup '94 and FIFA will use in making the selection. In addition to the minimal requirements imposed by the Terms of Reference, execution by the venue of the standard long form agreement and considerations of heat, humidity and proximity as they relate to athletic performance, venues will be advised that additional concessions civic support groups are able to provide will also strongly influence the decision making process. Above all, the venue owners and operators will be assured that no 1994 World Cup venue decisions have been made and that the selection process will follow a clearly defined timetable.

A World Cup '94 staff member will also be assigned day to day venue coordination responsibility during 1989 to help ensure positive relationships with these key partners to World Cup '94 success in 1994.

SECTION 3

TOP 14 1989 WORLD CUP '94 PRIORITIES

Described in capsule form, the following are the 14 most important tasks to be accomplished during 1989:

1. Organize the World Cup '94 Organizing Committee as a 501(c)(4) tax exempt corporation
2. Obtain working capital line of credit
3. Locate headquarters site in Washington, D.C. sufficient to accommodate organizational staff through mid-1991
4. Develop detailed 1994 World Cup revenue and expense projections, incorporating a budget of venue operational costs for a "model" venue, and cash flow projections for 1989-1994
5. Design and implement computer, voice mail and automated switchboard systems
6. Appoint Television Task Force to assist in the resolution of the following television issues:
 - a. Network/cable operator v. independent production of host broadcast signal
 - b. Manner by which 1994 domestic English language rights to be packaged and sold
 - c. Timetable for production of signal and sale of domestic rights
 - d. Determine structure of independent production entity if no network or cable operator willing or able to serve as host broadcaster
7. Working with USA Soccer Properties, Inc., develop sophisticated presentation package for corporate marketing partner solicitation, design benefit packages to be offered in exchange for specified dollar or in kind commitments and commence active solicitation of potential marketing partners

8. Hire Vice President/Corporate Relations, Controller, Technology/Office Manager, Director/Media Relations and other 1989 staff
9. Develop 1994 World Cup logo, mascot and initial music and prepare the framework for the World Cup '94 licensing program
10. Negotiate and conclude FIFA-World Cup '94 contract
11. Develop standard long form venue and supplier/licensee contracts
12. Negotiate with venue owners/operators concerning and conclude venue long form agreements
13. Commence identification of venue commissioners
14. Determine and obtain necessary pre-operational phase insurance

SECTION 4

ORGANIZATIONAL STRUCTURE

A first draft of a proposed organizational structure for World Cup '94 is attached. The organizational design which appears is for the operational period commencing in earnest in early 1994.

To ensure Federation control over World Cup '94, the President of the Federation will also be the Chairman of the Board of World Cup '94 and will have the ultimate authority with respect to the decisions made by World Cup '94. The President of World Cup '94 will report and be accountable directly to the Chairman.

In his concurrent position as President of the Federation, the Chairman of World Cup '94 will also be the primary line of communication between the Federation and the World Cup '94 organization. It is anticipated that a director or officer of the World Cup '94 organization will be designated as the individual responsible for United States soccer organization relations. The day to day operations of the Federation, conducted from the Federation headquarters in Colorado Springs and through committee, would remain, at all times, separate and distinct from World Cup '94 operations although, of course, the Federation, through its officers on the World Cup '94 Board, will control the policy direction of World Cup '94.

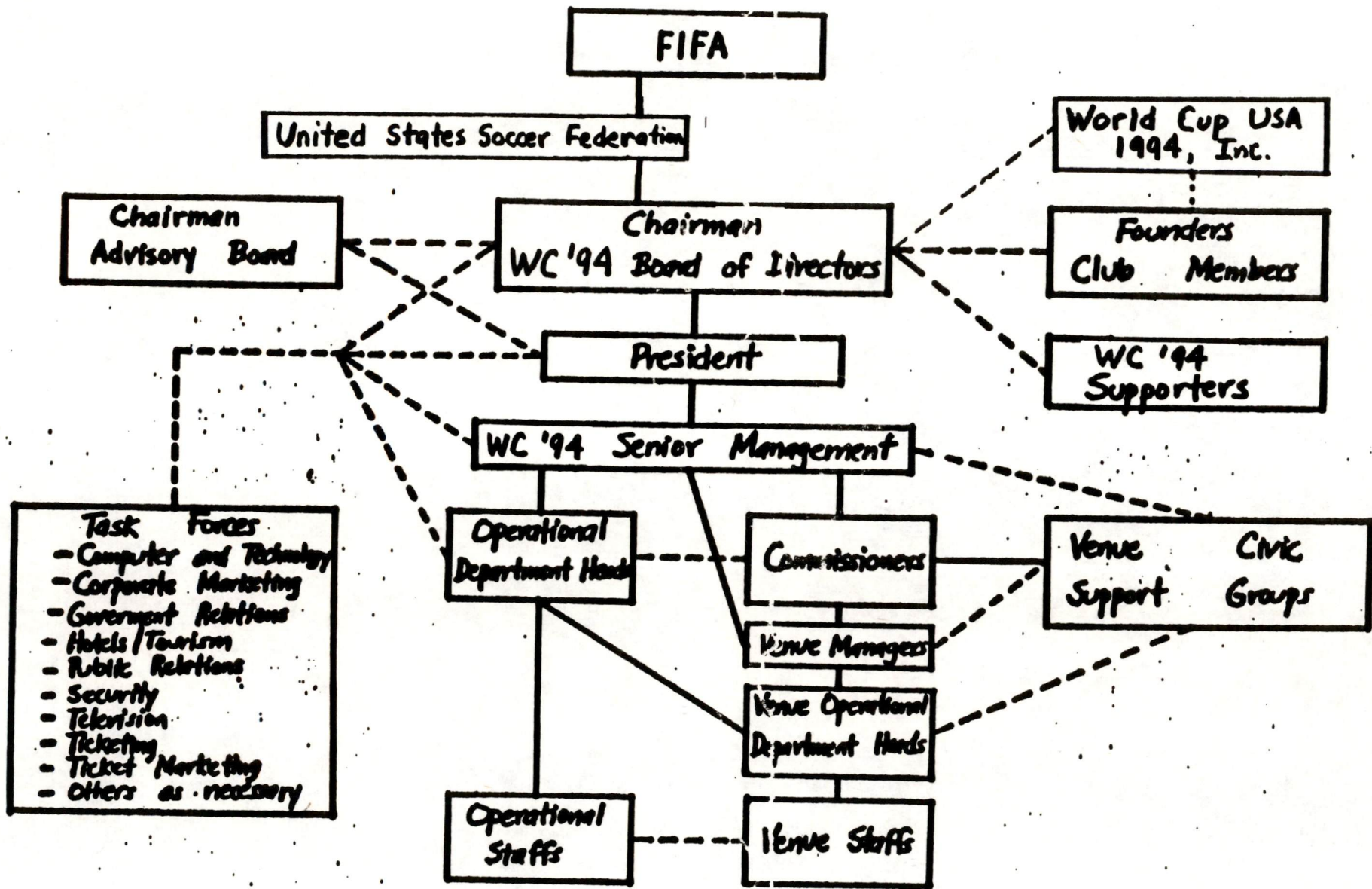
To emphasize that more tasks need to be performed and less advice sought as 1994 nears, all future task specific committees to be formed will be referred to as Task Forces, not Advisory Committees. Conceivably, a task force could be formed with respect to every functional category listed in Section 1. However, based on the experience of the LAOC, where a huge, mostly ceremonial Citizens Advisory Board was established, no one should be asked to serve on a task force unless he brings a specific expertise and willingness to work to it and a need for such expertise and work exists. In any event, the number of task force members should be limited. The organizational chart reflects the identity of the principal task forces necessary to the success of the 1994 World Cup.

The presently constituted Advisory Board to World Cup USA 1994, Inc. will be disbanded now that the bid process is complete. All members of the Board will be invited to serve in a similar capacity on a World Cup '94 Organizing Committee Advisory Board. Future members of the Advisory Board to be selected must be, as the Chairman and other members of the World

Cup USA 1994, Inc. Advisory Board are now, nationally prominent individuals with a demonstrated interest in the World Cup who, by virtue of their reputation and influence, will be able to be of assistance to World Cup '94 in a wide variety of areas.

The World Cup USA 1994, Inc. Founders Club will remain as now constituted, although future memberships will be permitted only with a substantially larger contribution than what has been required to date. A determination of what the maximum number of members of this group can be must be made in order to ensure that the promises made to them can be fulfilled by the World Cup '94 Organizing Committee.

The Commissioner concept used so successfully during the 1984 Olympic Games was hardly new. In fact, the planners of the 1904 Olympic Games in Paris developed a similar concept and even used the French word for Commissioner to entitle the men chosen. What set the LAOOC concept apart was the talent, ability and commitment of the individuals selected. For the most part, LAOOC Commissioners were very prominent businessmen capable of providing proven leadership to the organizing committee. A Commissioner, or in some cases, Co-Commissioners, will be selected in each potential venue city. The principal criteria for the selection of the Commissioners are managerial ability, keen interest in soccer and the 1994 World Cup, influence in the community and willingness to make a substantial time commitment, particularly in 1994. Members of the World Cup '94 Advisory Board and Founders Club members will be considered for the position of Commissioner, if they were interested and willing to put forth the time required, but no Commissioner may be affiliated with any potential venue site, as an owner or employee, or be an executive with any potential World Cup '94 sponsor or supplier. Advisory Board members, in particular, would be requested to help identify potential Commissioners.



WORLD CUP '94 ORGANIZING COMMITTEE
 Operational Phase Organizational Chart
 Draft February 15, 1989

SECTION 5

1989 STAFFING

The early integration of computer and advanced telephone technology will permit World Cup '94 to function with a smaller staff than would otherwise be required. For example, the early installation of an automated switchboard will free a receptionist from most telephone responsibility and allow extra work to be performed at a reception desk computer workstation. By offering the general public recorded information in response to frequently asked questions on the same automated dial system, the need for live public information personnel can also be substantially reduced. The use of voice mail technology for internal and external message taking and requiring that every employee (both executive and clerical) of World Cup '94 be able to use the World Cup '94 computer system (for, at the least, all internal memoranda, messaging, reports and draft correspondence) will permit a considerably improved executive/secretary ratio and substantial cost savings.

By the end of 1989, a staff of eight full time individuals should be in place, consisting of the following positions:

(a) President. In addition to general chief operating officer functions, the President will assume much of the government relations role until a full time Director/Government Relations is hired. In 1989 in particular, the President must at all times be prepared to work with the principals of USA Soccer Properties, Inc., the Vice President/Corporate Relations and others to pursue any viable marketing partner relationship.

(b) Vice President/Corporate Relations. This individual must be a visible, energetic salesman of World Cup '94 marketing rights, capable of working closely with USA Soccer Properties, Inc., ISL and others associated with the marketing of the 1994 FIFA World Cup, and experienced in the licensing of corporate logos.

(c) Controller. Eventually, the Controller function and that of the Technology/Office Manager will come under the aegis of a Vice President/Administration. All accounting, payroll and budget functions will be integrated on the World Cup '94 computer system and the Controller, of necessity, must have an extensive computer accounting background.

