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FOIA MARKER

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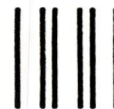
Record Group/Collection: George H.W. Bush Presidential Records
Collection/Office of Origin: Chief of Staff, White House Office of
Series: Skinner, Sam, Files
Subseries:

OA/ID Number: 06121
Folder ID Number: 06121-002

Folder Title:
Sam Skinner: 1989 Alpha File A-B [2]

Stack:	Row:	Section:	Shelf:	Position:
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THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590
OFFICIAL BUSINESS



Postage and Fees Paid
Department of Transportation
DOT 518

Ms. Pam Baker
625 University Place
Evanston, IL 60201

THE SECRETARY OF TRANSPORTATION

Pam

5-24-89

Thanks for your cookies and
the thoughtful note. Your wines
have been and been alot.

Sam



ORDER # 189711 01
O-OATMEAL-RAISIN-NUT
DOZEN 112

OUR HOTLINE TO FRESH WARM COOKIES:
TOLL FREE (800) 344-CHIP / IN UTAH CALL (801) 649-2404

DEAR MR. SKINNER, THANKS FOR
ALL YOU DID FOR MY SUMMER JOB.
ENJOY! SINCERELY, PAM BAKER

THESE COOKIES WERE HANDPACKED BY _____

AT 03 ORDER# 189711 01 DATE 5/22/89

We at Mrs. Fields Cookies are delighted to have you receive our cookies. It is our desire that every gift package be representative of our quality image and friendly service, so please let us know how we're doing.

1. WHAT DATE DID YOU RECEIVE YOUR COOKIES? _____
2. DID THE COOKIES ARRIVE IN PERFECT CONDITION? YES ☐ NO ☐
3. DID YOU ENJOY YOUR COOKIES? YES ☐ NO ☐

COMMENTS _____

NAME _____ ☐ SEND ME AN ORDER FORM.

ADDRESS _____

CITY _____ STATE _____ ZIP _____

Thank You

Pam Baker - Call Game Skinner

Alphab.

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

September 8, 1989

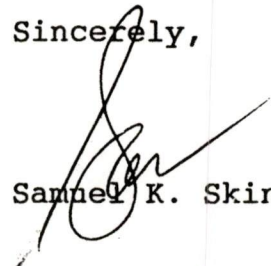
Dear Mike:

Thanks for your note.

I was really sorry to hear about the aneurysm and hope your operation is a complete success. We'll be thinking of you on the 27th and looking forward to seeing you in good health next spring, if not before....

Take care.

Sincerely,



Samuel K. Skinner

Dr. Michael J. Balma
27 River Drive
Tequesta, FL 33469

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

alph.
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Department of
Transportation
DOT 518



Mr. William A. Barnett
Suite 808
135 South LaSalle Street
Chicago, IL 60603

THE SECRETARY OF TRANSPORTATION

Bill

6-27-89

Thank for your note.
I trust things are going well

Ken

LAW OFFICES
WILLIAM A. BARNETT
135 SOUTH LASALLE STREET
CHICAGO 60603

SUITE 808

CODE 312
726-4480

6-20-89

Dear Sam,

We've been following your
progress with great interest.
It's wonderful to see a
deserving home town Boy
make good in a B.I.G. way.

Best Regards,
Bill

O'Malley & Grattau

INC.



St
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Hot-dogging it If Mayor Rich Daley is still looking for ways to trim fat from the city budget, he might try cutting out the hot dogs. It seems that Rev. Daniel Alvarez's Department of Human Services will hand out \$60,000 worth of free hot dogs, buns, fixings, chips and soda pop this year—and not to the homeless or food pantries for the hungry, but to politically connected neighborhood block clubs. The clubs don't even have to be needy: Take the 47th Ward's July 1 do where flyers list hosts like Democratic ward committeemen Ed Kelly, Ald. Gene Schuster, State Rep. Bruce Farley and two Dem precinct captains. They may be getting the billing as the hosts, but the taxpayers will pick up the bill for \$127 in hot dogs. Times must be tough for Kelly—or maybe this kind of penny-pinching explains just how he amassed that rumored \$1 million private ward war chest.

Dinner party from Hell What would happen if you put former Senators John Tower and Gary Hart in a room with William F. Buckley Jr., George McGovern, and U.S. Reps. Newt Gingrich and Pat Schroeder—and locked the door? We'll all find out Monday when they come to Northwestern University to tape a WTTW/Channel 11 "Firing Line" special debate. Now, we can think of several interesting subjects for a debate involving *this* group, but "Resolved: The Cold War Is Not Over" isn't even on the list.

The head of the class "The Washingtonian," the flashy city magazine serving our nation's capital, issued a "report card" this month rating President George Bush's Cabinet members. The only one to get an A+ is Chicago's own Samuel K. Skinner, Bush's secretary of transportation. The magazine fawned over Skinner, saying that he's "shown more aggressive leadership in the first 100 days of Bush" and cited his stellar performances on issues like the Alaskan oil cleanup, the Eastern



Samuel Skinner

Airlines strike and auto mileage standards. But speaking of report cards, INC. awards a "D" to the Eastern press—despite its kind words for our hometown boy. Under something called "Outlook" the mag dubbed Skinner a "surprise early star." *Surprise?* Only to the Potomac snobs.



THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

July 11, 1989

Dear Mr. Barton:

While in Oklahoma City June 30 to break ground at the Aeronautical Center for a \$31 million training building, your project manager, Hugh Edgmon, graciously provided me an opportunity to play Oak Tree golf course the next morning. It was a memorable event, and the facility certainly lives up to its national and international reputation.

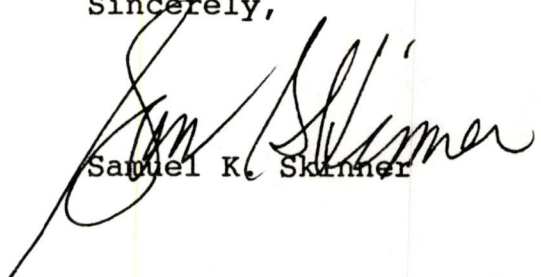
Brent Goodger had one of his assistant pros play with me to explain the very delicate fine points of the golf course.

Hugh also gave me a complete rundown on your very fine organization, including location and mission of your various golf courses and the wonderful business sense you exhibit to make it all work--creation of an enviable environment for people to live in.

I frequently travel to California and I hope I get a chance to meet you personally and visit your other facilities.

Again, please thank all of your people who made my day so pleasant at Oak Tree.

Sincerely,


Samuel K. Skinner

Mr. Gerald Barton
President and Chief Executive Officer
Landmark Land Company
Suite 200
100 Clock Tower Place
Carmel, CA 93923

alphabetical

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

July 27, 1989

Mr. Gerald G. Barton
President
Landmark Land Company Inc.
100 Clock Tower Place
Suite 200
Carmel, California 93923

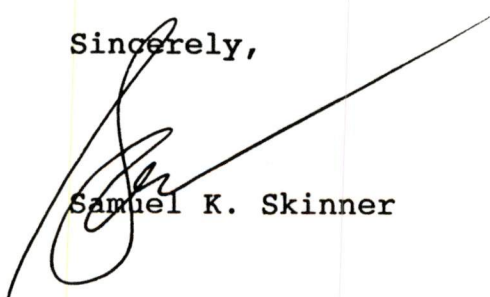
Dear Mr. Barton:

Many thanks for your kind invitation to visit
one of your handsome facilities.

It certainly won't be easy deciding which scenic
course to play, but your corporate brochure
will be a great aid in making a decision.

With best regards,

Sincerely,



Samuel K. Skinner

July 20, 1989

The Honorable Samuel K. Skinner
Secretary of Transportation
Washington, D.C. 20590

Dear Sir:

As you go through life, you have your mental children and your physical children. That you enjoyed one of the products of our early hopes and aspirations gives me much pleasure. You were very gracious to take the time to write and I sincerely hope that you will visit us in California or Florida or South Carolina. So that you will know where to go and who to contact, I enclose the most recent copy of our corporate brochure.

Thank you again for your thoughtfulness.

Sincerely,


Gerald G. Barton

GGB/bss
Encls.

Gerald G. Barton, President

U.S. DEPT OF
TRANSPORTATION

89 JUL 24 AM 10: 34

OFFICE OF SECRETARY
OF TRANSPORTATION
EXECUTIVE SECRETARIAT

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

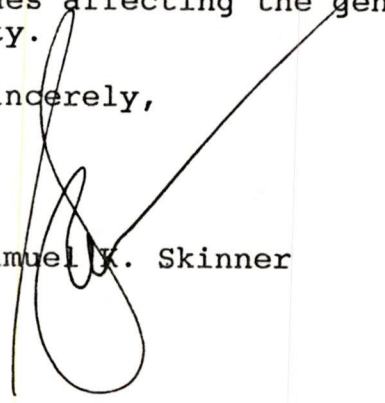
Mr. Steve Bassett
Aircraft Owners & Pilots Association
421 Aviation Way
Frederick Municipal Airport
Frederick Maryland 21701

Dear Steve:

Thank you for sending me your aviation statistical survey for the month of May. This information will be helpful, and I am interested in receiving it on a monthly basis. I will share the data with my policy staff.

As always, it's good to have your continuing attention on issues affecting the general aviation community.

Sincerely,


Samuel H. Skinner

Alphabetical

THE SECRETARY OF TRANSPORTATION

8-16-89

Steve

thanks for the statistics.
Things are looking up in
Safety & GA Production. We
have to keep it going. Joe

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

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DOT 518



Mr. Steve Bassett
AOPA
421 Aviation Way
Frederick Municipal Airport
Frederick, MD 21701



AIRCRAFT OWNERS & PILOTS ASSOCIATION

421 Aviation Way, Frederick Municipal Airport, Frederick, MD 21701
Telephone 301-695-2000 / Telex 89-3445 / FAX 301-695-2375

8/8

John -

Here's a copy of GA Trends
for July. Some interesting
numbers!

Take a glance at the
dramatically declining rate
of GA/FSS contracts from
6/85 thru 5/89.

Thoroughly enjoying working
with Betty and Don. Hope
to see you again soon too.

SL Bissett

PHOTO UNIT 12

SECTION 10
10/10/89

U.S. DEPT OF
TRANSPORTATION

89 AUG 10 PM 12:15

OFFICE OF SECRETARY
OF TRANSPORTATION
EXECUTIVE SECRETARIAT



AIRCRAFT OWNERS & PILOTS ASSOCIATION

421 Aviation Way, Frederick Airport, Frederick, MD 21701, Telephone (301) 695-2000/Telex 89-3445

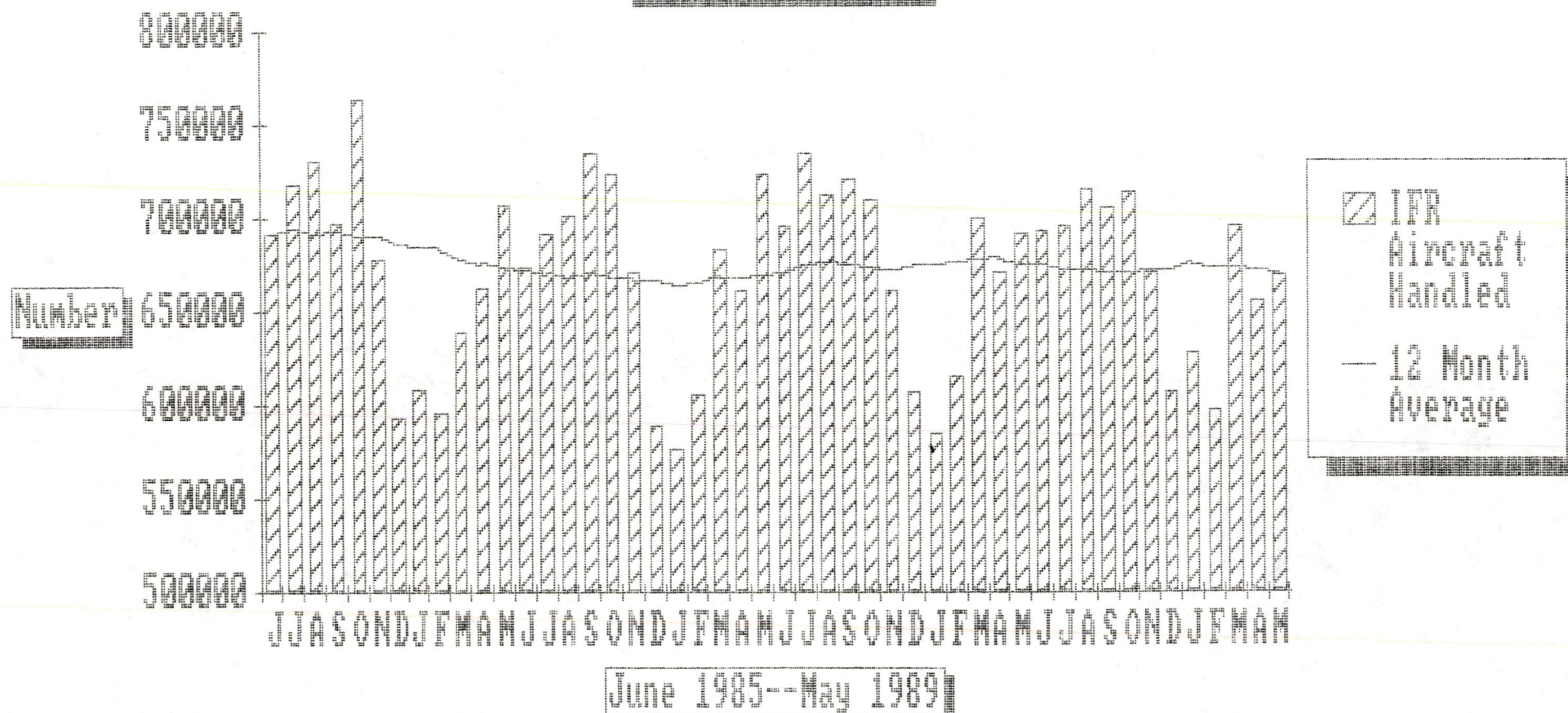
General Aviation Trends -- July 1989

Executive Summary -- Flight activity and pilot certification trends are mixed with some indicators up, others down, while others are stable. On the positive side, new aircraft shipments and aircraft registration totals are improving substantially. Aviation safety also appears to be improving at the moment.