(d) Technology/Office Manager. An individual well versed in and with an aptitude for computer system and other

technology management should also, at least through 1989, be able to double as the office manager.

(e) Director/Media Relations. Eventually, a Vice President/External Relations will need to be hired, probably in early 1990. The Vice President/External Relations would oversee all community and public relations programs (all directed to support ticket marketing objectives), and perhaps venue relations as well. Initially, the individual hired as Director/Media Relations will handle public, community and venue relations as well but will, over time, relinquish non-media relations duties as other individuals are added to handle these functions exclusively.

(f) Administrative Assistants (2). Both of the initial administrative assistants will be expected to perform a variety of functions, including public information duties, project assistance and other clerical and non-clerical duties. Excellent word processing skills and an aptitude to learn additional computer skills quickly will be required of both individuals.

(g) Receptionist. After being freed from most incoming telephone call responsibility by the automated switchboard, the receptionist will be expected to handle word processing and incoming mail functions in addition to receiving visitors. As part of the World Cup '94 internal communication process, the receptionist initially, and later other office staff, will open and process all incoming mail by logging the identity of the sender and the nature of the correspondence on the computer system, scanning substantive correspondence and documents in to the computer system and transmitting (by computer) copies of all substantive documents according to pre-defined routing lists. A similar procedure will be followed with respect to all outgoing correspondence at the end of the day.

All initial employees of World Cup '94 need to be enthusiastic and energetic in their approach to this once in a lifetime event. Every effort should be made in the initial hiring to ensure that the office has language capability in the FIFA official and working languages. Particularly, Spanish fluency should be achieved with at least one of the 1989 World Cup '94 hires.

All resumes and offers of volunteer services received must be logged in to the computer system and response letters prepared to ensure that all such inquiries, past or future, are acknowledged.

SECTION 6

ATTRIBUTES OF THE ORGANIZATION

World Cup '94, as does every organization, will adopt a form of corporate culture and distinguish itself as an entity in various ways. The Chairman and President of World Cup '94 should endeavor to ensure that the organization adopts the following collective attributes:

(a) Computer and Technology Proficiency. Only in this decade has the personal computer made it feasible for small businesses to achieve computerized efficiency unimaginable as recently as the time the LAOOC was formed. Given the substantial task that World Cup '94 will face in coordinating widely disparate venue sites, and the cost reduction aspects a fully computerized operation can achieve, World Cup '94 should, early in its history, from the most senior to the most junior employee, develop a computer and technology literacy which will set a standard for future undertakings of this type. World Cup '94 has a distinct advantage over other businesses comparable to it in its eventual size in that it can implement a fully computerized strategy without having to undo or change other operating systems or retrain employees. However, the longer the organization goes without implementing computer and technology opportunities, the more difficult doing so will become.

(b) Ticket Marketing Orientation. World Cup '94 must instill the awareness in every employee, regardless of function, that the number one collective goal of the organization is to fill every seat at every stadium in 1994. Due to the latent demand for tickets to Olympic events in 1984, very little in the way of ticket marketing had to be accomplished by the LAOOC. Not only the Director/Ticket Marketing should be cognizant of the potential of groups with which one may come in contact to purchase tickets. Courtesy in individual dealings must be emphasized, since every telephone call or personal contact is with a potential ticket buyer. Purchases of most every good or service need encouragement. An enthusiastic World Cup '94 staff committed to promoting the once in a lifetime opportunity to attend a World Cup event is the proper starting point for that encouragement to become compelling.

(c) Volunteerism. Without a substantial commitment by volunteers across the country to work on World Cup '94 projects, the economic viability of World Cup '94 will be severely threatened. One of the major success stories of the 1984 Olympic Games was the ability of the LAOOC to attract tens

of thousands of committed volunteers to perform often relatively insignificant functions in return for being part of an exciting event. Community support groups need to be encouraged from the beginning of their existence to educate potential volunteers that this will be the last sporting event of this magnitude in the United States this century and perhaps in their lifetimes. The members of our Federation affiliates should serve as a nucleus for and provide the leadership to this volunteer group, but they can not possibly be expected to perform all of the volunteer needs World Cup '94 will require.

(d) Broadened Appeal. One of the lasting legacies of the 1994 World Cup in the United States will be, hopefully, a substantial broadening of the interest base in soccer. Every effort must be made to enthuse all sectors of each venue community about the sport even if they lack historic soccer interest or awareness. Appeals for participation in the 1994 World Cup, whether as full time or operational phase staff, volunteers or spectators, must be made to racial and ethnic groups and communities in our country which may not have had any large scale involvement in the sport in the past. Other sport governing bodies, such as the United States Tennis Association, have developed target programs to persuade young inner city athletes to pursue that sport. It is difficult to imagine when, if not in advance of the World Cup, that it would make more sense for the United States Soccer Federation and World Cup '94 to develop a similar emphasis. Even if the next generation's Michael Jordan does not pursue soccer, such a broadened appeal can only help ensure a lasting positive legacy of the 1994 World Cup in the United States. It goes without saying that World Cup '94 must be representative of all racial and ethnic groups in our society and non-discriminatory in its hiring practices.

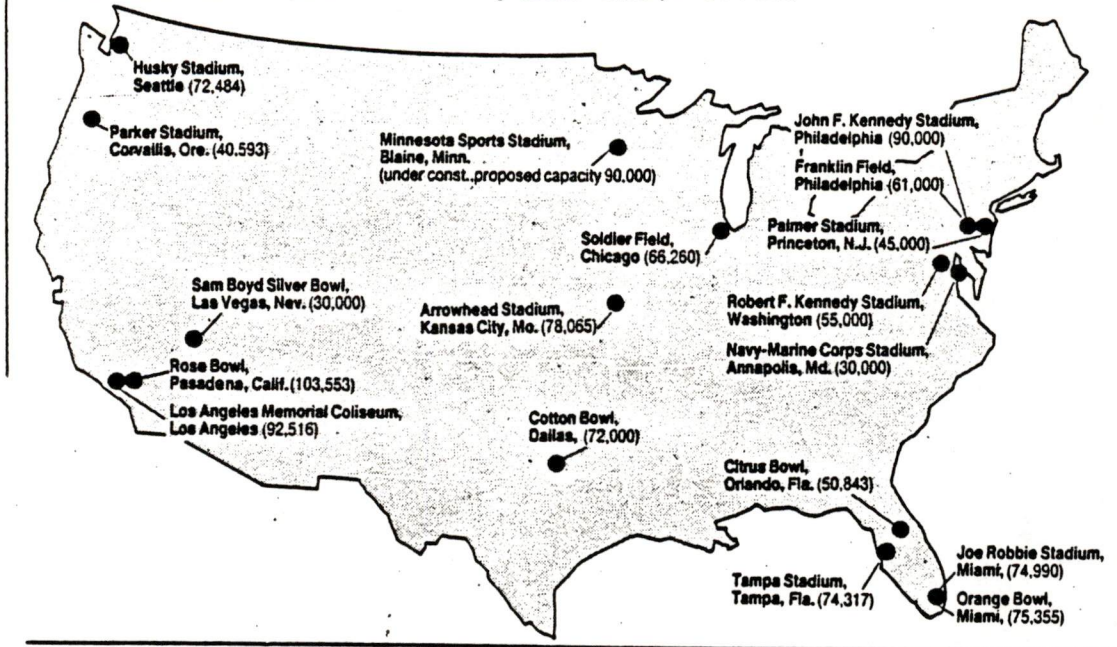
(e) World Consciousness. Our nation is becoming increasingly interdependent on a global economy. The World Cup represents one of the few occasions when virtually all members of the world community are able to unite in a positive way. World Cup '94 needs to be aware that, through the medium of television and the written press, many eyes will be watching and opinions about the United States formed based on the manner in which we discharge our entrusted responsibility with the world's sport. Ugly Americanism simply can not be allowed to surface in the World Cup '94 organization. Every effort must be made to attract individuals who either speak another language or have spent a significant portion of time living in another country. Encouragement should be made to all staff members to develop proficiency in another language during their tenure. Protocol standards within the organization need to be developed to ensure sensitivity to different ways the rest of the world would approach the project on which we are about to embark. Customs of all 23 visiting nations must be learned at all staff and

volunteer levels and our guests must be made to feel that we genuinely welcome them.

(f) Fitness. World Cup '94 is, after all, a sports organization. The organization itself should serve as a positive statement to the value of sports and fitness as a way of life. Unfortunately, all too often it is the case that those involved in sports administration forget fundamental principles of fitness in later life. Fitness opportunities and, to the extent feasible, facilities should be made available to employees of World Cup '94 and a healthy, smoke-free environment created for all World Cup '94 work related activities. Promoting a fit and healthy life style for World Cup '94 employees has obvious economic advantages as well in the form of reduced sick time and, possibly, reduced health care insurance premiums. Whether manufacturers of hard liquor, cigarettes and other tobacco products should be permitted to become World Cup '94 marketing partners must be seriously evaluated, particularly given the number of young people attracted to our sport. Beer manufacturers should be encouraged to emphasize responsible use and moderation as part of their 1994 World Cup identification. (Some sports organizations have recently gone much further--the NCAA, for example, has announced that it will no longer permit beer advertising during televised coverage of the NCAA basketball tournament). World Cup '94 should also support anti-drug campaigns to the extent feasible.

(g) Organization and Order. With the visibility the organization will have to the outside world, all world Cup '94 employees must be expected to present a dignified and professional appearance. Men should wear ties while in the office and neither men nor women should wear blue jeans or other inappropriate office attire. The move to a fully computerized office environment also contemplates progress in achieving a "paperless" office. While this will never be completely attainable, it can be expected that the appearance of the World Cup '94 headquarters and other World Cup '94 locations will give the impression of orderliness and organization. In this regard, the orderliness, organization and Swiss efficiency of FIFA House should be a model to which World Cup '94 aspires.

Possible Sites for 1994 World Cup (Stadium Capacity in Parentheses)



The New York Times/ July 5, 1988

U.S. Gets World Cup

Continued From Page A1

potential and abundance of facilities were chief selling points throughout the United States' campaign. They were also major drawbacks for Morocco and Brazil.

Morocco has two stadiums with more than 40,000 seats, one in Casablanca, the other in Rabat. Leaders of the delegation promised that as many as nine new stadiums would be built if Morocco won the bid.

Brazil's effort was undermined by a flagging national economy and a government that seldom expressed much interest in supporting the bid. One Brazilian official said the country simply was "not in an economic position" to stage the World Cup.

Soccer's lack of popularity in the United States was regarded as the one weakness in the American federation's bid. Billed more than 20 years ago as "the game of the future" in America, soccer has struggled to fulfill its promise on a professional or world-class level. Leagues have come and gone, and the game has prospered only at grass-roots and school levels. Americans, interested in so many other sports, have never been as attracted to soccer.

It was the American lack of tradition and apparent interest that the delegates from Brazil and Morocco tried to utilize in their presentation just before the vote was taken. Each country had 30 minutes.

Like 'World Series to Brazil'

One member of the Brazilian group, Guimaraes Octavio Pinto, told reporters that "taking the World Cup to the United States is like taking the World Series to Brazil."

The head of the Moroccan delegation, Abdelattif Semaili, said that in his presentation, he urged FIFA to continue its promise of helping the development of soccer in third-world nations.

"I tried to prove that the United States does not need such competitions," he said. "They have so many already."

Officials of the U.S.S.F. attempted to overcome whatever shortcomings they had by pointing out that the growing interest in soccer among children and young people signals the potential fulfillment of soccer's promise in the United States.

They also reviewed what FIFA officials have known since the tour of facilities in April, that more than enough stadiums are available and that the United States Government stands ready to help. The presentation ended with a 90-second taped message from President Reagan, who affirmed his support for the bid effort, on behalf of himself and the Government.

U.S. Awarded '94 World Cup Tourney in Soccer

By MICHAEL JANOFSKY

Special to The New York Times

REGENSDORF, Switzerland, July 4 — The United States today was awarded the 1994 World Cup, soccer's quadrennial international tournament, which is regarded in some countries as the world's premier sports event.

It is the first time the World Cup has been scheduled to be played in the United States.

The 1986 tournament in Mexico attracted an attendance of 2.5 million and was watched by a worldwide television audience, including an estimated 600 million in 161 countries who viewed the final, in which Argentina defeated West Germany. The 1990 tournament will be played in Italy.

A campaign of 15 months by the United States Soccer Federation ended

as the executive committee of the Fédération Internationale de Football Association, known worldwide by its initials, FIFA, cast 10 votes for the United States, 7 for Morocco and 2 for Brazil.

U.S. in Tournament

As the host, the United States automatically qualifies for the month-long, 52-match tournament, which began in 1930.

An American team has participated only three times, the last in 1950. Through the last tournament, in 1986, American teams have failed to advance beyond the regional qualifying rounds.

Two members of the committee, including Dr. Joao Havelange, the FIFA president, abstained from the voting as Brazilian nationals.

The outcome of the vote had been expected for some time. Once FIFA officials had toured facilities in all three

countries and evaluated the financial and governmental assistance each country could offer, the United States was widely perceived to have a clear advantage.

"The United States is the only unconquered continent in the soccer set," said Peter Pullen, a member of the Brazilian bid delegation, expressing a common opinion within the FIFA family of 158 nations. "There is a great potential for economic power, and a lot of people can make a lot of money if the games take off."

The economic power, marketing

Continued on Page D14, Column 6

Three-Tiered System For Soccer Planned

SOCCER, From C1

Senior North American Soccer League executive Clive Toye; USSF International Games Committee Chairman Sunil Gulati and International Games Committee member Ted Howard—have yet to be worked out.

However, organizers envision the following configuration: Level 3 will include amateur teams competing within a single metropolitan area or state. Level 2 will include semiprofessional teams competing on a regional basis. Level 1 will be a national professional league, the first in the United States since the NASL's demise in 1983.

The setup likely will resemble closely the NCAA's Division I, II and III. As with that system, teams would not be subject to promotion or relegation based on year-to-year performance. Most multi-tiered league systems around the world are comprised entirely of professional and semiprofessional teams, with the best teams in a lower division moving up and the worst teams in a higher division moving down after each season.

"Any club in this country in the MISL [Major Indoor Soccer League], the ASL, the Western [Soccer] Alliance or any of the other highly competitive senior amateur or semipro leagues will have the opportunity to come in," Fricker said. "Standards [to determine placement level] will be established by the U.S. Soccer Federation."

Those standards, Blazer said, likely will include competitiveness, size of playing site, financing and marketability.

"We expect to write standards for the three levels immediately [following the USSF National Council meeting], hopefully within the next three months, and have the first phase organized to start play in 1989," Fricker said. "I don't know yet whether the first phase will be Division 1, Division 2 or Division 3. I think that's going to depend on what the standards are for the three levels, where the present top clubs fit in and how to lay out the phasing plan, which I see as a four-year plan."

Organizers are hopeful this new system will generate heightened in-

terest in the USSF Open Cup, a competition that has been determining the nation's "best" soccer team without attracting entries from professional teams.

"This is not a stroke of genius," Fricker said. "It is absolutely essential so the American soccer player can develop. It is essential in every other country in the world that has been successful. And having one league across the country is not sufficient."

Rick Davis, a former NASL and current MISL player who has participated in 38 games for the U.S. national team, can attest to that.

"We have had plenty of opportunities [to qualify for the World Cup finals]," said Davis, now the national team captain. "Unfortunately, I've been a part of too many frustrating experiences in not qualifying for the World Cup. Just because we're going to be the host nation, that doesn't mean that's where the game starts and the game ends. The United States Soccer Federation has embarked on a program that started when the process for getting the bid started. And that program is success for the United States in the game of soccer."

Soccer Federation Plans 3-Tiered National System

Aim Is World-Class U.S. Team by 1994

July 11, 1988

By Steve Berkowitz
Washington Post Staff Writer

NEW YORK, July 7—The United States will have a three-tiered soccer league system, including a national professional league, within four years, U.S. Soccer Federation President Werner Fricker said today.

Also, the USSF announced that the U.S. national team will begin its home-and-home 1990 World Cup qualification series against Jamaica on July 24 in Jamaica. The series'

second game will be played Aug. 13 in St. Louis.

The series winner will advance to a five-team, home-and-home round-robin competition that will determine the two finalists from the North/Central American and Caribbean region.

The new league system, the basic framework of which is expected to be approved at the USSF National Council meeting July 30 in Philadelphia, is designed to produce a world-class national team by 1994. The

United States, which has not qualified for the World Cup finals since 1950, automatically qualified for the 1994 finals Monday when FIFA, soccer's world governing body, named it the event's host nation.

"Having been awarded the World Cup is a wonderful thing," Fricker said at a World Cup USA 1994 news conference at the Waldorf-Astoria Hotel. "What has to be done now is one project and one project only—that's the development of the United States national team . . . The American player must have an environment within which he can play year around and develop into a highly skilled, highly competitive player on the world-class level."

The details of the league system—which is being formulated by, among others, Fricker; American Soccer League Commissioner Chuck Blazer; current ASL and for-

See SOCCER, C3, Col. 1

THE WHITE HOUSE

WASHINGTON

Dear Dr. Havelange:

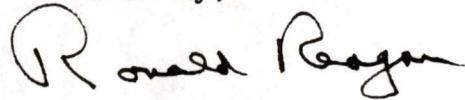
The United States of America would welcome the opportunity to serve as the host country for the 1994 World Cup soccer tournament. First-class stadium, hotel, transportation, communications, and other necessary physical facilities already exist within the United States to stage the tournament in a manner befitting its rich history and tradition.

Our country has had considerable experience in hosting successful major international sporting events, with the 1984 Olympic Games and the Pan American Games being only the most recent examples. We were particularly delighted to witness the tremendous spectator response to the soccer competition during the 1984 Olympic Games. With the remarkable increase in both the number of soccer participants in the United States and Americans' interest in this worldwide sport, we expect that the 1994 World Cup would be exceptionally well received here.

I am aware that the Federation Internationale de Football Association has requested certain governmental guarantees with respect to the 1994 World Cup. Certain of the guarantees sought, such as those relating to State and local taxes, fall within the domain of State and local governments under our political system, and certain others (such as those relating to transportation and hotels) are in the province of our private sector. At the Federal level, we will be pleased to give you written assurances in the areas of visas, work permits, and customs, which will be provided by the applicable Federal government agencies. Letters setting forth the specifics of these guarantees will accompany the bid being made by the United States Soccer Federation.

The United States not only provided similar guarantees to the International Olympic Committee for the 1984 Olympic Games, but also offered a spirit of volunteerism, enthusiasm, and private sector support we believe to be unsurpassed. That same spirit is extended to FIFA for the 1994 World Cup, along with a pledge of my full support.

Sincerely,

A handwritten signature in cursive script that reads "Ronald Reagan". The signature is written in dark ink and is positioned to the right of the typed word "Sincerely,".

Dr. Joao Havelange
President
Federation Internationale de Football
Association
Hitzigweg 11
8032 Zurich
Switzerland



United States Department of State

*Under Secretary of State for
Security Assistance, Science and Technology*

Washington, D. C. 20520

September 3, 1987

Federation Internationale de Football
Association
Hitzigweg 11
8032 Zurich
SWITZERLAND

Attention: The General Secretary

Dear Sir:

I am writing you in my capacity as the coordinator of State Department activities in connection with international sports events. I understand that World Cup USA 1994, Inc. ("World Cup USA"), a subsidiary of the United States Soccer Federation, is preparing a bid to the Federation Internationale de Football Association ("FIFA") to serve as the host country for the 1994 World Cup soccer tournament. In that connection, the Association requires World Cup USA to provide certain assurances from the United States. Certain of these fall, in whole or in part, within the competence of the Department of State.

Accordingly, I can confirm to you that:

- (1) No accredited member of the FIFA or participating country delegations, their immediate families or accredited media representatives, will be denied visas because of nationality, race or creed.
- (2) The laws of the United States do not prohibit any national anthem of any country participating in the 1994 World Cup from being played or the flag of any such country from being raised.
- (3) We will cooperate and work closely with FIFA, World Cup USA and other federal, state and local governmental agencies to develop special guidelines for the overall security and personal protection of all players, officials, media representatives and spectators at all times during the 1994 World Cup if held in the United States.

-2-

As in the case of other major international sporting events, such as the 1984 Olympic Games, the Department looks forward to cooperating fully in ensuring the success of the 1994 World Cup Games held in the United States.

Sincerely,

A handwritten signature in cursive script, appearing to read "Ed Derwinski".

Edward J Derwinski



THE DEPUTY SECRETARY OF THE TREASURY
WASHINGTON

Gentlemen:

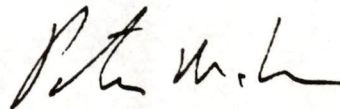
The Department of the Treasury is the department of the Executive Branch of the Government of the United States of America charged with the responsibility for formulating and recommending economic, financial, tax, and fiscal policies, serving as the financial agent for the United States Government, enforcing the law and manufacturing coins and currency. We understand that World Cup USA 1994, Inc. ("World Cup USA"), a subsidiary of the United States Soccer Federation, is preparing a bid to the Federation Internationale de Football Association ("FIFA") to serve as the host country for the 1994 World Cup soccer tournament. In that connection, World Cup USA must obtain certain guarantees from the United States necessary to permit the competition to take place in an expeditious manner. Certain of these guarantees fall within our competence. Accordingly, as requested by the President of the United States, we confirm to you the following:

The laws and regulations of the United States of America, as administered by the Department of Treasury, would permit, or do not prohibit, (i) all foreign exchange to be freely imported and exported to and from the United States, (ii) the exchange and reconversion of such foreign exchange into hard currency of United States dollars or Swiss francs, (iii) such reconversions to be made at internationally prevailing conditions on the foreign exchange market and (iv) enable all payments to be transferred abroad at the official rate.