- * Flight Activity -- Indications in this arena are mixed. Center IFR traffic is relatively stable, currently running 0.5% below 1988 levels through May 1989. General aviation tower operations for the same five month time period are just slightly depressed, currently running 1.8% below levels achieved at this point in time last year. FSS radio contacts, as usual, are depressed a significant 4.7% through May of this year compared to last year. However, on the other side of the coin, the estimated number of hours flown in piston aircraft is up 8.7% in year-to-date totals through April 1989 compared to 1988.
- * Pilot Certification -- Trends in this arena are also mixed. On the positive side, student starts are up 5.3% for the year through June 1989 compared to the corresponding time period in 1988. In total, 1,980 more individuals started to learn to fly during the first half of this year than during the first half of last year. On the negative side, private issuances have declined a significant 20.4% during the first six months of this year compared to last year -- a decline of 4,127. On the positive side again, instrument issuances have increased 7.0% during the six month time period under study, from 9,086 recorded during 1988 to 9,723 in 1989.
- * Aircraft Shipments and Registrations -- Both new aircraft shipments and aircraft registrations continue to grow. During the first half of 1989, U.S. general aviation aircraft manufacturers shipped 665 new aircraft, an increase of 14.9% over levels recorded a year earlier. The story is much the same when aircraft registrations are considered. During the first half of 1989, the FAA received 36,384 aircraft registration applications, an increase of 7.4% over levels recorded at the same point in 1988.
- * Aviation Safety -- Aviation safety appears to be improving. The estimated general aviation accident rate, fatal accident rate, and fatality rate per 100,000 hours flown in piston aircraft during the January through April 1989 time period is 10.0%, 15.3%, and 17.2% below, respectively, the rates achieved during the corresponding time period of 1988. Other additional system-wide aviation safety indicators are also running significantly below levels recorded in 1988. NMACs during the first half of 1989 are running 24.5% below corresponding 1988 levels while total operational errors are running 7.9% below. During the first quarter of this year there were 25.6% fewer pilot deviations and 27.9% fewer runway incursions than were recorded during the same time period in 1988.