However, the Department of the Treasury administers certain licensing requirements applicable to transactions between persons subject to the jurisdiction of the United States and nationals of certain designated countries. Such transactions for which a Treasury license is required may include transactions incident to travel to, from, or within the United States. It generally has been the practice of the Department of the Treasury, under the advice of the Department of State, to issue the necessary licenses for nationals of designated countries for purposes of participation in international athletic events hosted by the United States.

As we have with other major international sporting events such as the 1984 Olympic Games, we pledge our full cooperation to the success of the 1994 World Cup.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Peter McPherson', written in a cursive style.

Peter McPherson

Federation Internationale de
Football Association
Hitzigweg 11
8032 Zurich
Switzerland



THE SECRETARY OF COMMERCE
Washington, D.C. 20230

September 1, 1987

Federation Internationale de Football
Association
Hitzigweg 11
8032 Zurich
Switzerland

Attention: The General Secretary

Gentlemen:

In the first session of the 100th Congress, the United States Senate and the United States House of Representatives jointly adopted Senate Joint Resolution 175 which recognized the efforts of the United States Soccer Federation to bring the 1994 World Cup to the United States, acknowledged the popularity of the game, referenced the ability of the United States to meet all of the requirements as a host country and, finally, authorized and requested the President of the United States to designate the Secretary of Commerce as the official representative of the United States Government in any discussions with the Federation Internationale de Football Association (FIFA). On August 20, 1987, the President designated me to work with the United States Soccer Federation and Federal agencies to meet FIFA requirements. As Acting Secretary of Commerce, I am delighted to accept such a designation and assure FIFA that the full support of the United States government and the energies and enthusiasm of its people will work to make the 1994 World Cup a successful and memorable event.

I am cognizant of the various governmental guarantees which FIFA has required from the United States as a condition to be designated as the host country. As the designated official representative of the United States Government and its various agencies, I pledge the full support of this office to ensure that the requirements of FIFA in connection with this event are satisfied. We believe that the 1994 World Cup will serve as a tremendous impetus to national and international tourism and will further establish the sport of soccer as a major spectator attraction within the United States. The United States would be delighted to be designated as the host country and will direct its resources to make the 1994 World Cup a success worthy of its many predecessors in other countries.

Sincerely,

A handwritten signature in cursive script, reading "Donna Tuttle".

Donna F. Tuttle
Acting Secretary



U.S. Department of Justice

Federal Bureau of Investigation

Office of the Director

Washington, D.C. 20535

September 4, 1987

General Secretary
Federation Internationale de Football
Association
Hitzigweg 11
8032 Zurich, Switzerland

Dear Sir:

The Federal Bureau of Investigation (FBI) is a bureau within the Department of Justice of the Executive Branch of the Government of the United States of America and is charged with the responsibility for the investigation of certain violations of Federal law, with particular emphasis on organized crime, counterterrorism and white-collar crime. We understand that World Cup USA 1994, Incorporated (World Cup USA), a subsidiary of the United States Soccer Federation, is preparing a bid to the Federation Internationale de Football Association (FIFA) to serve as the host country for the 1994 World Cup soccer tournament. In that connection, it is understood that World Cup USA must obtain certain guarantees from the United States in order for their bid to receive serious consideration from FIFA. Assurances of cooperation with respect to the provision of appropriate security fall within our purview. Accordingly, as requested by the President of the United States, we offer our assurances to you of the following:

The FBI will coordinate with FIFA and World Cup USA and will work closely with appropriate Federal, state, and local governmental agencies to develop guidelines and implement procedures for the overall security of all players, officials, media representatives, and spectators at all times during the 1994 World Cup.

As we have done with other major international sporting events such as the 1984 Olympic Games and the 1987 Pan American Games, we pledge our full cooperation to the success of the 1994 World Cup.

Sincerely yours,

John E. Otto
Acting Director





U.S. Department of Justice
Immigration and Naturalization Service

Office of the Commissioner

425 Eye Street N.W.
Washington, D.C. 20536

03 SEP 1987

CO 235-C

Federation Internationale de
Football Association
Hitzigweg II
8032 Zurich
Switzerland

Attention: The General Secretary

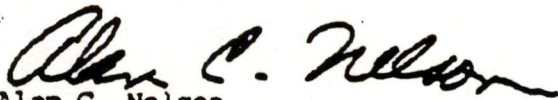
Gentlemen:

This is in furtherance of the United States Soccer Federation's bid to host the World Cup Games in 1994.

The Immigration and Naturalization Service would be primarily involved in conducting the inspection of all athletes, support and administrative personnel and spectators entering the United States to participate in or otherwise be in attendance at the Games. As for past international sports events such as the Twenty-Third Summer Olympics in Los Angeles, California, and the more recent Pan American Games in Indianapolis, Indiana, we look forward to doing our part in ensuring the success of the World Cup.

My staff will work closely with the United States Soccer Federation, FIFA, and other government agencies involved in World Cup planning. You may be assured that inspection procedures will be carried out expeditiously and professionally and that you will receive our full cooperation in facilitating preparations for a United States World Cup Tournament and in making the tournament itself a complete success.

Sincerely,


Alan C. Nelson
Commissioner



THE COMMISSIONER OF CUSTOMS

WASHINGTON, D.C.

September 30, 1987

ENF-1-IC:I JO'M

Dear Dr. Havelange:

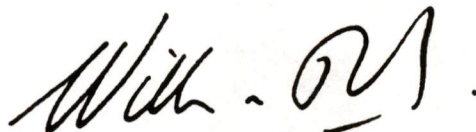
The Customs Service is the agency of the Executive Branch of the Government of the United States of America charged with the responsibility for the collection of import duties on goods, wares and merchandise and the administration and enforcement of the Tariff Act of 1930 and other Customs laws. We understand that World Cup USA 1994, Inc. ("World Cup USA"), a subsidiary of the United States Soccer Federation, is preparing a bid to the Federation Internationale de Football Association ("FIFA") to serve as the host country for the 1994 World Cup soccer tournament. In that connection, World Cup USA must obtain certain guarantees from the United States necessary to permit the competition to take place in an expeditious manner. Certain of these guarantees fall within our competence. Accordingly, as requested by the President of the United States, we confirm to you the following:

- (1) The U.S. Customs Service Regulations currently provide for importation and exportation, free of Customs duty, for a limited period to coincide with the necessary preparations for and the staging of the 1994 World Cup, for the following:
 - (a) personal belongings of the accredited FIFA and participating country delegations, their immediate families and accredited media representatives;
 - (b) equipment used in connection with the 1994 World Cup, including technical equipment (i) for players and accredited officials, (ii) of the accredited foreign television and film companies and other accredited media representatives, (iii) for the organization of the competition, provided they are not for sale and will not be left in the United States once the games have been completed;
 - (c) and special personal foodstuffs to be prepared by and consumed by the teams while participating in the 1994 World Cup.

- (2) We pledge to cooperate and work closely with FIFA, World Cup USA and other Federal, state and local governmental agencies to develop special guidelines for the overall security and personal protection of all players, officials, media representatives and spectators at all times during the 1994 World Cup.

As we have done with other major international sporting events, such as the 1984 Olympic Games, we pledge our full cooperation to the success of the 1994 World Cup.

Yours faithfully,

A handwritten signature in dark ink, appearing to read "Willy O'Neil". The signature is fluid and cursive, with a horizontal line underlining the name.

The Honorable Dr. Joao Havelange
Federation Internationale de Football
Association
Hitzigweg 11
8032 Zurich
SWITZERLAND



DEPARTMENT OF THE TREASURY
UNITED STATES SECRET SERVICE

SEP 4 1987

Federation Internationale de Football
Association
Hitzigweg 11
8032 Zurich
SWITZERLAND

Attention: The General Secretary

Gentlemen:

The Secret Service is the agency of the Executive Branch of the Government of the United States of America charged with the responsibility for the protection of the President and Vice President of the United States and their families, visiting heads of a foreign state or government and, at the direction of the President of the United States, other distinguished foreign visitors to the United States. We understand that World Cup USA 1994, Inc. ("World Cup USA"), a subsidiary of the United States Soccer Federation, is preparing a bid to the Federation Internationale de Football Association ("FIFA") to serve as the host country for the 1994 World Cup soccer tournament. In that connection, it is our understanding that World Cup USA must obtain certain assurances of cooperation from the United States necessary to permit the competition to take place in an expeditious manner. Accordingly, we confirm to you the following:

The Secret Service will cooperate and work closely with FIFA, World Cup USA and other appropriate federal, state and local governmental agencies in order to provide for the overall security and personal protection of all those individuals whom the Secret Service is authorized to protect (pursuant to title 18, United States Code, section 3056) during the 1994 World Cup.

As we have with other major international sporting events such as the 1984 Olympic Games, we pledge our full cooperation to the success of the 1994 World Cup.

Sincerely,

A handwritten signature in cursive script, reading "John R. Simpson".

John R. Simpson
Director

100TH CONGRESS
1ST SESSION

S. J. RES. 175

To recognize the efforts of the United States Soccer Federation in bringing the World Cup to the United States in 1994.

IN THE SENATE OF THE UNITED STATES

JULY 21 (legislative day, JUNE 23), 1987

Mr. TRIBLE (for himself, Mr. ADAMS, and Mr. MCCAIN) introduced the following joint resolution; which was read twice and referred to the Committee on Commerce, Science, and Transportation

JOINT RESOLUTION

To recognize the efforts of the United States Soccer Federation in bringing the World Cup to the United States in 1994.

Whereas soccer is one of the world's most popular sports and the World Cup is the single most important event in that sport;

Whereas the 1986 World Cup games had a television audience of 12.8 billion with a live attendance of over 2.4 million;

Whereas the United States Soccer Federation is seeking to bring the World Cup games to the United States in 1994;

Whereas the United States is capable of meeting all of the requirements of a host country including financing, transportation, security, communications, and physical accommodations; and

Whereas the World Cup would serve as a tremendous impetus to national and international tourism, because the games would bring people from all nations together in friendly competition and permit these people to experience, first hand, the American way of life: Now, therefore, be it

1 *Resolved by the Senate and House of Representatives*
2 *of the United States of America in Congress assembled,*
3 That Congress recognizes the efforts of the United States
4 Soccer Federation to bring the World Cup to the United
5 States in 1994, and the President of the United States is
6 authorized and requested to designate the Secretary of Com-
7 merce as the official representative of the United States Gov-
8 ernment in any discussions with the Federation Internatio-
9 nale de Football Association.

○

World Cup **USA** 1994

World Cup USA 1994, Inc.
One Village Road
PO Box 129
Horsham, PA 19044
215 657 3478

Werner Fricker
President



August 18, 1987

Dr. Henry Kissinger
350 Park Avenue
26th Floor
New York, New York 10022

Mr. Drew Lewis, President
Union Pacific Corporation
345 Park Avenue
31st Floor
New York, NY 10154

Dear Henry and Drew,

Our meeting with Senator Baker on Monday, August 10th, allowed us the opportunity to specify those areas that require the assistance of the White House. I have attached a letter from Rey Post to Fred Ryan, of the White House, which details those areas. In addition, I have enclosed my letter to Senator Baker requesting a meeting for Dr. Havelange with President Reagan on either September 23rd or 24th.

Drew, it is on this matter that I would like your assistance.

Your influence to assure this meeting in September would benefit us in several ways. First, the simple gesture of a Reagan/Havelange meeting would greatly enhance our bid efforts.

Second, if during such a meeting President Reagan signed into law the resolution now passed by both Houses of Congress recognizing the World Cup bid effort, added meaning would be given to the occasion.

Finally, we could schedule a reception the evening of Dr. Havelange's visit to Washington which would provide us with a possible fundraising opportunity.

Either Rey Post, who is conducting our White House communications, or I will be in touch with you after you have received this letter to get your thoughts on this matter.

My thanks to both of you for your advice and assistance.

Sincerely,
WORLD CUP USA 1994

Werner Fricker
President

WF:hg
Enclosures

CC: **Rey Post** World Cup USA 1994, Inc. is a subsidiary of the U.S. Soccer Federation

World Cup USA 1994™

World Cup USA 1994™
300 East Street NE
Suite 300
Washington DC 20002
202 546 9808
202 546 6323 Fax



August 11, 1987

Mr. Frederick J. Ryan, Jr.
Deputy Assistant to the President
The White House
Washington, DC 20500

Dear Fred:

Thank you for expressing your willingness to work with us in expediting receipt of the letters from the various governmental agencies necessary for our 1994 World Cup bid. The meeting yesterday with Senator Baker and your colleagues was very useful, and we look forward to working with you to meet our August 24 deadline for return of the letters.

The enclosed letters are in draft form and correspond to the specific guarantees needed to meet the Federation Internationale de Football Association (FIFA) Terms of Reference requirements. We would appreciate your providing us with the name of each agency representative to whom you forward these letters. We will send to them by August 14 the authority and precedent information as you suggested.

It is our hope that Senator Baker's cover letter can accompany any communication you have with each agency, but if not, we would hope that the draft letter can be sent with reference to the Senator's support of our efforts.

We also left a draft letter from President Reagan with you yesterday. The final version of this letter would be a key part of the bid package we will present to FIFA by the September 30, 1987 bid deadline. The language of the letter reinforces important issues that bear upon the FIFA Terms of Reference requirements. We would like to have a draft of the letter, reviewed and approved for the President's signature, to take with us to a meeting we are holding with FIFA on August 31, 1987 in Zurich. We appreciate your efforts to help us to accomplish this.

Ryan Letter
Page 2
8/11/87

Finally, under separate cover, United States Soccer Federation President Werner Fricker will formally request of Senator Baker that the White House schedule a meeting between President Reagan and FIFA President Dr. João Havelange on September 23 or September 24. Again, it is our hope that the joint resolution recognizing the World Cup effort that was passed by both Houses of Congress be signed by the President during this meeting.

Again, thank you Fred, for your assistance in this matter. We look forward to speaking with you soon.

Sincerely,

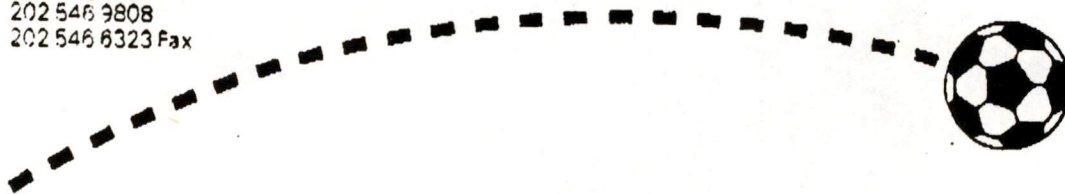


Rey Post

RP/rr

World Cup USA 1994™

World Cup USA 1994, Inc.
300 Eye Street, NE
Suite 300
Washington, DC 20002
202 546 9808
202 546 6323 Fax



August 11, 1987

The Honorable Howard H. Baker, Jr.
Chief of Staff to the President
The White House
Washington, DC 20500

Dear Senator Baker:

Thank you for meeting yesterday with me and my associates to discuss various elements of the United States Soccer Federation's 1994 World Cup bid. The meeting was quite useful and we look forward to working with your staff in meeting the various needs relative to our September 30, 1987 bid submission.

I would like to formally request your scheduling of a meeting for Dr. João Havelange, President of the Federation Internationale de Football Association (FIFA), with President Reagan on either September 23 or 24, 1987. In addition to the positive impact such a meeting would have upon our bid, I hope that the occasion also provides President Reagan the opportunity to sign into law the resolution now passed by both Houses of Congress recognizing the World Cup bid effort. I have attached a copy of the Senate passed version of the resolution as well as Dr. Havelange's biography for your review.

Again, thank you for your consideration of this matter. I appreciate your expression of support for our efforts.

Sincerely,
UNITED STATES SOCCER FEDERATION

Werner Fricker
President

WF/rer
Enclosure

THE WHITE HOUSE
WASHINGTON

3/3/89

TO: ANDY CARD

FROM: **LANNY GRIFFITH**
Special Assistant to the President for
Intergovernmental Affairs
Room 160
Extension 7170

The attached is for:

- | | |
|--|---|
| <input type="checkbox"/> Information | <input type="checkbox"/> Review & Comment |
| <input type="checkbox"/> Direct Response | <input type="checkbox"/> Appropriate Action |
| <input type="checkbox"/> Draft Reply | <input type="checkbox"/> Per Request |
| <input type="checkbox"/> File | <input type="checkbox"/> Signature |

Comments:

Kate Moore tells me that Governor Sununu and Roger Porter spoke last night about a Governors Conference on Education and apparently Governor Sununu approved concept and idea of doing this in May.

The attached memos are the last working documents Kate and I prepared for Roger at his request.

I would like to get with you this afternoon to work out a game plan on this. Will call Linda about a time. But thought you would want to review these ideas and touch base with Governor Sununu and perhaps Roger Porter.

Many thanks,
Eanny

86

THE WHITE HOUSE

WASHINGTON

March 28, 1989

MEMORANDUM FOR ROGER B. PORTER

FROM: KATE L. MOORE *KLM*

SUBJECT: Governors' Conference Format

Here is a proposed format for the Governors' Conference on education that Lanny Griffith and I developed.

Objectives

The conference would have the following objectives:

- 1) Provide the White House the opportunity to learn from the governors, especially (a) in areas where we have placed emphasis: rewarding success, helping those most in need, fostering choice and flexibility, and providing for accountability; and (b) on the subject of national goals for students.
- 2) Demonstrate the President's interest in and commitment to reform in education to achieve educational excellence.

Format

Four working groups of governors would be designated, matching our four principles of excellence, targeting choice and accountability. Panels on these issues would be presented, and reporting sessions for the President would summarize the findings from the governors' exchange. The question of "goals for the nation" would be discussed by each group, weaving it into its respective topic. All participating governors would serve in one of the four working groups.

The conference would have five key components, with the President participating in three of the five.

- 1. Afternoon of day one: Each of the four working groups of governors meets informally here at the White House to discuss its assigned issue and prepare for the next day's panel. The President drops by each of the four sessions for about 15 minutes each to state his mission for the conference and define the work of each group. This gives each governor a chance to say a few words to the President in a relatively intimate setting.

Roger has some problem with this

2. Evening of day one: President hosts a "state dinner" for governors. His remarks (brief) are focused on welcoming the group and stressing the importance of this meeting.
3. Morning of day two: All governors' meet (in the East Room) to hear presentations from the four working groups. These groups (of about 14 each) are chaired by a Republican and Democratic governor. "Case studies" are presented and all governors have the chance to pose questions and share knowledge. Woven into each of these presentations are ideas about goals for the nation in education.
4. Lunch. Governors dine in White House and are joined by the President who makes remarks stressing his four principles and his interest in hearing their views on goals for the nation.
5. Afternoon of day two: All governors meet together to "report out" the morning's discussion to the President. This discussion includes success stories relating to the four principles and proposals for goals for the nation. This session would last no more than one and one half hours.

"Special observers" representing various group are invited to listen in during the sessions in the White House. These groups would include the university presidents, business representatives, Congressional representatives and educators.

Under separate cover, Lanny Griffith is providing suggestions for co-chairs of the working groups.

We recommend that this event be scheduled May 16 and 17 (when the executive committee of the National Governors' Association is in town). This allows us time to prepare, but is still early in the Administration.

cc: William L. Roper
James P. Pinkerton
G.O. Griffith, Jr.


THE WHITE HOUSE
WASHINGTON

March 28, 1989

MEMORANDUM FOR ROGER PORTER
Assistant to the President for
Economic and Domestic Policy

FROM: LANNY GRIFFITH
Special Assistant to the President for
Intergovernmental Affairs

SUBJECT: Governors' Conference on Education



As a follow up to our meeting yesterday, Kate and I got together to discuss the format for the conference and make suggestions for leaders of the working groups. Kate is preparing a memo on format and I am preparing this one on leader recommendations.

If we have working groups reflecting the President's four education principles, my suggestions for leaders would be as follows:

Excellence

Robert P. Casey (D)	Pennsylvania
Garrey Carruthers (R)	New Mexico

Choice (including alternative certification)

Rudy Perpich (D)	Minnesota
Tom Kean (R)	New Jersey

Accountability

Booth Gardner (D)	Washington
John Ashcroft (R)	Missouri

Targeting

Bill Clinton (D)	Arkansas
Jim Thompson (R)	Illinois

In addition, we can find roles for other governors who need a higher profile but who are not as well-identified with education.

cc: Bill Roper
Jim Pinkerton
Kate Moore

THE WHITE HOUSE

WASHINGTON

March 30, 1989

Dear Allan:

On behalf of the President, thank you for your letter of March 24, 1989, in which you suggest the establishment of a cabinet-level "Child Advocate General."

Please know that I will share a copy of your letter with appropriate Administration officials for their review.

Again, I appreciate the time you have taken to share your views on this important subject. Children are our future, and we must do our utmost to give them the best opportunities possible.

With best wishes,

Sincerely,



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

Mr. Allan Shedlin, Jr.
Executive Director
Elementary School Center
2 East 103 Street
New York, New York 10029

ID # _____

WHITE HOUSE CORRESPONDENCE TRACKING WORKSHEET

O - OUTGOING

H - INTERNAL

I - INCOMING

Date Correspondence Received (YY/MM/DD) 89 / 03 / 26

Name of Correspondent: Allan Shedlin, Jr.

MI Mail Report

User Codes: (A) _____ (B) _____ (C) _____

Subject: Suggests creation of a cabinet-level "Child Advocate General."