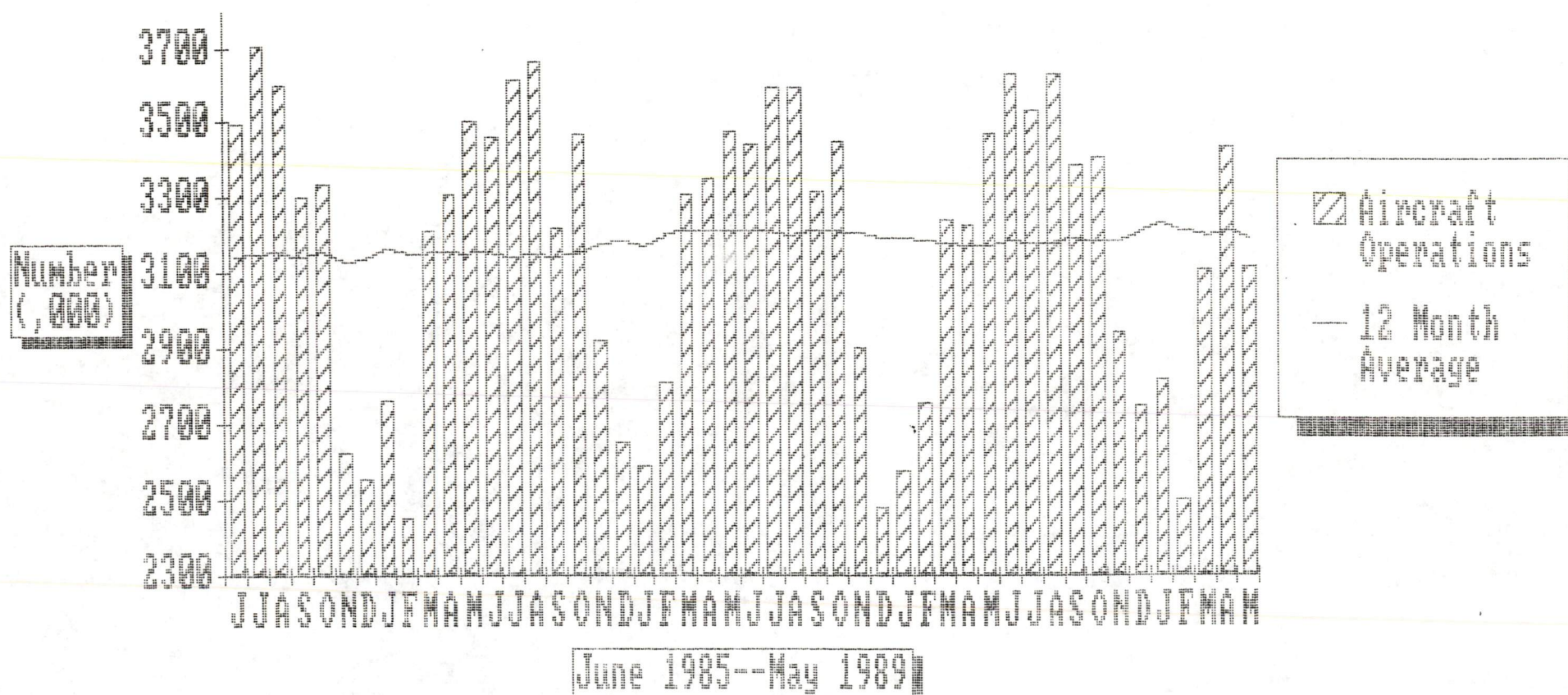
AOPA C.A. TRENDS

Centers--C.A. IFR
Aircraft Handled



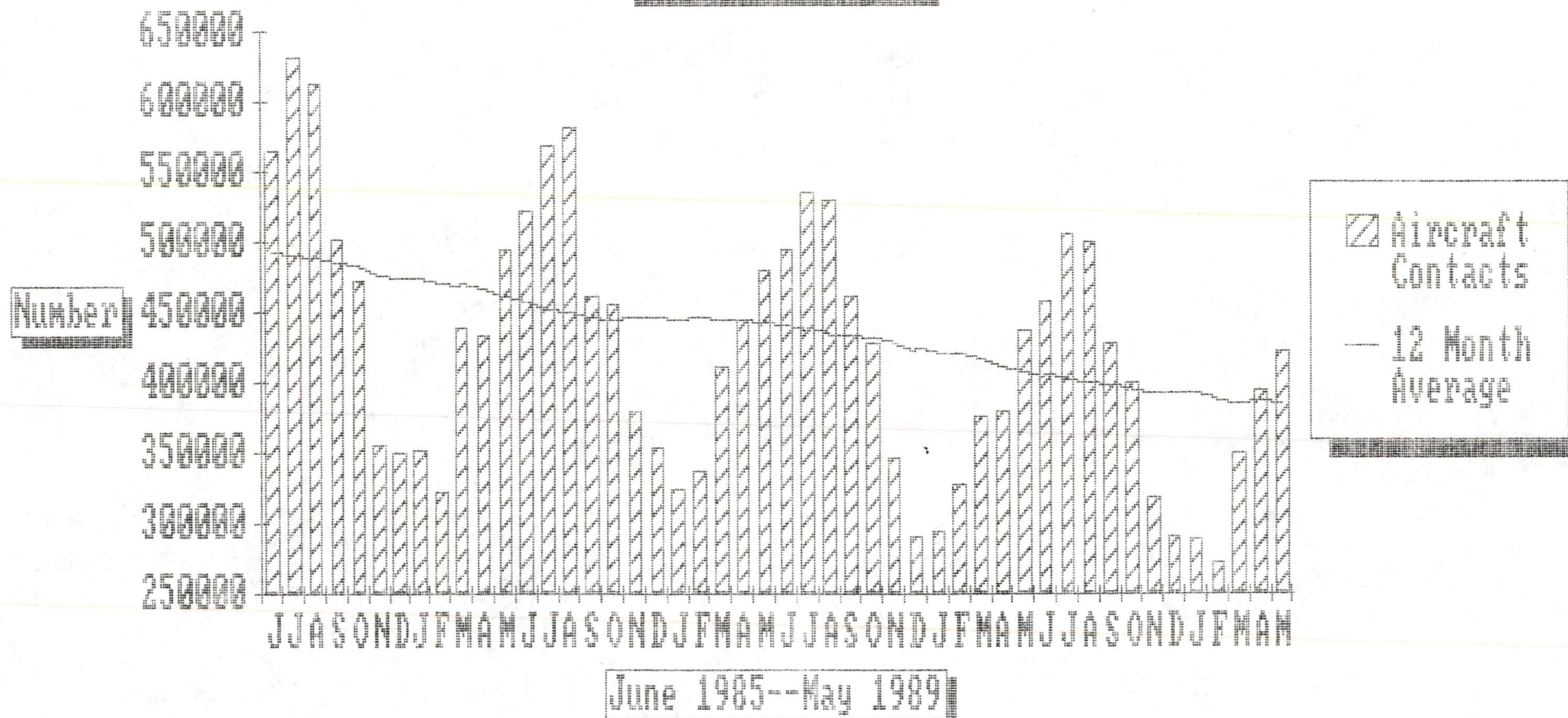
AOPA G.A. TRENDS

Towers--G.A.
Aircraft Operations



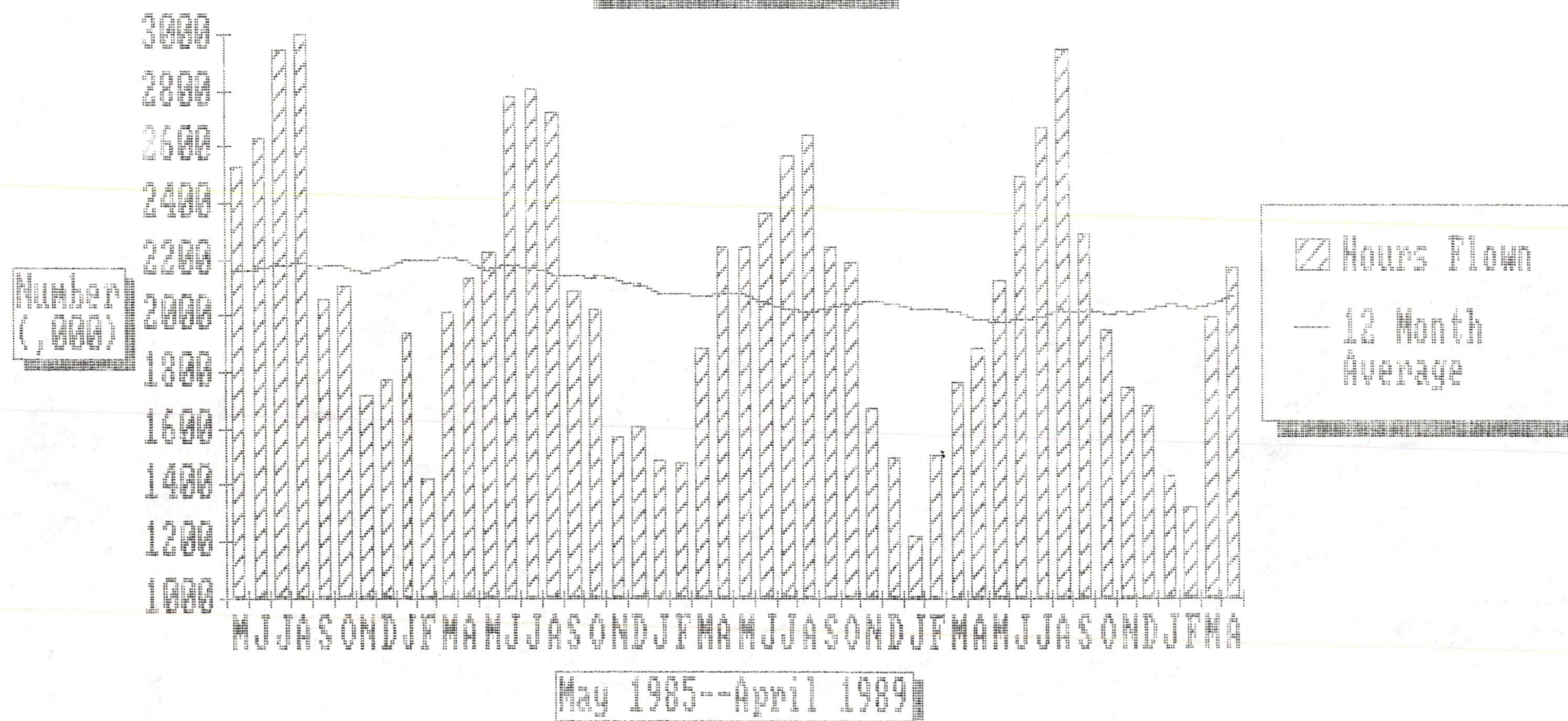
ROPA C.A. TRENDS

FSS--C.A.
Aircraft Contacts



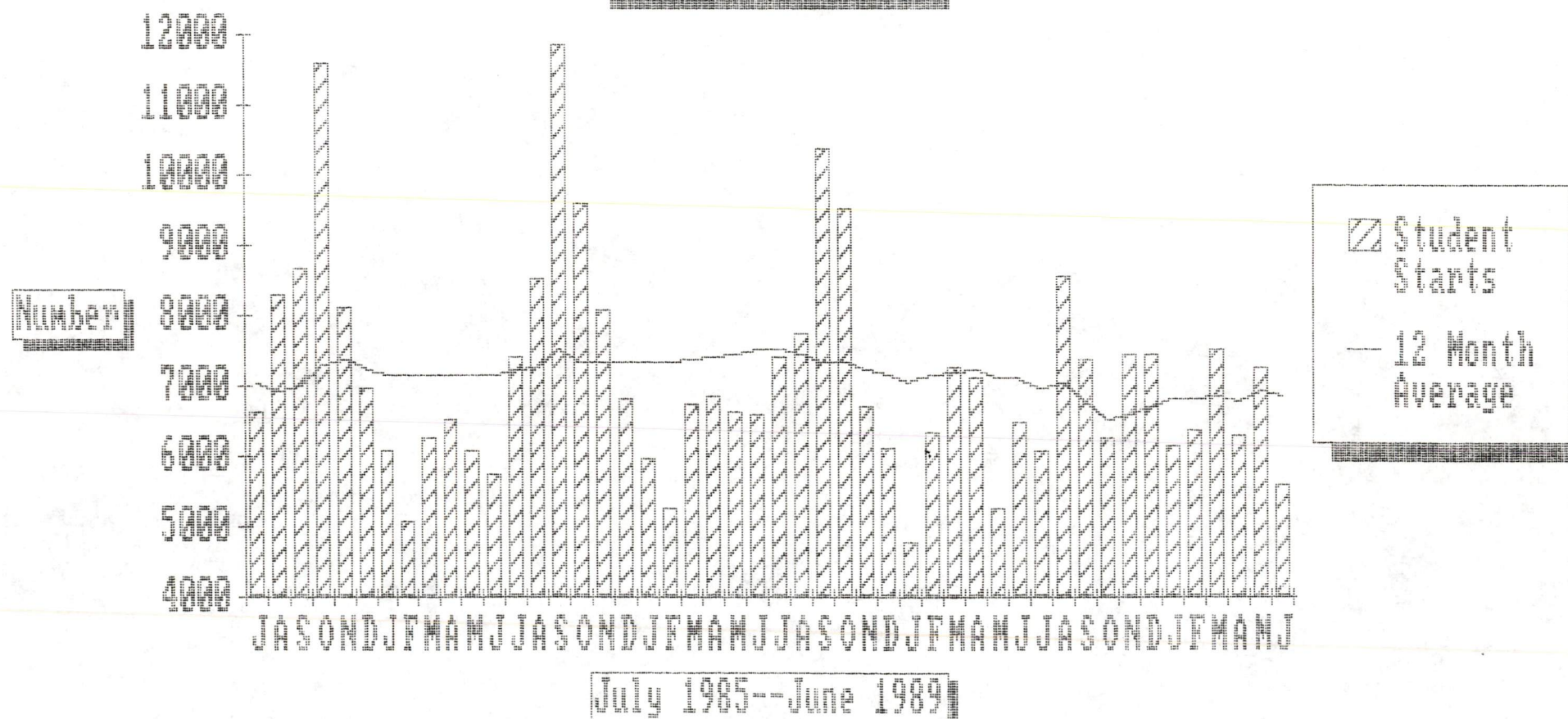
AOFA C.A. TRENDS

Estimated Piston
Hours Flown



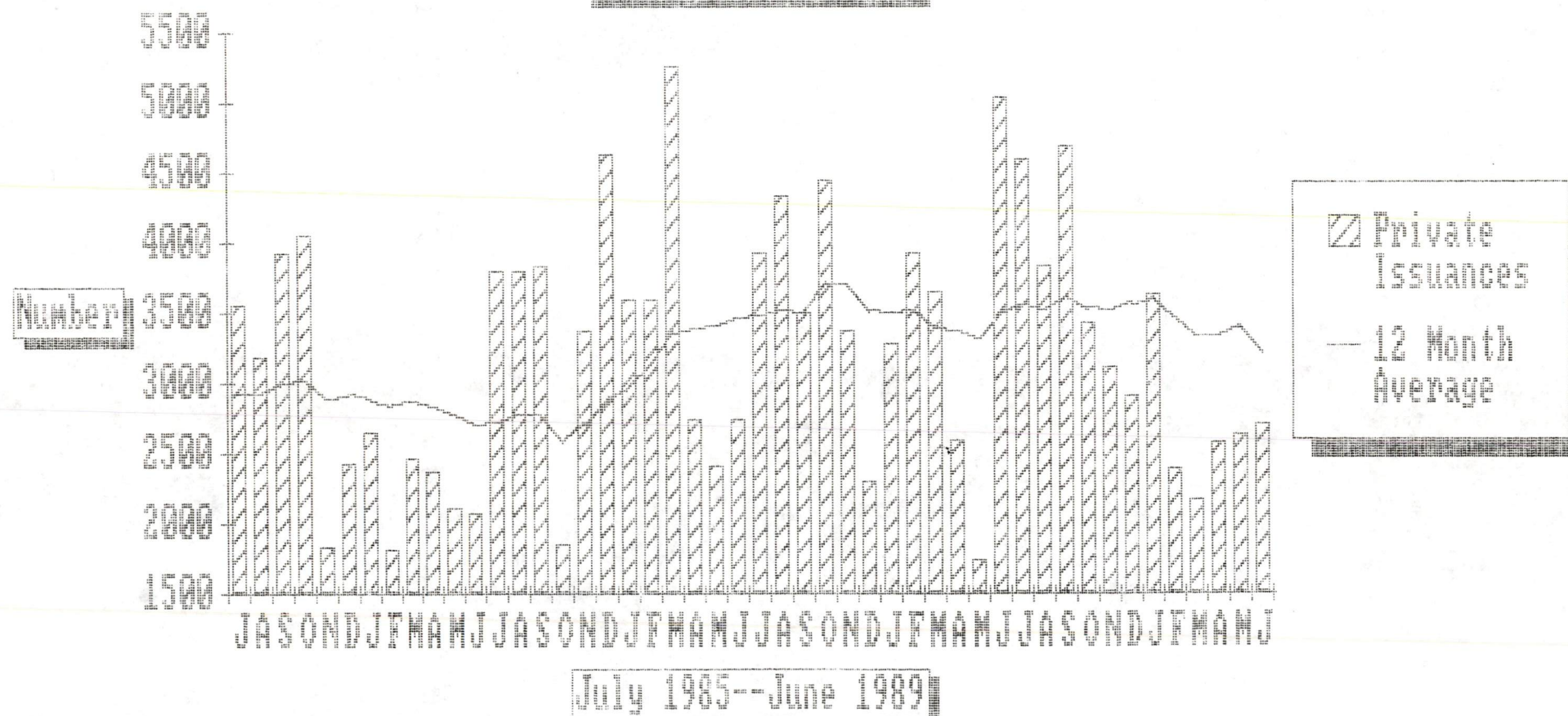
AOPA G.A. TRENDS

Student Pilot Certificates Issued



AOFA C.A. TRENDS

Private Pilot Certificates Issued