ROUTE TO:

ACTION

DISPOSITION

Office/Agency (Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response	Code	Completion Date YY/MM/DD
DC CARD	ORIGINATOR	89 / 03 / 30	AC	C	8903 / 30
	Referral Note:				
	<u>A</u>	89 / 03 / 31			/ /
	Referral Note:				
	-	/ /			/ /
	Referral Note:				
	-	/ /			/ /
	Referral Note:				
	-	/ /			/ /
	Referral Note:				

ACTION CODES:

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

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

DISPOSITION CODES:

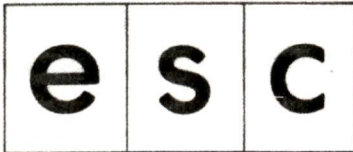
- A - Answered
- B - Non-Special Referral
- C - Completed
- S - Suspended

FOR OUTGOING CORRESPONDENCE:

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

Comments: _____

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



ELEMENTARY SCHOOL CENTER 2 East 103 Street, New York, NY 10029 (212) 289-5929

***Allan Shedlin Jr., M.A.**
Executive Director

March 24, 1989

Fellows

***Walter W. Birge, III, Ed. M.**
Headmaster, The Fenn School
Concord, MA

Joseph J. Caruso, Ed.D.
Associate Professor of Education
Fairfield University
Fairfield, CT

John R. Correiro, M.A.
Superintendent of Schools
Fall River Public Schools
Fall River, MA

William Leo Dandridge, M.A.
Executive Director
Massachusetts Field Center for Teaching
and Learning
Bridgewater, MA

Theresa L. Held, M.A.
Adjunct Faculty
Bank Street College of
Education, New York, NY

***Anna M. Jones, B.A.**
Director, Charles River School
Dover, MA

***Waldo Jones, B.A.**
Head of Lower School
Rippowam Cisque School
Mount Kisco, NY

***Gordon J. Klopf, Ph.D.**
Bank Street College of Education
New York, NY

Marjorie McAllister, M.S.
Director
Early Childhood Education Unit
NYC Board of Education
Brooklyn, NY

Lucille R. Perlman, B.A.
New York, NY

Norman Charles Wakely, M.A.
Headmaster, Cardigan Mountain School
Canaan, NH

Esther H. Wender, M.D.
Director, Division of Behavioral Pediatrics
Associate Professor of Pediatrics
Monefiore Medical Center and
Albert Einstein College of Medicine
Bronx, NY

Sara Willford, M.Ed.
Director, Art of Teaching
Graduate Program
Director, Early Childhood Center
Sarah Lawrence College
Bronxville, NY

Justine Winters, M.A.
Principal
Myers Corners Elementary School
Wappingers Falls, NY

*Founding Fellow

Advisory Council

Meivin D. Levine, M.D., Chairperson, Director, Clinical Center for the Study of Development & Learning, Professor of Pediatrics, University of North Carolina, Chapel Hill, NC; Ramon C. Cortines, Superintendent of Schools, San Francisco Unified School District, CA; Terrence E. Deal, Professor of Education, George Peabody College for Teachers, Vanderbilt University, TN; Vito Perrone, Vice President, The Carnegie Foundation for the Advancement of Teaching, NJ; Ruth E. Randall, Commissioner of Education, State of Minnesota; Samuel G. Sava, Executive Director, National Association of Elementary School Principals, VA; Docia Zavitovsky, Former President, National Association for the Education of Young Children, CA

Regional Representatives

WEST COAST: Linda M. Espinosa, Director, Primary Education, Redwood City School District, CA; Nancy W. Simon, Head, San Francisco Day School, CA. **CENTRAL STATES:** Kay W. Harmless, PRIME TIME Manager, State Department of Education, IN; Peter V. Sterling, Executive Director, The Children's Museum, Indianapolis, IN. **HAWAII:** Stephen E. Switzer, Headmaster, Le Jardin Academy, Kailua. **Diane Gibbons,** Hawaii Department of Education, Honolulu. **SOUTHWEST:** Pat Mattingly, Director, The Lamplighter School, Dallas, TX; Jennifer B. Clark, Elementary School Counselor, Dallas Independent School District, TX

The Honorable George Bush
& First Lady Barbara Bush
The White House
1600 Pennsylvania Avenue
Washington, DC 20500

Subject: Proposed Cabinet Post for Child Advocate General

Dear President and Mrs. Bush:

As the father of three daughters and as a professional who has devoted his life's work to children I have been pleased to detect a palpable momentum building in this country in the last few months on behalf of children. The interest expressed by business leaders, governors, legislators and the press as well as the importance which children played during last summer's party conventions represent a turning point in our nation's attitude toward children. I see this momentum building towards a crescendo, fueled by the central role which children seem to play in your lives. And these are welcome signs indeed.

As I understand it, the number of cabinet members changes as our country's needs change. Well our country's children's needs have changed dramatically. The ante has been raised on growing up in America. Due to a peculiar confluence of demographic, social and economic circumstances, the condition of far too many of our nation's children might fairly be described as "at risk." We need a national champion for our weakest and most vulnerable citizens. We need to create a cabinet level **Child Advocate General**.

This newest cabinet member would be responsible for developing and directing a coherent and comprehensive children's policy; for creating useful and realistic legislation; for setting a national tone; for convening the eminent child resources which are in place but which presently dilute their

potential impact by going their separate ways. Health, education, social, family and welfare issues are inextricably intertwined in a child's life but rarely come together when policies which affect children are formulated.

The Child Advocate General would be responsible for leading a sustained, vigorous, comprehensive national effort to harness what we presently know about children's needs and their development together with our historically compassionate instincts. This children's champion must form coalitions and compacts on behalf of children and youth to mount an offensive which would earn us a place in history as the nation which not only recognized -- but acted upon this recognition -- that we as adults, have an obligation to care for our young and to optimize their best futures by coming to grips with their present needs.

Children are too often described as "our future" which seems to let us off the hook about reckoning with present conditions which stunt these futures. How we respond to these present needs affects our collective future.

As a nation bereft of a sense of shared social responsibility for our children and devoid of any cohesive social policy for them, we need to designate a national children's champion who will relentlessly, passionately and compassionately serve on their behalf.


By designating a chief advocate for children, there is no attempt to diminish the family's needed role and responsibility as the child's primary advocate. But rather, it realistically acknowledges the fact that families may need help to improve and optimize their advocacy abilities.

Business leaders have contributed to our understanding that addressing these often desperate unmet needs must be viewed as an investment. They warn us of the negative consequences of failing to meet them upon our work force and our ability to remain internationally competitive. But if instead, our competitive goal was to be known as the society which did the most for our children and youth, our ability to be competitive in the global arena would, as a matter of course, be a by-product. Thus we would successfully unite the economic, moral/human and political imperatives.

We have a unique opportunity to turn the tide for children in our country, to seize this momentum for a kinder and gentler nation, and to direct our extraordinary capacities toward improving our children's chances of becoming the sum of their infinite possibilities. We have an opportunity to demonstrate that advocacy for children should be an unwavering attitude and not an event. The dire consequences of failure to provide an ombudsman and advocate for our children will be ultimate, if not immediate.

A resurgence of our kinder and gentler instincts on behalf of children is not sentimental or soft-hearted. It is compassionate and prudent. The Child Advocate General can place children's issues in their rightful spot on our national agenda. This nation can do no less.

Sincerely,



Allan Shedlin, Jr.

Executive Director, Elementary
School Center

Father

THE WHITE HOUSE
WASHINGTON

March 28, 1989

3/29 spoke to Erwin.
Lanny to do
Schedule Proposal
"likely to happen."
LB

MEMORANDUM FOR ANDY CARD

THRU: DEBRA ANDERSON
FROM: LANNY GRIFFITH
SUBJECT: MEETING WITH GOVERNOR CLEMENTS

It has come to my attention today that the Governor of Texas, Bill Clements, will be requesting a meeting with the President while he is town on April 19th and 20th. He would like to discuss the Supercollider and other business of interest to Texans.

I realize you are trying to discourage these one-on-one meetings with the President except under unique circumstances. This may be one of them.

Governor Clements initially requested a meeting last month but was told that the President would be in Japan at the time and a meeting was impossible. However, they were told by me that we would work something out the next time he was here. My feeling then was that I was stating correctly your view of the situation.

First, I would like to encourage that we allow this meeting. This is a second request and he is the President's homestate governor.

Secondly, if this is simply not going to happen, then I would suggest we make that decision immediately so that we can avoid embarrassment to the Governor. Last time he made this request there was a story in the Dallas Morning News to the affect that his request was turned down due to the President's travel schedule. I am sure this trip to Washington will renew that story and could cause Governor Clements problems at home.

Although the invitation is not yet here, I would appreciate your taking a good look at this as soon as possible so we can make plans accordingly.

THE WHITE HOUSE

WASHINGTON

March 23, 1989

Dear Joe:

Thanks for sending me a copy of your annual report.

I know you and Jim Wray are working together to coordinate the White House's participation in the VOTE AMERICA program. Please let me know how it is going.

I hope to see you soon.

Sincerely,



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

The Honorable Joe M. Rodgers
VOTE AMERICA Foundation
1100 15th Street, N.W.
Suite 1120
Washington, D.C. 20005

THE WHITE HOUSE
WASHINGTON

March 23, 1989

Dear Joe:

Thanks for sending me a copy of your annual report.

I know you and Jim Wray are working together to coordinate the White House's participation in the VOTE AMERICA program. Please let me know how it is going.

I hope to see you soon.

Sincerely,

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

The Honorable Joe M. Rodgers
VOTE AMERICA Foundation
1100 15th Street, N.W.
Suite 1120
Washington, D.C. 20005

VOTE AMERICA
FOUNDATION

March 17, 1989

CHAIRMAN

Joe M. Rodgers
U.S. Ambassador to France

PRESIDENT

Don V. Cogman
*Vice President
Government Affairs
MAPCO Inc.*

BOARD OF DIRECTORS

Ann Ascher
*President
Ann Ascher Interiors, Inc.*

J. Patrick Barrett
*Chairman
CARPAT Investments, Ltd.*

Thomas D. Bell, Jr.
*Executive Vice President
Ball Corporation*

John W. Berry, Sr.
*Chairman
Berry Investments, Inc.*

Frederic H. Brooks
*Chairman of the Board and CEO
MacGregor Sporting Goods, Inc.*

Howard H. (Bo) Callaway
*President
Crested Butte Mountain Resort*

Mitchell E. Daniels, Jr.
*President and CEO
Hudson Institute*

William H. Edwards
*Vice Chairman
Hilton Hotels Corporation*

Robert B. Holt
*President
Holt Cattle Corporation*

Charles Marshall
*Vice Chairman of the Board
AT&T*

Robert Mosbacher, Sr.
*Chairman of the Board
Mosbacher Energy Company*

J. Gary Shansby
*General Partner
Montgomery Securities*

Jere W. Thompson
*President and CEO
The Southland Corporation*

William R. Timken, Jr.
*Chairman of the Board
The Timken Company*

Ted Welch
Investments

Marguerite N. Williams
Williams Investments, Ltd.

Patricia M. Frierson
*Executive Vice President
Vote America Foundation*

The Honorable Andrew H. Card, Jr.
Assistant to the President/
Deputy to the Chief of Staff
The White House
1600 Pennsylvania Avenue, N.W.
Washington, DC 20500

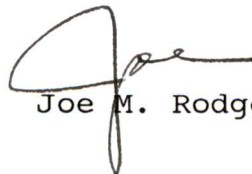
Dear Andy:

Our annual report is hot off the press, and I wanted you to be one of the first to see it. We are proud of our efforts in 1988 to reach America's youth and the "traveling American," and intend to build on that experience in the 1989-90 cycle.