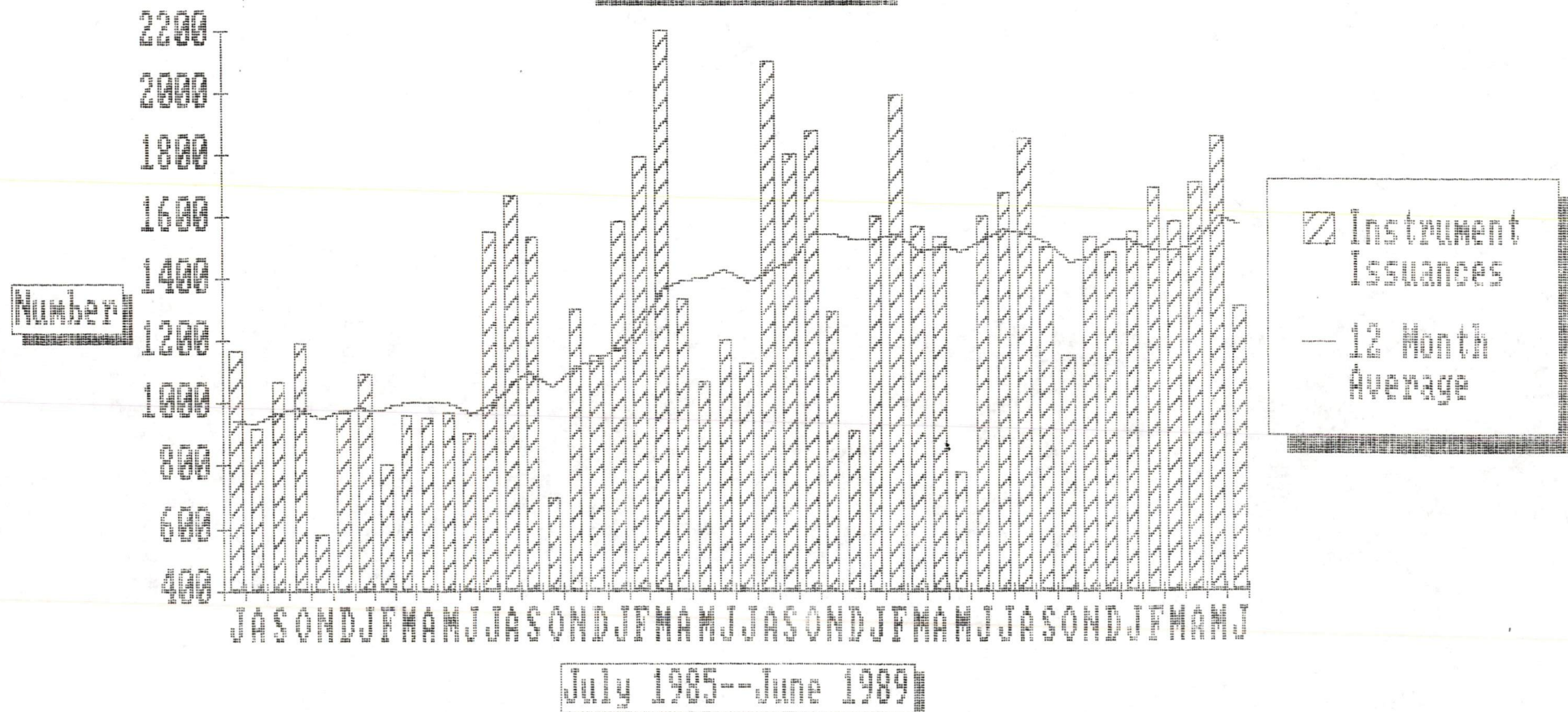


AOPA C.A. TRENDS

Instrument Ratings Survey

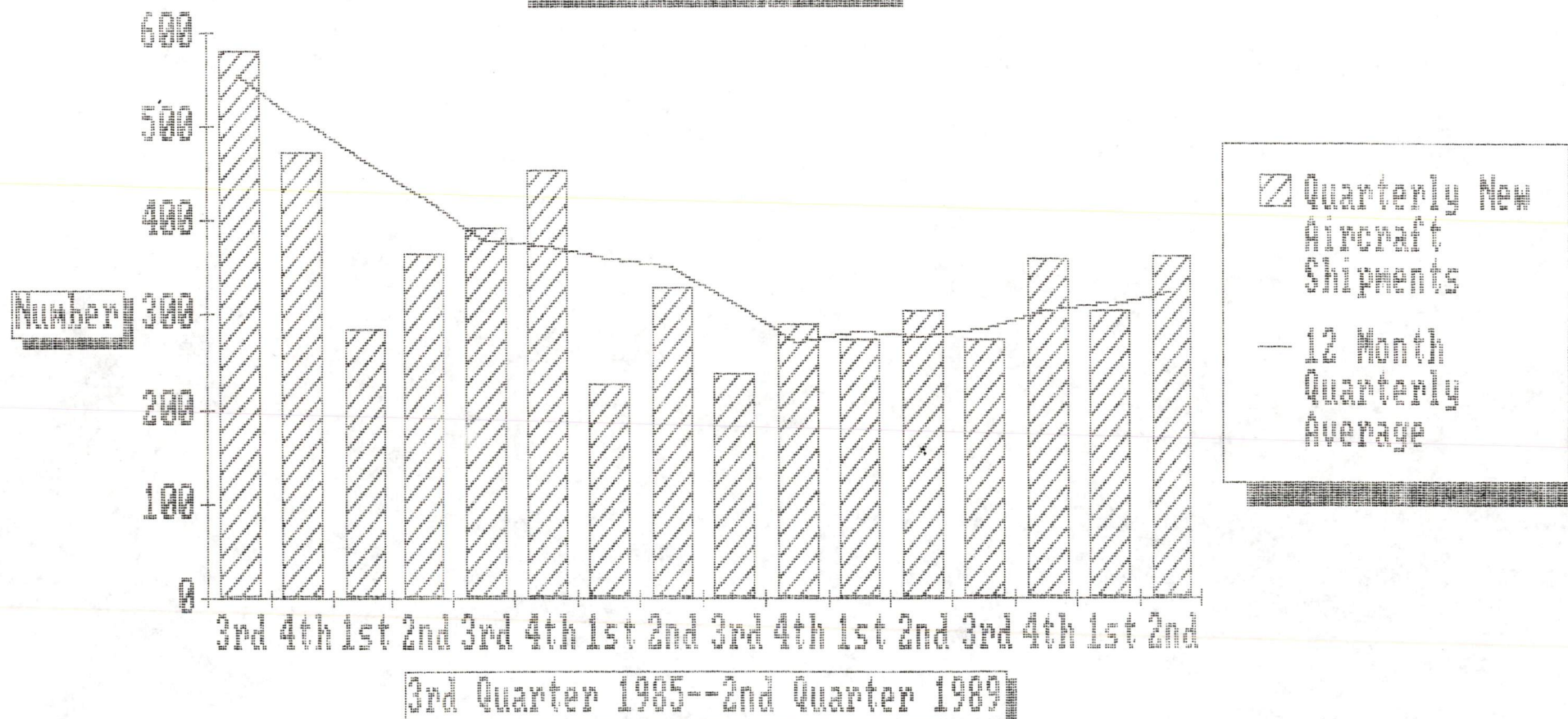
AOPA C.A. TRENDS

Instrument Ratings Survey



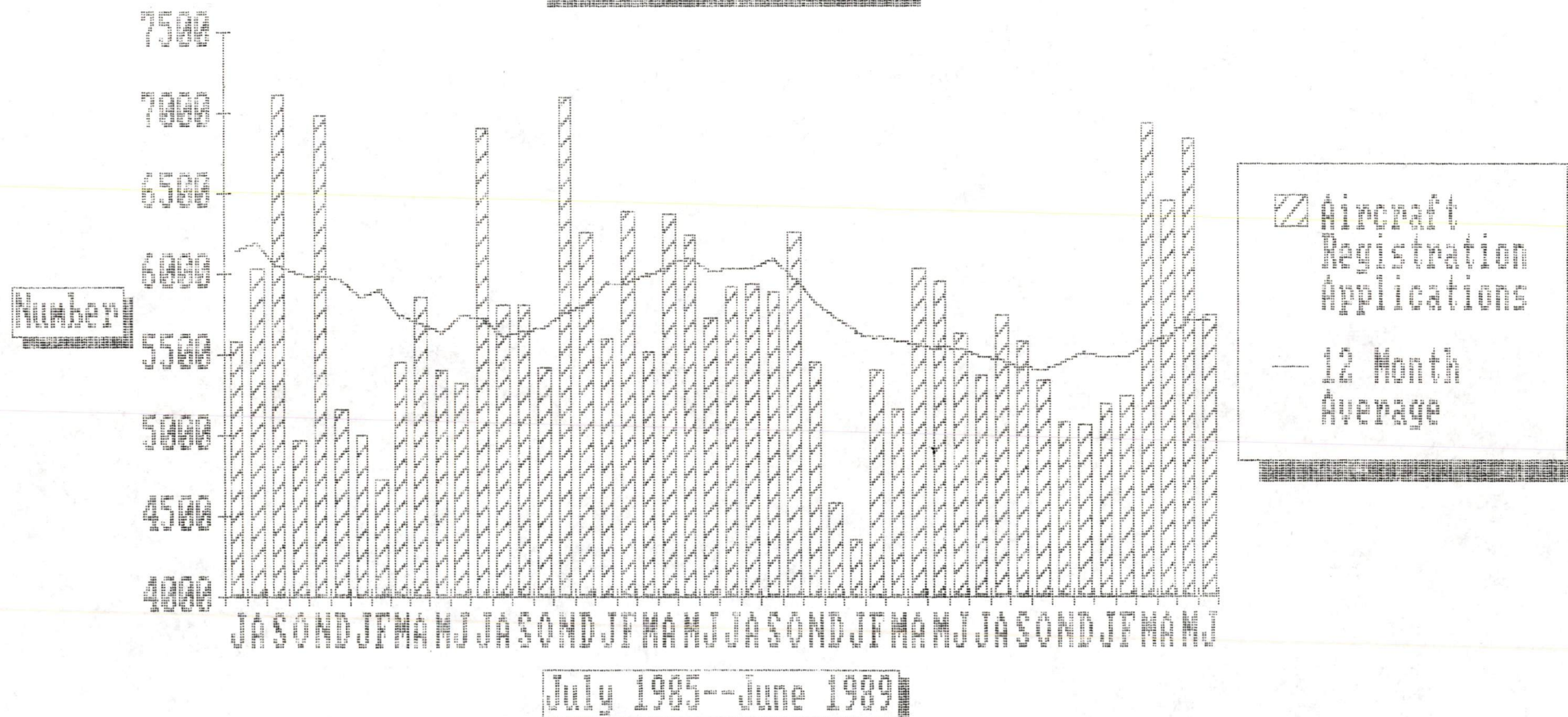
AOPA C.A. TRENDS

New Aircraft Shipments (Quarterly)



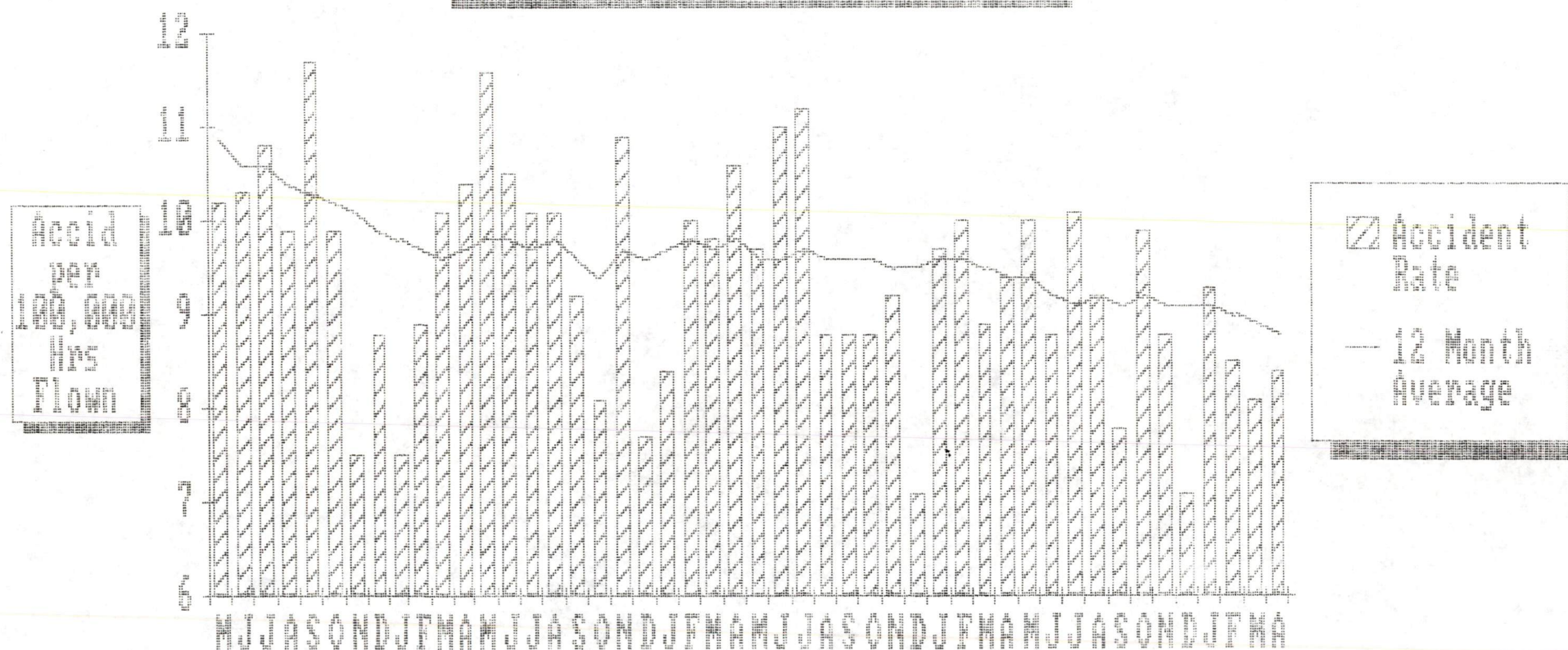
AOPA C.A. TRENDS

Aircraft Registration Applications



AOPA G.A. TRENDS

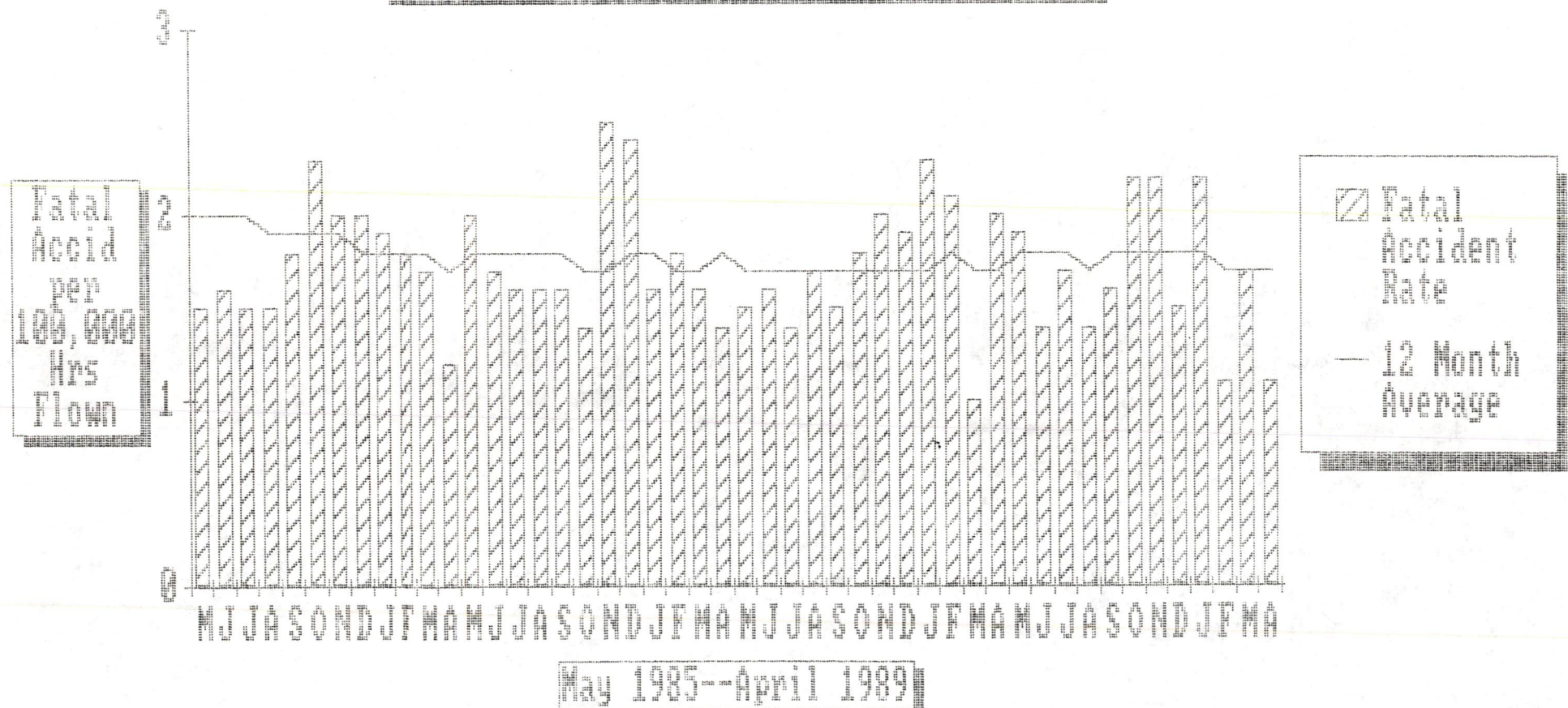
Estimated G.A. Preliminary Accident
Rate for Piston Aircraft



May 1985--April 1989

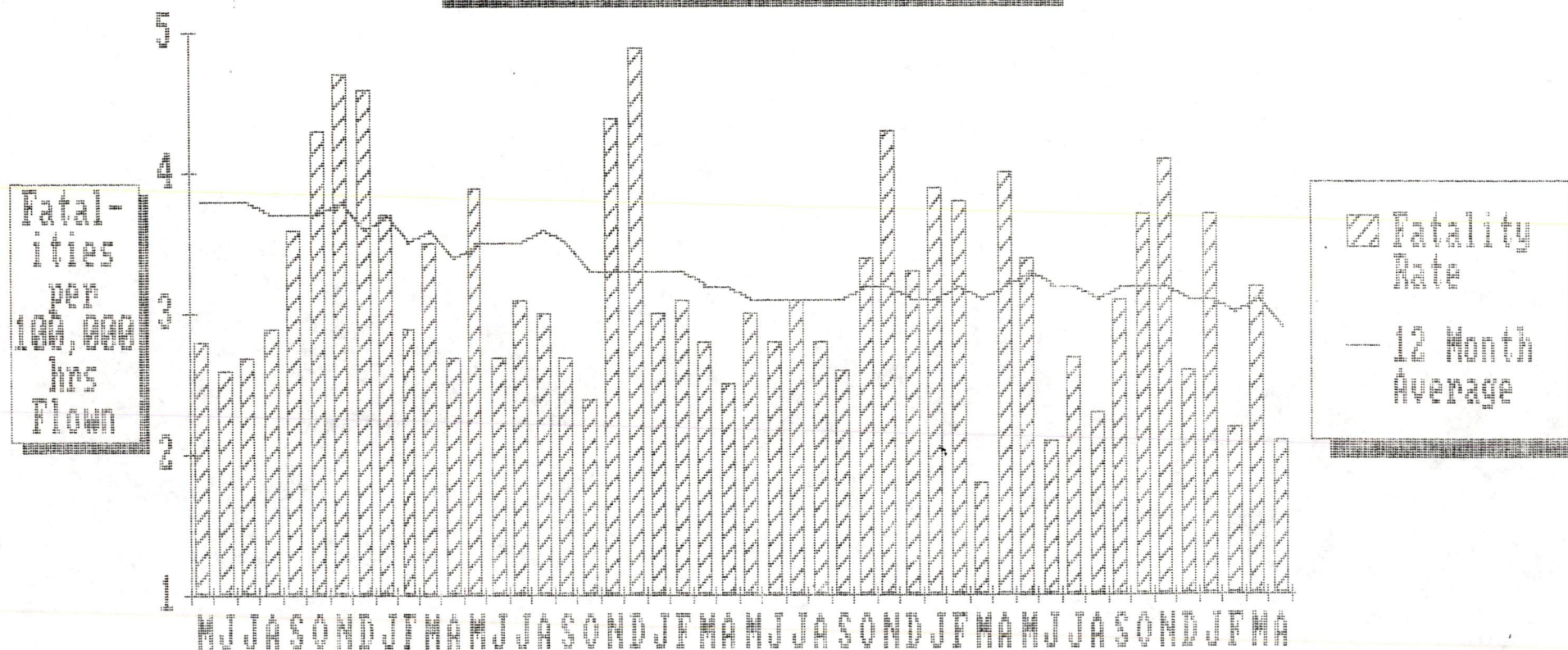
AOPA G.A. TRENDS

Estimated G.A. Preliminary Fatal Accident
Rate for Piston Aircraft



AOFA G.A. TRENDS

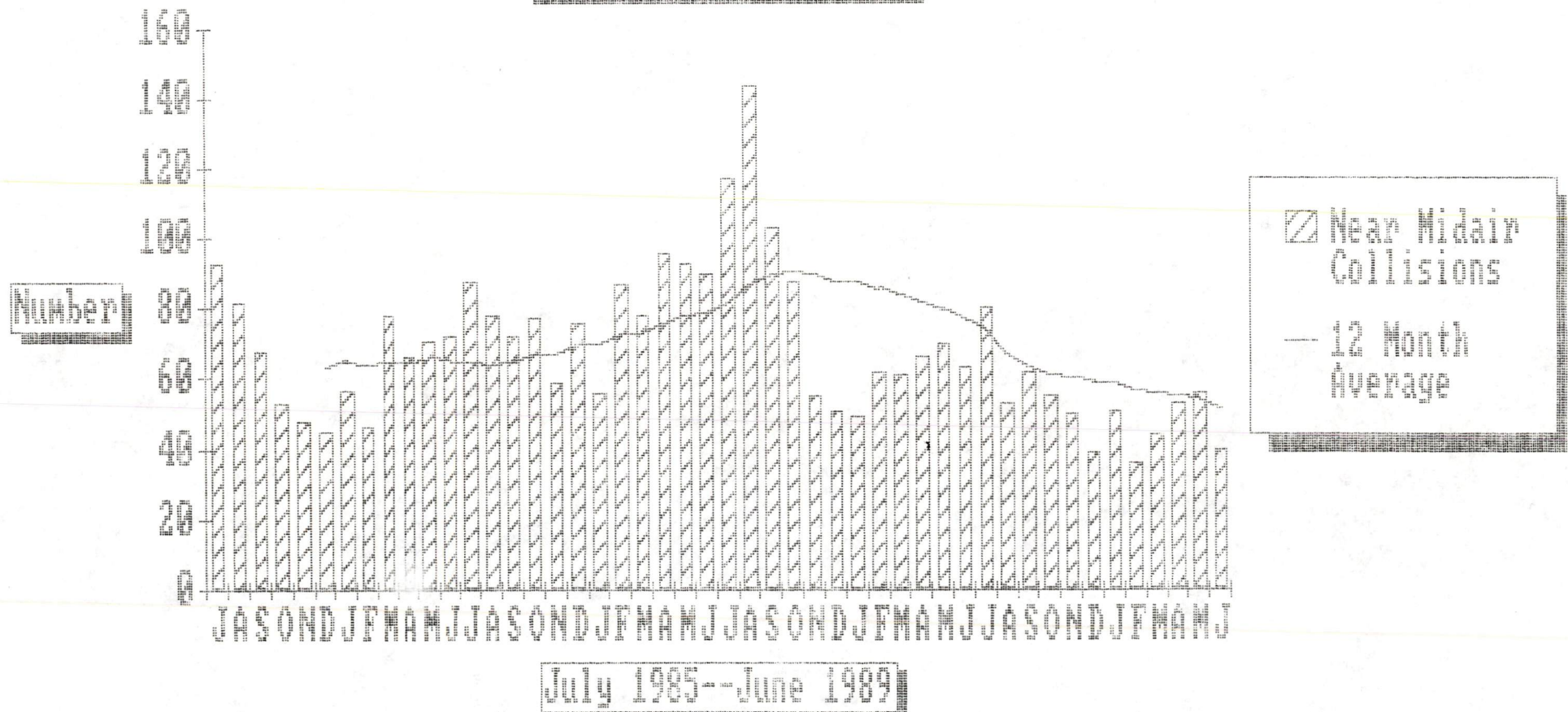
Estimated G.A. Preliminary Fatality
Rate for Piston Aircraft



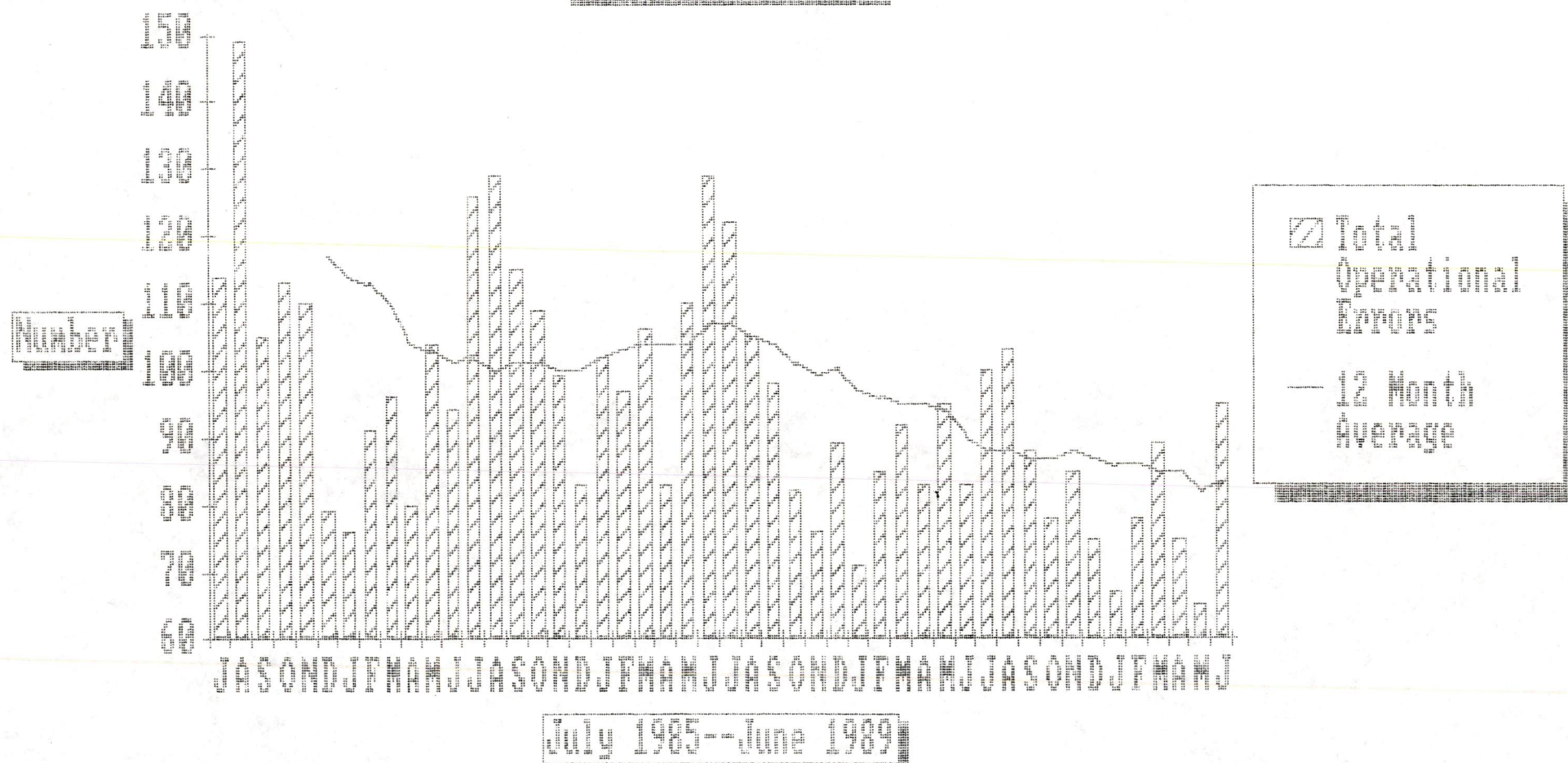
May 1985--April 1989

AOPA C.A. TRENDS

Pilot Reported
Near Midair Collisions

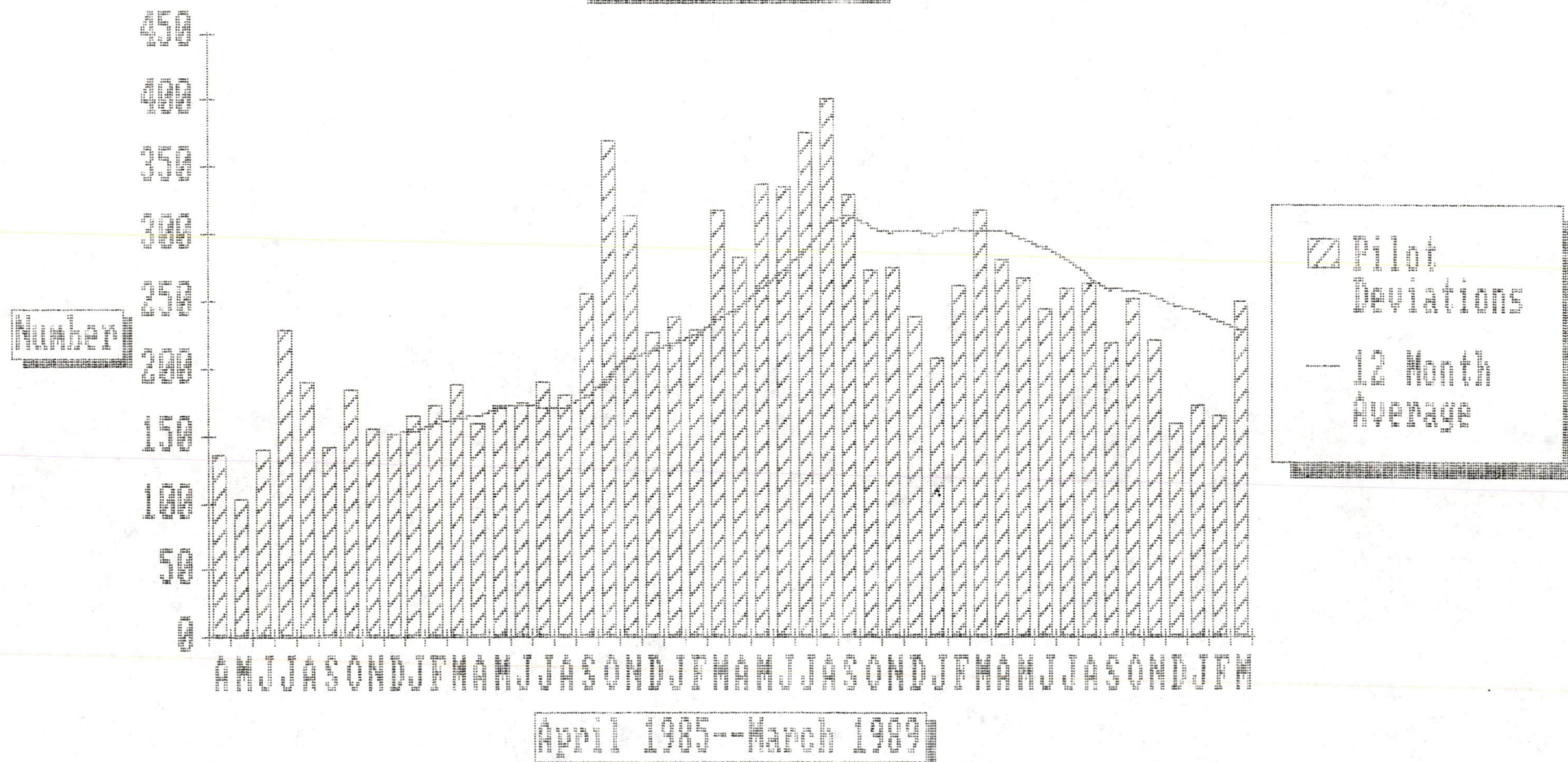


AOPA C.A. TRENDS Operational Errors



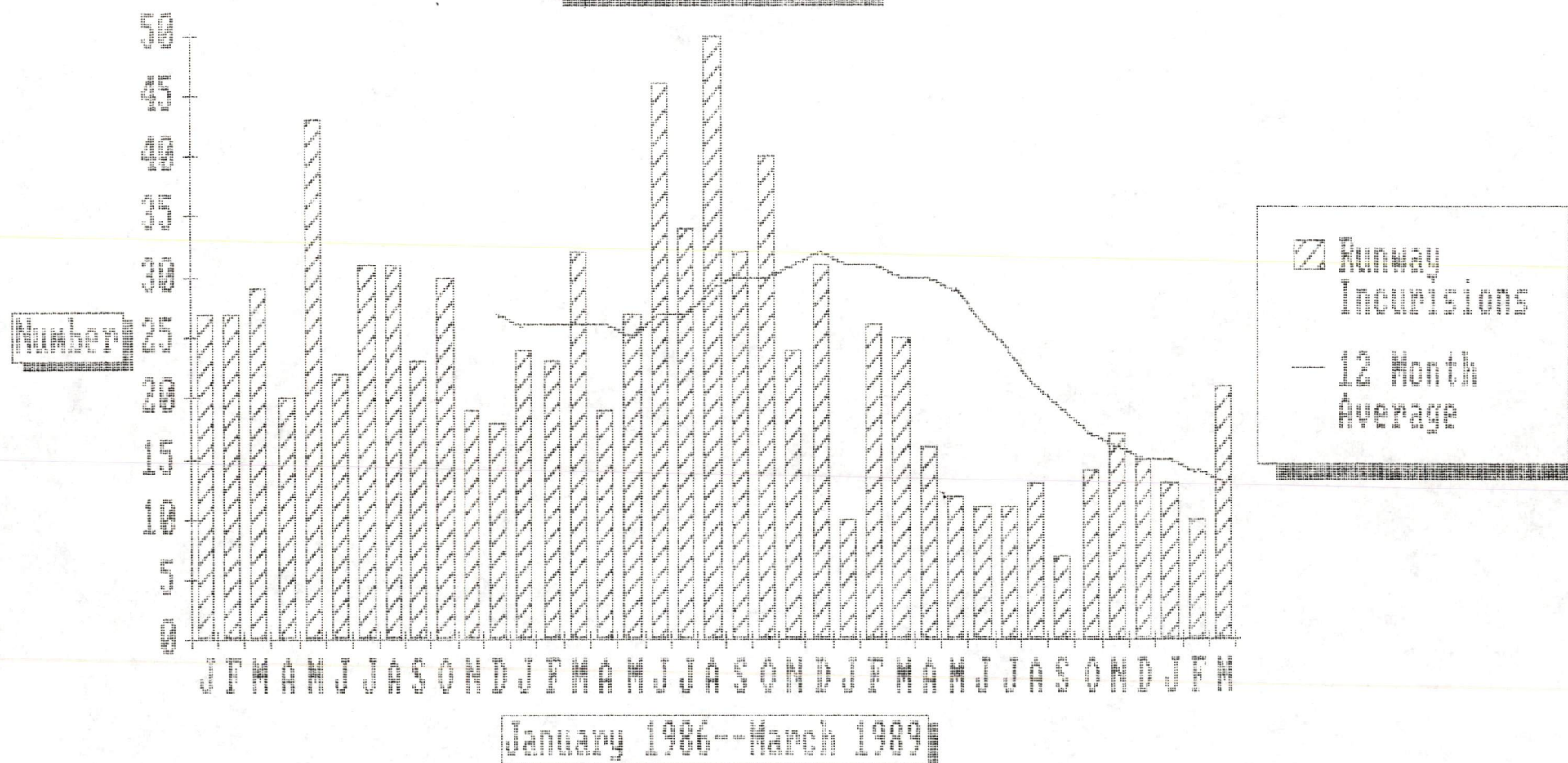
AOPA G.A. TRENDS

Pilot Deviations



AOPA G.A. TRENDS

Runway Incursions





THE SECRETARY OF TRANSPORTATION

March 1, 1989

Dear David:

I was delighted to be the "President-in-waiting" and will be glad to do so again next year!