In the coming months, our efforts will be concentrated in New Jersey and Virginia, where statewide elections will be held in 1989. We are excited by the opportunity to test various programs and techniques which we can then take nationwide in 1990. If you have any special contacts which could be of assistance in either of these states, please let us know.

Many thanks for your continued interest and support. We look forward to working with you again soon.

Sincerely,



Joe M. Rodgers

enclosure



Republican State Committee of Delaware

BASIL R. BATTAGLIA
State Chairman

State Headquarters: 2 Mill Road, Wilmington, Delaware 19806 (302) 651-0260

FAX: 651-0270

3/15
Called Basil
to advise that
Dunham sent
Castle a letter
3/13.

TO: Linda Gandafesa

FROM: Basil Battaglia

COMMENTS:

The following is a copy of the memorandum we spoke about this morning. Thank you for all your help.



Republican State Committee of Delaware

BASIL R. BATTAGLIA
State Chairman

State Headquarters: 2 Mill Road, Wilmington, Delaware 19806 (302) 651-0260

March 9, 1989

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

Dear Andy:

Governor Castle recently sent the following letter to John Sununu. If you could be of any help in trying to find out where we stand I would certainly appreciate it. We are trying to get a date set as soon as possible.

Thank you for all your help I do appreciate it. Keep up the good work.

Sincerely,

Basil Battaglia
Chairman - Republican
Party of Delaware



STATE OF DELAWARE
OFFICE OF THE GOVERNOR

MICHAEL N. CASTLE
GOVERNOR

February 23, 1989

The Honorable John Sununu, Chief of Staff
Executive Office of the President
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C.

Dear John:

I am writing to you regarding a very important request on behalf of the Republican Party in Delaware. Let me explain:

The chief fundraising organization and source of funds for the Party here in Delaware is the Governor's Club. This is a group of \$1,000 contributors which currently has around 300 members. It is the lifeblood of our Party, allowing us to maintain a staffed headquarters operation, conduct voter-registration drives, implement Party building efforts, and recruit candidates. I personally spend a great deal of time fostering the strength of this organization for obvious reasons.

Each year we put together a special day of high-level briefings in Washington, D.C. for our members. Typically, this event has been held in a conference room of the Old Executive Office Building and features two or three Cabinet Secretaries. Over the past few years, we have also been quite fortunate to have then Vice President Bush in attendance. I would like to request your assistance for this year's event. We would like to hold the briefings from 10:00 a.m. to 12:00 noon on any Monday in the month of April, with the exception of April 10. If it could be arranged, we would be honored to have President Bush make a brief appearance. Additionally, your suggestions for two or three Cabinet officials who might be willing to join us would be most appreciated.

The Honorable John Sununu
Page Two
February 23, 1989

Normally, we have 75 - 100 of our members along with us for this trip. Some names you might recognize are: Bayard Sharp (Will Farish's Father-in-law); John Rollins and Harry C. Haskoll, just to name a few.

John, this is a very important event for us and I would be most grateful for any assistance you can provide. Thank you for your time and consideration of this letter and I look forward to hearing from you soon. Meanwhile, if you have any questions, please let me know.

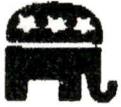
Sincerely yours,



Michael N. Castle
Governor State of Delaware

MNC/cck

John - Sorry to bother you with this
but if you can push it in the right direction,
we would appreciate it. You are doing great - keep it up.
Mike



Republican State Committee of Delaware

BASIL R. BATTAGLIA
State Chairman

State Headquarters: 2 Mill Road, Wilmington, Delaware 19806 (302) 651-0260

368-6868

FAX: 651-0270

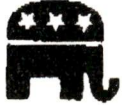
3/9/89

TO: Andy Card

FROM: Basil Battaglia

COMMENTS:

JHS sent a letter to
 Castle on Monday
 saying he was going
 to ask Lanny to
 coordinate event.
 Katie



Republican State Committee of Delaware

BASIL R. BATTAGLIA
State Chairman

State Headquarters: 2 Mill Road, Wilmington, Delaware 19806 (302) 651-0260

March 9, 1989

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

Dear Andy:

Governor Castle recently sent the following letter to John Sununu. If you could be of any help in trying to find out where we stand I would certainly appreciate it. We are trying to get a date set as soon as possible.

Thank you for all your help I do appreciate it. Keep up the good work.

Sincerely,

Basil Battaglia
Chairman - Republican
Party of Delaware



STATE OF DELAWARE
OFFICE OF THE GOVERNOR

MICHAEL N. CASTLE
GOVERNOR

February 23, 1989

The Honorable John Sununu, Chief of Staff
Executive Office of the President
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C.

Dear John:

I am writing to you regarding a very important request on behalf of the Republican Party in Delaware. Let me explain:

The chief fundraising organization and source of funds for the Party here in Delaware is the Governor's Club. This is a group of \$1,000 contributors which currently has around 300 members. It is the lifeblood of our Party, allowing us to maintain a staffed headquarters operation, conduct voter-registration drives, implement Party building efforts, and recruit candidates. I personally spend a great deal of time fostering the strength of this organization for obvious reasons.

Each year we put together a special day of high-level briefings in Washington, D.C. for our members. Typically, this event has been held in a conference room of the Old Executive Office Building and features two or three Cabinet Secretaries. Over the past few years, we have also been quite fortunate to have then Vice President Bush in attendance. I would like to request your assistance for this year's event. We would like to hold the briefings from 10:00 a.m. to 12:00 noon on any Monday in the month of April, with the exception of April 10. If it could be arranged, we would be honored to have President Bush make a brief appearance. Additionally, your suggestions for two or three Cabinet officials who might be willing to join us would be most appreciated.

The Honorable John Sununu
Page Two
February 23, 1989

Normally, we have 75 - 100 of our members along with us for this trip. Some names you might recognize are: Bayard Sharp (Will Farish's Father-in-law); John Rollins and Harry G. Haskell, just to name a few.

John, this is a very important event for us and I would be most grateful for any assistance you can provide. Thank you for your time and consideration of this letter and I look forward to hearing from you soon. Meanwhile, if you have any questions, please let me know.

Sincerely yours,



Michael N. Castle
Governor State of Delaware

MNC/cck

John - Sorry to bother you with this
but if you can push it in the right direction,
we would appreciate it. You are doing great - keep it up.
Mike

Andy -
Sec. Dole has
accepted and
will speak to NCC
on 3/13 @ 1:30 pm
Thanks Jim.

Document Originally
Attached to
Following Page

THE WHITE HOUSE

WASHINGTON

MEMORANDUM TO: PETER CUNNINGHAM
FROM: WILLIAM J. CANARY, JR. ⁴
SPECIAL ASSISTANT TO THE PRESIDENT
FOR INTERGOVERNMENTAL AFFAIRS
DATE: MARCH 10, 1989
SUBJECT: NATIONAL LEAGUE OF CITIES, MARCH 13, 1989

The National League of Cities has invited Secretary Dole to address their plenary session on Monday, March 13th. The conference will draw nearly 3000 public officials from the cities of America and presents an excellent opportunity for the Secretary to express the goals and priorities of the Administration on behalf of the President.

Proposal: Address by Secretary Dole at the National League of Cities Conference.

Time: Delegate luncheon between 12:45pm- 2:15pm. Requested speaking time: 1:30pm.
Location: Washington Hilton
Length of Address: 10-15 minutes
Number in Attendance: Approximately 3000
Press: Open Press

cc: Andy Card

fil

THE WHITE HOUSE
WASHINGTON

MEMORANDUM TO KAREN GRIFFIN
VICE PRESIDENTIAL ADVANCE

FROM: WILLIAM J. CANARY (a)
SPECIAL ASSISTANT TO THE PRESIDENT

DATE: MARCH 2, 1989

RE: NACo LEGISLATIVE CONFERENCE
WASHINGTON HILTON & TOWERS

PROPOSED SCHEDULE OF THE VICE PRESIDENT
FOR
WASHINGTON, DC
MONDAY, MARCH 6, 1989

- 1:00pm THE VICE PRESIDENT boards Motorcade and
departs White House en route to the
Washington Hilton & Towers

(drive time: 10 minutes)
- 1:10pm THE VICE PRESIDENT arrives Washington Hilton
& Towers and proceeds to Holding room.
- 1:10pm THE VICE PRESIDENT arrives Holding room.
- 1:13pm THE VICE PRESIDENT departs Holding room
and proceeds to the International Ballroom
East and Center.

EVENT: REMARKS TO THE NATIONAL ASSOCIATION OF
COUNTIES - OPEN PRESS

1:15pm THE VICE PRESIDENT arrives off-stage
Announcement Area and holds briefly.

1:15pm THE VICE PRESIDENT is introduced by the
Honorable James J. Snyder, president,
National Association of Counties, and
legislator, Cattaraugus County, New York.

1:16pm THE VICE PRESIDENT gives remarks.

1:30pm THE VICE PRESIDENT concludes remarks and
remains standing for brief presentation by
Mr. Snyder.

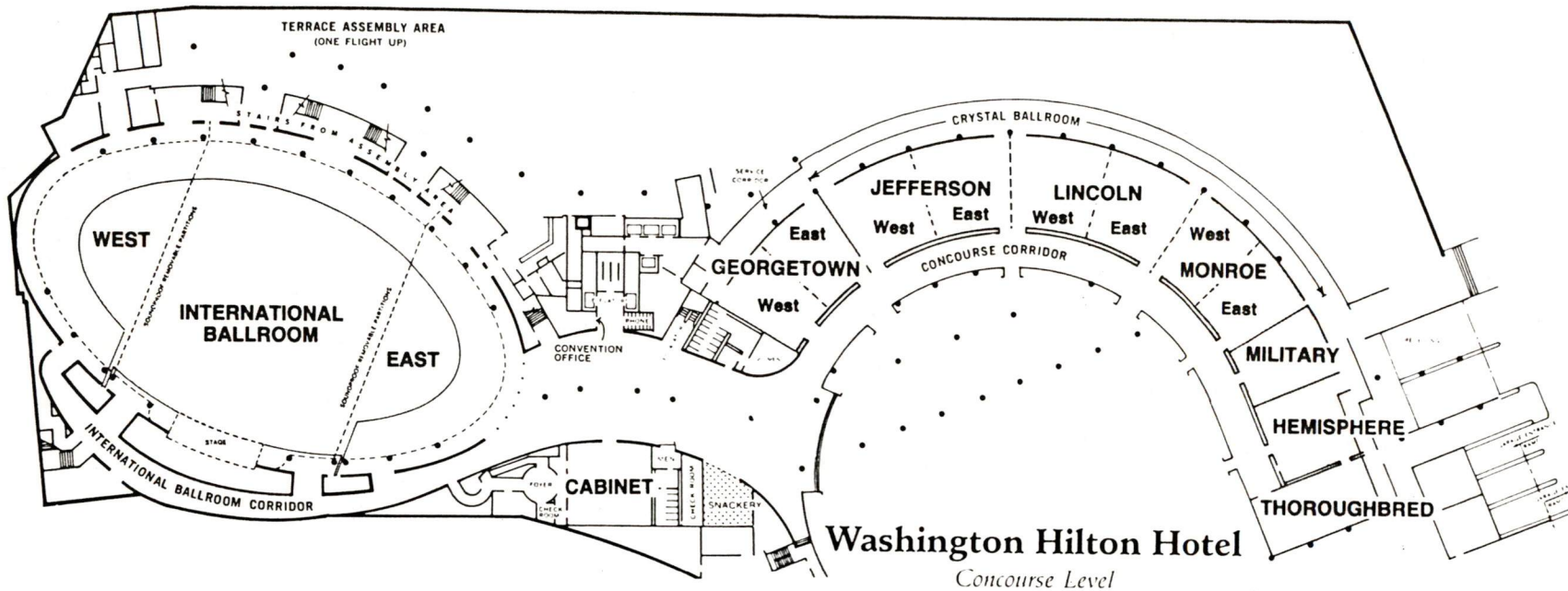
1:32pm THE VICE PRESIDENT departs stage and
proceeds to Motorcade.