Warmest personal regards,

A handwritten signature, likely of the Secretary of Transportation, is written in the center of the letter.

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

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DOT 518



The Honorable David Bates
Assistant to the President
The White House
Washington, D.C. 20500

THE WHITE HOUSE

2-8

Dear Sam:

Many thanks
for agreeing to be
the "President in
waiting" for Thursday

right. I will be
sure the military
folks take good
care of you.

All the best
and, again, many
thanks. Sincerely,
Dana



THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

May 24, 1989

Dear David:

Many thanks to you and your very thoughtful staff for sending me the "jumbo" from my swearing-in ceremony. It will become a treasured souvenir of a most significant milestone.

Another favor, would you please arrange for notes of congratulation from the President to my two children who are graduating next month. My daughter Jane Skinner graduates June 17 from Northwestern University, and my son Steven Skinner will graduate on June 9 from the University of Chicago Law School.

The letter to my daughter may be addressed:

Miss Jane Skinner
625 University Place
Evanston, Illinois 60201

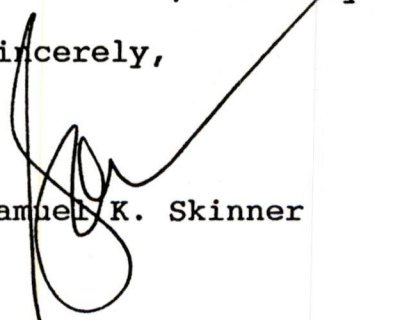
The letter to my son may be addressed:

Mr. Steven Skinner
Apartment 2
1655 North Burling
Chicago, Illinois 60614

The President knows both Jane and Steve; Steve served as an intern for him.

I appreciate your support and assistance, as always.

Sincerely,


Samuel K. Skinner

The Honorable David Q. Bates
Assistant to the President and
Cabinet Secretary
The White House
Washington, D.C. 20500

5/23/89

SKS:

Form letter congratulatory letters from the President exist for graduating students. Would you like to request such for Jane and for Steve?

Susan

Yes

☒

No

☐

with a personal note
as he knows both
+ Steve interested
for him

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

July 21, 1989

Mr. Lawrence E. Bathgate, II
Chairman
Republican National Finance Committee
310 First Street, S.E.
Washington, D.C. 20003

Dear Mr. Bathgate:

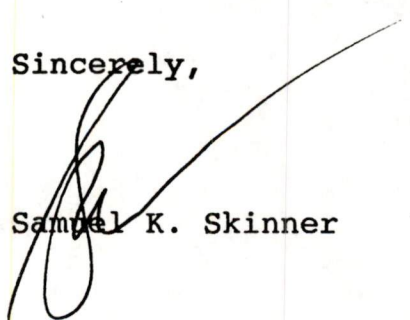
Many thanks for the book, Golf's Magnificent Challenge,
and the Metedeconk golf shirt. I certainly appreciate
your thoughtfulness.

I would also like to thank you for your invitation to
play golf sometime in the near future.

Please feel free to call my Scheduler, Abby Didrickson,
at 202-366-1111, in order to make the necessary
arrangements.

With my best regards,

Sincerely,



Samuel K. Skinner



METEDECONK

National Golf Club Jackson, New Jersey 08527 201 363 0666

Lawrence E. Bathgate, II, Esq.
President

July 6, 1989

The Honorable Samuel K. Skinner
Secretary
Department of Transportation
400 7th Street S.W.
Washington, D.C. 20590

Dear Sam:

Enclosed please find copy of letter to Dan Quayle which is self-explanatory.

My colleague, Dick Sambol (Team 100/Eagle), and I have a golf club in central Jersey by the name of Metedeconk National which, at the moment, has 63 outstanding Americans as members. It is in the middle of God's country; but, as you can see, is developing a very special national reputation. I am enclosing a copy of Golf's Magnificent Challenge for you as well.

The Vice President and I were on Air Force II last Friday and discussed Metedeconk National and making arrangements to have you, him, me and Dick play our course sometime before the cold weather sets in.

With warm personal regards, I remain

Most Cordially,

July 6, 1989

The Vice President
Old Executive Office Building
Washington, D.C. 20501

Dear Mr. Vice President:

Following up our plane conversation of last Friday, I am enclosing herewith Golf's Magnificent Challenge by Robert Trent Jones. You will note at pages 2 and 3 photographs of Metedeconk National.

The invitation to you and Sam Skinner is an open one and maybe we can schedule a foursome for sometime in August or September.

Just so you will be properly prepared . . . I am enclosing a Metedeconk golf shirt.

With warm regards, I remain

Most Cordially,

REPUBLICAN NATIONAL FINANCE COMMITTEE

LAWRENCE E. BATHGATE, II
CHAIRMAN

310 FIRST STREET, SOUTHEAST WASHINGTON, D.C. 20003
202-863-8720



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From (Your Name) Please Print LAWRENCE E. BATHGATE, II		Company BATHGATE WEGENER MOUTERS ETAL		Company DEPARTMENT OF TRANSPORTATION		Department/Floor No.	
Street Address 1 AIRPORT ROAD				Exact Street Address (We Cannot Deliver to P.O. Boxes or P.O. Zip Codes.) 400 7th STREET S.W.			
City LAKEWOOD		State NJ		City WASHINGTON		State DC	
ZIP Required 08701				ZIP Required 20590			

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		7 ☐ OTHER SPECIAL SERVICE						X			
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By giving us your package to deliver, you agree to all the terms on this Airbill and in our current Service Guide, which is available on request. If there is a conflict between the current Service Guide and this Airbill, the Service Guide will control. No one is authorized to alter or modify the terms of our Agreement.

RESPONSIBILITY FOR PACKAGING AND COMPLETING AIRBILL

You are responsible for adequately packaging your goods and for properly filling out this Airbill. Omission of the number of packages and weight per package from this Airbill will result in a billing based on our best estimate of the number of packages received from you and an estimated "default" weight per package, as determined and periodically adjusted by us.

AIR TRANSPORTATION TAX INCLUDED

Our basic rate includes a federal tax required by Internal Revenue Code Section 4271 on the air transportation portion of this service.

LIMITATIONS ON OUR LIABILITY AND LIABILITIES NOT ASSUMED

Our liability for loss or damage to your package is limited to your actual damages or \$100, whichever is less, unless you pay for and declare a higher authorized value. We do not provide cargo liability insurance, but you may pay forty cents for each additional \$100 of declared value. If you declare a higher value and pay the additional charge, our liability will be the lesser of your declared value or the actual value of your package.

In any event we will not be liable for any damages, whether direct, incidental, special or consequential in excess of the declared value of a shipment, whether or not Federal Express had knowledge that such damages might be incurred including, but not limited to, loss of income or profits.

We won't be liable for your acts or omissions, including but not limited to improper or insufficient packing, securing, marking or addressing, or for the acts or omissions of the recipient or anyone else with an interest in the package. Also, we won't be liable if you or the recipient violates any of the terms of our agreement. We won't be liable for loss of or damage to shipments of cash, currency or other prohibited items.

We won't be liable for loss, damage or delay caused by events we cannot control, including but not limited to acts of God, perils of the air, weather conditions, mechanical delays, acts of public enemies, war, strikes, civil commotions, or acts or omissions of public authorities (including customs and quarantine officials) with actual or apparent authority.

DECLARED VALUE LIMITS

The highest declared value we allow for Overnight Letter and Courier-Pak Overnight Envelope shipments is \$100. For other Priority-1 and Standard Air shipments, the highest declared value we allow is \$25,000 unless your package contains items of "extraordinary value," in which case the highest declared value we allow is \$500. Items of "extraordinary value," include artwork, jewelry, furs, money, precious metals, negotiable

TERMS AND CONDITIONS

instruments, and other items listed in our current Service Guide.

If you send more than one package on this Airbill, you may fill in the total declared value for all packages, not to exceed the \$100, \$500 or \$25,000 per package limit described above. (Example: 5 packages can have a total declared value of up to \$125,000.) If more than one package is shipped on this airbill, our liability for loss or damage will be limited to the actual value of the package(s) lost or damaged (not to exceed the lesser of the total declared value or the per package limits described above). You have the responsibility of proving the actual loss or damage.

FILING A CLAIM

ALL CLAIMS MUST BE MADE BY YOU IN WRITING: You must notify us of your claim within strict time limits. See current Service Guide.

We'll consider your claim filed if you call and notify our Customer Service Department at 800-238-5355 and notify us in writing as soon as possible.

Within 90 days after you notify us of your claim, you must send us all relevant information about it. We are not obligated to act on any claim until you have paid all transportation charges, and you may not deduct the amount of your claim from those charges.

If the recipient accepts your package without noting any damage on the delivery record, we will assume that the package was delivered in good condition. In order for us to process your claim, you must, to the extent possible, make the original shipping cartons and packing available for inspection.

RIGHT TO INSPECT

We may, at our option, open and inspect your packages prior to or after you give them to us to deliver.

NO C.O.D. SERVICES

We don't provide C.O.D. services.

RESPONSIBILITY FOR PAYMENT

Even if you give us different payment instructions, you will always be primarily responsible for all delivery costs, as well as any costs we may incur in either returning your package to you or warehousing it pending disposition.

QUALIFIED ACCEPTANCE

We reserve the right to reject a shipment at any time, when such shipment would be likely to cause damage or delay to other shipments, equipment or personnel, or if the transportation of which is prohibited by law or is in violation of any rules contained in this Airbill or our Service Guide.

MONEY-BACK GUARANTEE

In the event of untimely delivery, Federal Express will at your request and with some limitations, refund or credit all transportation charges. See current Service Guide for further information.

Alphab.

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

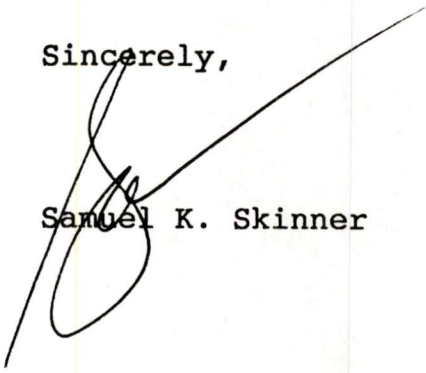
August 16, 1989

Dear Evan:

Thanks for your note. I appreciate your support.

Best regards.

Sincerely,



Samuel K. Skinner

The Honorable Evan Bayh
Governor of Indiana
Indianapolis, Indiana 46204-2797



OFFICE OF THE GOVERNOR
INDIANAPOLIS, INDIANA 46204 - 2797

EVAN BAYH
GOVERNOR

August 2, 1989

Mr. Samuel K. Skinner
Secretary of Transportation
Department of Transportation
400 Seventh Street, S.W.
Washington, D.C. 20590

Dear Sam:

Just a note to let you know that I enjoyed seeing you at the National Governor's Conference in Chicago. I am grateful for your kind remarks and for your assistance to both me and Indiana. I look forward to working together during the coming years to rebuild the infrastructure of our state and nation.

Again, it was nice talking with you again, and if I can be of assistance in any way, please do not hesitate to let me know.

Best wishes,

Evan Bayh

Thank you

RECEIVED
GOV. BAYH
AUG 14 1989

U.S. DEPT. OF
TRANSPORTATION

89 AUG 14 PM 4:07

OFFICE OF SECRETARY
OF TRANSPORTATION
EXECUTIVE SECRETARIAT

Alphabetical

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

June 29, 1989

Mr. Bruce Beirwaltes
672 Herald
Plymouth, MI 48170

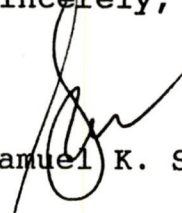
Dear Mr. Beirwaltes:

I want to thank you for your help in
arranging the travel plans for my recent trip
to Europe.

Your cooperation was greatly appreciated as we
laid the groundwork and sorted through
logistical details. You helped make the trip
the successful and enjoyable event that it was.

Again, thank you for your efforts.

Sincerely,



Samuel K. Skinner

Alphab.

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

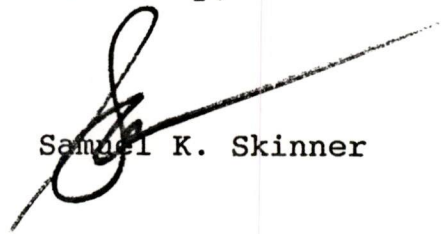
July 28, 1989

Dear Mary:

Thanks for your note. It was good to hear from you.

Warmest personal regards.

Sincerely,



Samuel K. Skinner

Ms. Mary Johnston Beisner
5312 Dorchester Road
Greensboro, NC 27907

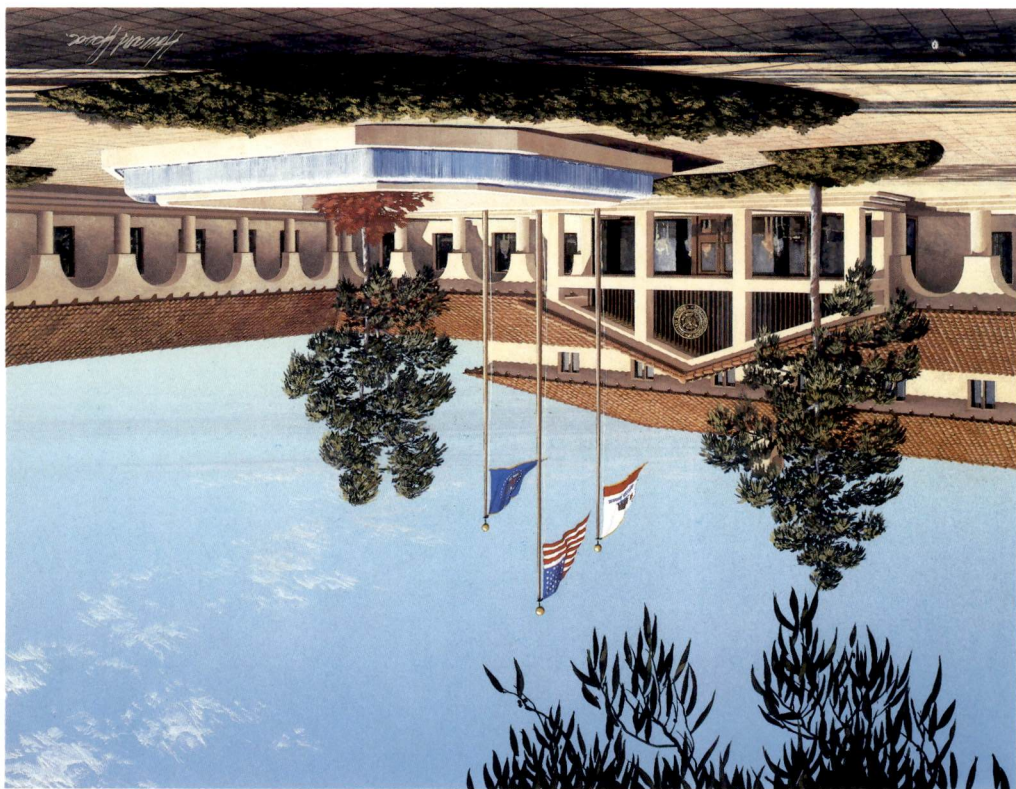
23-4-9

De En on

July 18 '89

Mr Skinner - (Sam)

Just a note to let you know some
of your high school classmates are
proud to know you and to have
shared good times with you. I have
heard your name mentioned on TV
but when USA Today did an interview
with a picture - well, it was a dead-
give away that it was you. My family
compared it with the high school yearbook
and decided it was the same ^{NOSE}.
Sincerely, Your old friend, Mary Johnston
Beisner



The official architect's rendering of the
proposed Ronald Reagan Presidential Library

This card has been commissioned for use exclusively by
the Sustaining Sponsors of The Ronald Reagan
Presidential Foundation, who are helping support the effort
to build the Reagan Presidential Library.

✓

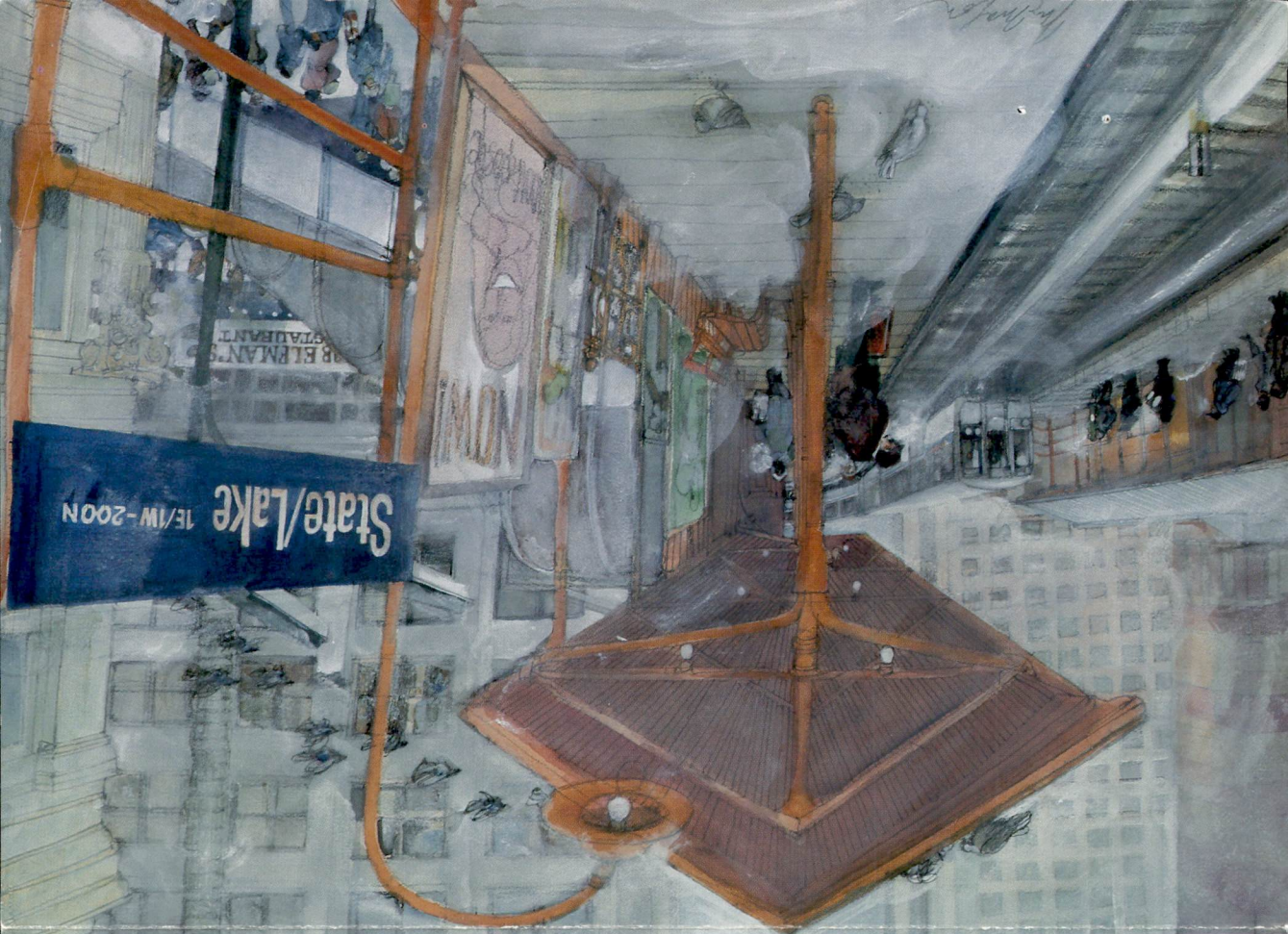
Dear Secretary Skinner,

July 25, 1989

I am writing to thank you for recommending me for an intern position with the RTA. It has proved to be a valuable experience, and I am grateful to have had the opportunity.

I have been working in the Administration department and they have certainly been keeping me busy! I have become quite proficient on the Mac computers and have been attending several marketing meetings, which have been insightful since I am an advertising major. I have also found out that I am very compatible with the city of Chicago! Thanks again for your help.

Sincerely, Carol Bolger



Franklin McMahon

State/Lake

Watercolor

22 x 30 in.

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P.O. Box 215, Lake Forest, Illinois 60045

HH125-9108

Alpha.

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

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Department of
Transportation
DOT 518



Mr. Monte Belger
FAA
Building 10-A, Room 319
ACS-1

IMMEDIATE DELIVERY
HAND CARRY PLEASE

THE SECRETARY OF TRANSPORTATION

Monte

9-29-89

I know the last several
months have not been easy
for you and your team. You are doing
a great job in a most difficult assignment.
Thanks
Sam

Alpha.

THE SECRETARY OF TRANSPORTATION

7-27-87

Dear Petty Officer Bellinger
thanks for changing me
the Surf Boat. Not tell
me how to keep dry.
Sen Skinner

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

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Department of
Transportation
DOT 518



Petty Officer Bellinger
United States Coast Guard
Group Monterey
100 Lighthouse Ave.
Monterey, CA 93940-1497



THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

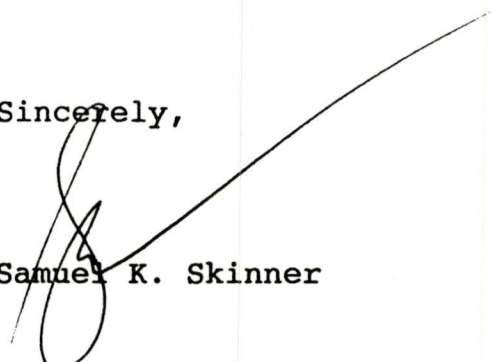
June 5, 1989

Dear Rob:

Thanks for your note. Notwithstanding the weather, the golf was great last weekend. I was honored to have been included in such an illustrious foursome and hope we can do it again before too long. Maybe we should pay our respects to the weatherman between now and then....

Best regards.

Sincerely,



Samuel K. Skinner

Mr. Robert S. Bennett
President
Bennett Management Company, Inc.
Suite 905
1411 K Street, N. W.
Washington, D.C. 20005

THE SECRETARY OF TRANSPORTATION

6-7-89

Rob

Thanks for the note and for
playing golf with me. You
have a great group. Hope we do it
again soon.

Sen

BENNETT MANAGEMENT COMPANY, INC.

1411 K STREET, N.W.

SUITE 905

WASHINGTON, D.C. 20005

(202) 783-1660

May 31, 1989

The Honorable Samuel K. Skinner
Secretary of Transportation
Room 10200
400 7th Street, SW
Washington, D.C. 20590

Dear Sam:

I enjoyed playing golf with you, The Vice President and Doug McCorkindale on 27 May at Congressional Country Club. I trust the blue course was challenging for you.

I am pleased that the authorities seized the hijacker of the American Airlines plane in Miami without any serious injuries to the passengers.

After lunch, Doug and I both expressed how much fun we had playing golf with you, notwithstanding the rain showers.

Hope to have an opportunity to play another round of golf with you in the near future.

Very truly yours,



Robert S. Bennett
President

THE SECRETARY OF TRANSPORTATION

Bill

9-11-89

thanks for your nice comments
to the National Press Club last
week. Keep up the good work
Sen

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

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Department of
Transportation
DOT 518



The Honorable William J. Bennett
Director
Office of National Drug Control Policy
Executive Office of the President
Washington, D.C. 20500

NATIONAL PRESS CLUB LUNCHEON SPEAKER, WILLIAM BENNETT, DIRECTOR
OFFICE OF NATIONAL DRUG CONTROL POLICY, NATIONAL PRESS CLUB BALLROOM
B-3-1 page# 1 WEDNESDAY, SEPTEMBER 6, 1989

dest=notvpol,npc,drugczar,drug,narenf,drugab,crime,police,drugdeal
data

MR. BENNETT: Thank you, Peter [Holmes], very much. Ladies and gentlemen, good afternoon.

I think -- I'm grateful for the introduction, but I think I might start by saying I don't regard the major task to be the moral education or reeducation of most Americans. Most Americans are already there, they understand what this problem is, they are impatient about it, and they want something to be done. It is not the persuading of most Americans that's the job that lies ahead of us, it's the persuading of some -- it's the persuading of those in the position of responsibility in the Congress; as you said, in **law enforcement**; in the world of treatment; in the international community; and of course persuading people who are in the **drug business**, either as user, consumer, dealer, or kingpin, that we will no longer tolerate that activity.

I just have some notes that I'd like to talk from. I didn't want to give you a prepared speech because I would have had to prepare it or write it -- (laughter). I wasn't finished with the sentence. (Laughter.) I would have had to prepare it or write it before last night, and obviously the world changed for me last night with the President's speech. There's a wonderful line about literature, about the Brothers Karamazov -- someone said, "Nothing was the same after I read the Brothers Karamazov." My life will be different, and I think the nation, the life of this nation on this issue may be different following George Bush's address last night.

The Commander in Chief, the leader of the free world, the President of the United States took this issue unto himself; said that it is an issue that has high priority for him; began an important conversation with the American people. That act of leadership will, I think, be one of -- recounted as one of the first and important victories at this stage in time.

Let me just make a few comments about where we are in terms of time, because I watched a lot of the news shows last night and read a lot of the papers this morning, and I think there are some misimpressions. It's easy to be critical at this point. I've been living with this thing intensely for six months, this drug strategy, and many others have just had a day or even less to get acquainted with it, to think about it, even to write about it. So, I don't want to be harsh in my reaction to reaction, but let me just give you my sense of things as they stand.

First of all, in talking about the drug issue, most of the reports that I have seen have been quite somber and serious, as they need to be. But let's remember that on the drug front or the drug war front, all is not bad. These may not be the best of times, but they are not the worst of times either. There is some progress in this effort in this country. Last month, HHS, Department of Health and Human Services, through the National Institute of Drug Abuse,

issued its report.

In that report, we learned that many Americans who used drugs on a casual or occasional basis have stopped. The number of people using illegal drugs on an occasional basis dropped from 23 million people in 1985 to 14 million in 1988. That's a substantial drop. It is still a substantial number -- 14 million people. That is still a very serious challenge. But clearly something good is going on if this kind of discouragement is effective, if these kind of numbers are real. And whatever we do, we want to continue to do the same kinds of things that brought these numbers down.

I think that -- there's no doubt that that's the largest single decline in recent history over any three-year period, and I think now the declines will probably become more difficult. We have maybe persuaded the people who were most easy to persuade. Now the work may get more difficult.

Second -- a positive thing: We do have the firm resolve of the American people. They have spoken very clearly and unambiguously about this issue. They have made their views known. In a recent Gallup poll, when asked whether they thought the so-called "casual user" should be punished for using illegal drugs, 86 percent of Americans said yes and 14 percent said no. Someone pointed out to me, if you look at the numbers, it comes pretty close to concluding that all casual users said no and everybody else, to a person, said yes. (Light laughter.) That's an interesting diversion of opinion.