1:35pm THE VICE PRESIDENT boards Motorcade and
departs Washington Hilton & Towers en route
to The White House.

(Drive Time: 10 minutes)

1:45pm THE VICE PRESIDENT arrives at The White
House.

cc: Andy Card ✓



Washington Hilton Hotel
Concourse Level

THE WHITE HOUSE
WASHINGTON

March 6, 1989

Dear Mike:

Thanks for your recent letter regarding the Delaware Governor's Club.

I am forwarding your request for a White House briefing to Lanny Griffith in Intergovernmental Affairs for coordination.

He will make sure this gets through the system.

Regards,

John H. Sununu
Chief of Staff

The Honorable Michael N. Castle
Governor of the State of Delaware
State House
Dover, Delaware 19901

cc: Lanny Griffith w/ incoming for action
Andy Card w/ incoming for information

13770



STATE OF DELAWARE
OFFICE OF THE GOVERNOR

MICHAEL N. CASTLE
GOVERNOR

February 23, 1989

The Honorable John Sununu, Chief of Staff
Executive Office of the President
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C.

Dear John:

I am writing to you regarding a very important request on behalf of the Republican Party in Delaware. Let me explain:

The chief fundraising organization and source of funds for the Party here in Delaware is the Governor's Club. This is a group of \$1,000 contributors which currently has around 300 members. It is the lifeblood of our Party, allowing us to maintain a staffed headquarters operation, conduct voter-registration drives, implement Party building efforts, and recruit candidates. I personally spend a great deal of time fostering the strength of this organization for obvious reasons.

Each year we put together a special day of high-level briefings in Washington, D.C. for our members. Typically, this event has been held in a conference room of the Old Executive Office Building and features two or three Cabinet Secretaries. Over the past few years, we have also been quite fortunate to have then Vice President Bush in attendance. I would like to request your assistance for this year's event. We would like to hold the briefings from 10:00 a.m. to 12:00 noon on any Monday in the month of April, with the exception of April 10. If it could be arranged, we would be honored to have President Bush make a brief appearance. Additionally, your suggestions for two or three Cabinet officials who might be willing to join us would be most appreciated.

The Honorable John Sununu
Page Two
February 23, 1989

Normally, we have 75 - 100 of our members along with us for this trip. Some names you might recognize are: Bayard Sharp (Will Farish's Father-in-law); John Rollins and Harry G. Haskell, just to name a few.

John, this is a very important event for us and I would be most grateful for any assistance you can provide. Thank you for your time and consideration of this letter and I look forward to hearing from you soon. Meanwhile, if you have any questions, please let me know.

Sincerely yours,



Michael N. Castle
Governor State of Delaware

MNC/cck

John - Sorry to bother you with this but if you can push it in the right direction, we would appreciate it. You are doing great - keep it up.
Mike

4/10 AC sent h/w note.
Lb

Docktor Pet Centers, Inc.

Executive Offices
355 Middlesex Ave.
Wilmington, MA. 01887
508/658-7840
Fax: 508/657-6193



March 17, 1989

Mr. Andrew Card
6815 Brisbane Street
Springfield, VA 22152

Dear Andy:

Thank you very much for your kind note and thoughtful remembrances. I certainly can understand what a dream it has been and how exciting it must be each and every day. I certainly would look forward to hearing more about it if you find yourself back in Massachusetts or on one of my infrequent trips to Washington.

In listening to the arguments surrounding the pluses and minuses of the recently proposed Federal pay raise, I have found myself torn between the proponents and opponents of the issue. I certainly can appreciate that the impact of this raise on the entire Federal budget is much larger than this one bill and the bottom of the pyramid is 14-16 times larger than the top of the pyramid. However, I am troubled by the question, "how do we attract the best and the brightest to use the skills they have developed in the private sector for the benefit of the public good and in public service?" It has seemed a desirable objective to have executives from the private sector donate a limited number of years to public service in an effort to improve the government. One impediment, particularly for those at the very top, is the significant pay cuts they must suffer to take a tour of duty in Washington. In that regard, I have a thought.

Why don't we create a public trust fund to subsidize the compensation levels of key executives who agree to a tour of duty in public service? We do have a fund to provide assistance for our top Presidential-elects. It's called the Presidential-Elect Campaign Fund. Perhaps we could create a federally-based subsidy fund, have a trustee to administer this activity and use it to attract the nation's best managers to make our government more effective. I know that in speaking with many of those who have served in the past, they have a high degree of frustration in managing within the Federal bureaucra Perhaps if we could attract more managers who have private industry experience, they, collectively, could have a greater impact, and thus, the overall level of frustration that they have experienced could be reduced or perhaps minimized. Additionally, it has seemed to me during my lifetime, the process of government has fostered the concept that American's should take fewer and fewer risks. Back to one of my earlier letters to you, in the global economy in the next century, we must take prudent risks in order to effectively compete throughout the world.

file
Andy -
This minuses to his proposal seem to outweigh the pluses.
Thanks for sharing it with me.
Roger
Roger Portes -
Anything here worth considering?
Andy

Mr. Andrew Card

-2-

March 17, 1989

Attracting more private sector managers who have a greater tolerance for risk than most public sector managers seems to me a wise and prudent step in the management of our nation's future.

Again, thanks for listening.

Personal regards,
DOCKTOR PET CENTERS, INC.



Carl M. Youngman
Chairman of the Board

CMY:sp

THE WHITE HOUSE

WASHINGTON

March 3, 1989

MEMORANDUM FOR THE PRESIDENT

FROM: OFFICE OF INTERGOVERNMENTAL AFFAIRS *AH Card*
SUBJECT: CORRESPONDENCE REPORT

Since your inauguration, you have received 692 letters from state and local elected officials. Below are just a few selected pieces of mail reflecting a variety of issues. This correspondence is being handled by the Office of Intergovernmental Affairs.

ELECTED OFFICIAL	SUBJECT	COMMENTS
Governor Roy Romer (D-CO)	Urges appointment of emergency board to resolve dispute between machinists and Eastern Airlines.	
Representative Luis Morse (R-FL)	Urges the President not to impose any new controls on the Eastern Labor conflict.	
Governor Bob Martinez (R-FL)	Compliments and supports Address to Congress: especially supportive of educational choices for parents, eradicating drugs, environmental protection (particulary with regard to Everglades).	
Mayor David Armstrong Natchez, Mississippi (D-MS)	Telegram congratulating President on birth of new granddaughter.	

ELECTED
OFFICIAL

SUBJECT

COMMENTS

State Representative
Jane Maroney
(R-DE)

Compliments budget message.
Especially liked reference
to fewer regulations
in dealing with human
services issues.

Governor Judd Gregg
(R-NH)

Urges President to address
Acid Rain at beginning
of Administration, wants
specific control program.
Status: L. Griffith has
sent interim response,
Administrator Reilly will
also send direct response.

State Representative
Bart Baker
(R-AZ)

"President Bush has added
a manner of concern not
seen before by a Republican
leader and I compliment
him for it."
(Re: budget address).

State Senator
Milton Marks
(D-CA)

Concerned over previous
Administration's decision
to reduce the number
of Southeast Asian refugees
allowed to enter U.S.

State Assemblyman
Curt Pringle
(R-CA)

Asks President to
reconsider previous
Administration's
decision on reducing the
quota of Southeast Asians
entering the U.S.

Former Governor
Luis Ferre
(NPP)

Appreciates President's
personal support of
Puerto Rican statehood.

ELECTED OFFICIAL	SUBJECT	COMMENTS
State Senator Francisco Santos (D-Guam)	Asks for the President's support for the people of Guam who want to realize political self-determination.	
State Senator Curt Kiser (R-FL)	Congratulates President taking courageous stand on efforts to banish David Duke's name from the GOP ticket.	
Judge Joseph Wapner Superior Court Los Angeles, California	Encourages action be taken to end the backlog in the processing of Soviet refugee applications.	
Mr. Kenneth Hahn Supervisor, Los Angeles (D-CA)	Believes that every Japanese-American who was interned in WWII should receive the compensation provided for in the 1989-90 budget.	
Mayor George Voinovich Cleveland, Ohio (R-OH)	Writes regarding new program he initiated called, "Clean Land Ohio." An example of public/private partnership.	
Mayor Ed Koch New York, New York (D-NY)	Urges the President to issue an executive order directing Commerce and Bureau of the Census to do an adjustment of the 1990 figures to correct the undercount of minorities.	

THE WHITE HOUSE

WASHINGTON

March 9, 1989

MEMORANDUM FOR JOE HAGIN

Deputy Assistant to the President for
Appointments and Scheduling

FROM:

LANNY GRIFFITH

Special Assistant to the President for
Intergovernmental Affairs



SUBJECT:

Governor Hunt

By now you should have received the attached request from Governor Hunt for a meeting with the President on March 20.

I would very much like to see this done. Governor Hunt did a great deal for us in Alabama, and he is now giving us good support there where he enjoys tremendous popularity. He is also up for reelection in 1990.

Governor Hunt's letter explains the subject matter. I would guess that the meeting could be scheduled for fifteen minutes.

If you have any questions concerning this request which I could answer, please give me a call.

cc: Andy Card

*I don't think
we should
do this. Can't
we have other
WH people meet
w/ Gov. Hunt?*

THE WHITE HOUSE

WASHINGTON

March 8, 1989

MEMORANDUM FOR CHASE UNTERMEYER
Assistant to the President and
Director of Presidential Personnel

FROM: LANNY GRIFFITH
Special Assistant to the President for
Intergovernmental Affairs



SUBJECT: Governor Martinez in El Salvador

I am very interested in having Governor Martinez of Florida included in the group going to El Salvador on March 17 to observe the elections there. The Governor is a good friend of the President, and his support of democracy in Central America is very important to many of his South Florida constituents.

I have spoken to Matt Smith at the State Department and Dan Nichols in our Personnel office. They are supportive of this idea, and I expect Governor Martinez to be on their list of recommended observers coming to you. I just want to let you know that my interest in having Governor Martinez involved is more than perfunctory.

If you feel a need or interest in having another Governor for balance, I would be glad to make that arrangement. On the other hand, I could give you a short list of prospects if that would be preferable. Just let me know if I can be of help.

cc: Andy Card ✓
Deb Anderson
Matt Smith
Dan Nichols