In any case, moral clarity on this issue has been achieved once again in this country, and moral clarity is worth a fortune. When the American people decide, as Abraham Lincoln used to point out, that something is right and that something is wrong, then we have the most important engine necessary to bring the change about. I've been saying for the last two days that it's possible for the American people to do this without us, the government. It is not possible for us, the government, to do it without the American people. But there is work for everyone, including those of us in the government, the federal government.

Where's the problem, then, in terms of opinion, in terms of commentary? I watched a couple of things last night that bothered me. One, of course, sees, as is always the case when Americans get on something and want to do something about it, the inevitable presentations of the dampers, the cynics, the wet blankets, the people who say, "You can't do anything. Why bother? Why try?" You all know people like this. If things are giving people general satisfaction, they take great pleasure in not being satisfied by it. If the American people are interested in a topic, or are concerned or excited about a topic, that is reason for them not to be interested, excited and enthused; people who live by opposition, rich in negative capability, not much in terms of joining in a common enterprise or a common cause.

I saw last night, on one of the news shows -- it's not the first time I've seen it -- old newsreel clips of America's earlier

NATIONAL PRESS CLUB LUNCHEON SPEAKER, WILLIAM BENNETT, DIRECTOR
OFFICE OF NATIONAL DRUG CONTROL POLICY, NATIONAL PRESS CLUB BALLROOM
B-3-1 page# 3 WEDNESDAY, SEPTEMBER 6, 1989

war on drugs. And there was a somewhat sarcastic tone in the commentator, pointing out about America's old struggle with drugs, showing the movies and the like -- again, with a somewhat skeptical or questioning tone. The problem with that tone is that America did have a drug crisis before, a cocaine crisis in the early part of this century, and in fact, America won. It beat it. It beat that crisis. And as David Musto, perhaps the foremost historian in this country on America's drug habits, said, the growing intolerance of drug use was importantly and significantly associated with a reduction in drug use.

The American people have their way of addressing these things, of having, as you've seen on the news, kids marching down the street and citizen groups marching through drug-infested neighborhoods. And I would not be a skeptic about those activities. These are the ways we make things palpable. These are the ways we remind ourselves of what's important. So I would put a damper on the dampers, the cynics and the wet blankets.

There are also cynics who do not like the war metaphor. Now, let's be clear that it is a war metaphor that's been used for the most part until the President of the United States said, in a speech earlier this year, "The war on drugs is no metaphor." And indeed, I think the actions that have been taken already, the actions and the strategy suggest we intend very serious efforts on this front indeed. But there are those who

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scoff at the notion of war, thinking that the word "war" should be reserved only for those shooting wars, like World War I or World War II. But, in fact, America has waged war on other things and called them wars and had some success. We did have a war on polio in this country, and America won, and America's children won. Over the period of a decade, we effectively stamped out polio for a generation, and that was very, very important. We had a war on segregation and racism in this country, the civil rights acts, the civil rights revolution. There's still work to be done, as we are reminded of every day on that front, but for the most part, America won that war, too. It has changed. That situation has changed dramatically, and I don't think anyone could deny it.

So I wouldn't be skeptical about the idea of a war on drugs as something America can't win if it sets its mind to it. It can win if it sets its mind to it, if it is patient and if it does the right things.

Let me reflect for a couple of minutes about politics because, since the President's address last night, political acts have been committed in this city. (Laughter.) It's no surprise. No less keen an observer than Tommy the Corcoran -- Tommy Corcoran, known as "Tommy the Cork," said once one of the great statements about Washington: "You can't take politics out of politics." And that's right, and we saw that last night, as well.

I would like to remind people of a certain inevitability about life in our time and public issues in our time. Given the way the system works in America, there was no way that a person introducing a national strategy for a war on drugs from the Oval Office could not be either a Republican or a Democrat. (Laughter.) It had to be either a Republican or a Democrat because those are the people who occupy the Oval Office. It is then inevitable that the person who will give the response to that presentation will be a person from the other party, so Tommy Corcoran is right; you can't get politics out of politics.

Given that, it seemed to me that the response from Senator Biden from the Democratic side was not terribly savage or severe or critical. Indeed, what was most interesting to me -- and I was interested to hear what he had to say because we had a good, long colloquy about this issue on the occasion of my confirmation hearings. I was interested to hear no substantive disagreements with the strategy, and after all, that's what we presented yesterday -- a strategy and a budget to pay for it.

But the first thing we presented was a strategy. I did not hear from Senator Biden or from Mr. Rangel, who was out, I think,

actually three hours before the Democratic response, giving his comments. I did not hear anyone taking issue in principle with an Andean strategy, with the strategy which talks about user responsibility, with the strategy that talks about our efforts in public housing, that talks about accountability in treatment, that talks about measurable objectives and the like.

That is very interesting for, indeed, if that's the case, it that holds -- and I don't know that it will -- but if that holds, that suggests -- even if it holds largely -- it suggests that there may be agreement in regard to the terms of debate.

You have to realize how shocking this was for me, given my habits, or what I've been habituated to, in my jobs in Washington. There was hardly ever a policy statement that we issued at the Department of Education while I was there which wasn't immediately jumped on by our opponents in Congress and elsewhere as being philosophically avery, ideologically driven and intellectually bankrupt. This did not happen yesterday. In fact, if anything, not here in terms of the money but in terms of the issues, Joe Biden said he was going to be more like me than I was.

For two months, we have been picking up some criticism as people got some sense of what we were going to recommend in the report strategy: that we were too harsh, too law-enforcement minded, too tough. That's what happened for about two months, but when I went to bed last night, one of the last things I heard was Joe Biden saying he was going to move to my right, that we need to be tougher than the strategy recommended. We need to be stronger than the strategy recommended.

This will be a good colloquy or a good continuation of the colloquy when we have the hearings before the Senate Judiciary tomorrow, and I look forward to it. But I don't want to -- I don't want to give the wrong impression. If there is basic philosophical agreement on the issues, this is a very important thing and a very important thing upon which to build.

It means we can save a lot of time in terms of putting the strategy and the pieces into place and moving the thing into being. That's very important.

Now, on the money, you immediately heard people, some of the Democrats, saying we need more money than this. Perhaps, as some have already speculated, this was because they didn't think there was much to attack in the strategy or much that was not defensible in the strategy. Perhaps. I hope that's the case. Others have suggested, and are bound to suggest in the future, as I will suggest, that for some who made this criticism this is simply reflex: No matter what amount of money this President, any Republican president, proposes for just about anything in this arena of social policy, domestic policy will not be enough. I believe I can back up that statement by pointing out that three or four weeks ago there were people running around saying it wasn't enough, and they were saying it before any figure had been released.

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OFFICE OF NATIONAL DRUG CONTROL POLICY, NATIONAL PRESS CLUB BALLROOM
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(Laughter.) That suggests to me less a product of reflection and more a product of reflex.

But let's look at it. The President asked for \$7.9 billion, \$2 billion more than we see in other places, a two -- more than \$2 billion increase for the Fiscal Year 1990. This isn't the request for all time. We're back in '91. We're back in '92. We're back in '93. And my guess is we'll be back asking for more in some categories in all those years. And I don't think that's any shock to anyone. Immediately the response was this wasn't enough. But I don't think it is fair, and I mean the word "fair," for people in the Congress whose current House mark for drugs is \$6 billion. I mean, that's where they are; that's what they are recommending to criticize the President for proposing \$8 billion. Let them hit the \$6 billion mark and beyond and get closer to eight [billion dollars] before they criticize an \$8 billion proposal. And I just think that would give it more credibility.

The most important thing, of course, is that this is what we said it would cost. When I was asked to write the strategy, I wasn't told to hold it to a certain number. No number was intimated to me. I wasn't even told or reminded of the fact that we were at the end of the fiscal year. I'm a grown up. I'm a part of the administration. I live in the real world. I understand there's a budget agreement. I understand we're toward the end of Fiscal Year 1990. And I understand that, as important as this issue is, you'd don't say to somebody, "Make a wish list." What I was to come up with was a strategy, and, as I promised Dick Darman when I saw him in March, there would be a bill for the strategy. And as I told him in March, my guess was the bill was going to be higher, maybe significantly higher than what the President requested in February.

It turned out to be significantly higher, and Director Darman and his colleagues have proposed a way to pay for it. We've presented our strategy, our budget, our proposal to pay for it, and we now would like to be -- have all of that treated fairly and quickly so we can get on with our business.

There is a criticism about that this is just more of the same, that -- I saw one newspaper this morning headlined "More of the Same." If you read the strategy, you will see it is not more of the same unless an Andean initiative, an Andean strategy, has now become part of the conventional wisdom. I noticed a few weeks ago people saying, "Why do we want to get involved in an Andean strategy and put money into this? What would be the point of this?" Anybody who doubted that, I think now has seen the reason. Thanks in part to President Barco's courageous action in Colombia, we now see what it is that we're fighting for, who we're fighting with, who we're fighting against, and why American assistance is important.

User accountability, that all users should pay a price, is not more of the same. And indeed, as we put this into effect, people will realize it is by no means more of the same.

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I'm not sure everyone has realized yet the impact of some of the recommendations and the strategy. I hope that our critics on the budget, who have not criticized us on the strategy, will stay with us when we seek to strengthen the provisions that we talk about in the strategy, such as the provision that says schools and colleges must not only have policies against drug use, they must have penalties for drug use. That is, they must be serious about the issue and act seriously about the issue, else they lose their federal funds, not just their federal education funds, all their federal funds. This is not the same old thing. This indeed is quite, quite different.

Just a couple more things. People have talked about the casual user, which I just mentioned, and have said, "Why the emphasis on the casual user? Is this to be mean and vindictive?" It is not to be mean and vindictive. It is to be just, but it is

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B-3-3 page# 1 WEDNESDAY, SEPTEMBER 6, 1989

dest=notypol,npc,drugczar,drug,narenf,drugab,drugdeal,drugmon,pharm
dest+=cocaine,heroin,monlaund,pharmfg,bus
data

also to be sensible when it comes to public policy. Suggesting sanctions for the user is the best kind of hardheaded prevention that we can think of. The user is the person who is the carrier. The user is the person -- the casual user, who has not yet bottomed out or burnt out, is the person to whom the young person -- who the young person sees, the child sees and may believe this person has their act together, has their life together. A young person may see a user of drugs who has a nice job and a nice car and a nice family, and is still taking cocaine, and thinks, "Well, you can have it all." And so he proceeds to take cocaine. That person, that casual user, is a carrier.

Nobody wakes up in the morning one day, and says, "I want to become an addict. I want to end up in the street, in the gutter, as a burnt out case." Everybody starts as a casual user. Almost no one buys their drugs for the first time. It's almost always someone, a quote "friend," close quote, who gives drugs for the first time. Casual users give out drugs, because they like company in what they're doing. And that's why the focus is on the casual user.

People have said, "Well, does that mean imprisonment? Does that mean jail?" No it doesn't. We know about the problem of jail space, and for some, we want to improve that situation so there is more jail space. But there's a lot of things people can do as a way of letting -- making restitution to the community. They can pay fines, they can give up their property if it's used for their crime. They can do community service. They can fill potholes. They can do all sorts of things. And I think it's important that we have a recognition both of what the federal law can do in this regard, and what states have to do. States are important actors here, and we hope they will take the action needed.

One other comment has been made, and that is that our goals are too modest. I do not think our goals are too modest. I think if you look at our goals you will see they are not too modest. To suggest a 50 percent reduction in 10 years, I think, is pretty substantial. Not just a 50 percent reduction of drug use overall for the casual user, but a 50 percent reduction by the addictive user is a pretty substantial goal as well. Reduction in emergency room admissions and the reductions in other things we call for are, we think, quite serious and quite substantial.

Finally, there's still a little bit -- not much, but there's still a little bit of what I call the "Batman notion," which is the strategy, to some tastes and sensibilities, isn't exciting enough. People were hoping for what I call "Batman through the transom," something flashy that would get this thing done and over with in a couple of weeks. And that's just not in the cards. It may be

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exciting, but that's not the way the real world works. The real world in this effort requires something more. It requires consistent, smart pressure over time. And that's what we plan to do. That's what we hope the strategy does. We want consistent pressure, consistently applied over time. We want to be smarter and we want to apply that pressure more intelligently and more reflectively over time.

But be clear on this: We do make some promises in the strategy. We say -- we don't think this is modest, and we don't think it is arrogant -- we say that if we follow this strategy, pursue and apply this pressure consistently over time, and if we do our job and the states do their job, and others who are called on do their job, this problem will get better, and America will win this war on drugs. That seems to me not modest, not arrogant, not overly rosy nor overly skeptical. That seems to us to be what it should be. That seems to us to be realistic.

Thank you. I welcome your questions. (Applause.)

MR. HOLMES: What are the biggest obstacles ahead, now that the plan has been drafted? How will you sell it to the bureaucracy of the Congress and the American people?

MR. BENNETT: The bureaucracy -- you mean, the federal government bureaucracy? They're already sold. Their commander-in-chief has spoken. That's it. (Laughter.) They're in line. If they're not in line, sooner or later we will find out that they're not in line and we will get them in line. That's the way it's got to work. We've got line authority now. We work and we move as one team. If there's a little bureaucratic griping, if there's a turf squabble here or there, that's fine. That's going to happen. That's an incident in the life of a bureaucracy. But if somebody says they don't want to do or they don't want to give out, or they're not going to do their part, they're not part of the effort, and that's it.

It is the President's strategy. It's not the Cabinet's strategy; it's not Bill Bennett's strategy. It's the President's strategy, and anybody who doesn't follow the direction is disregarding the President, and the bureaucracy won't do that. But that assumes reticence or intransigence on the part of the bureaucracy, and that's not what we've found. For the most part, the turf problems that have been talked about so much that we have found have arisen more from an interest in doing good than laziness. John Adams says, in one of his letters, that more wickedness is done by laziness than any ill will in the world. That may have been true in the 18th century.

I find in the bureaucracy it is not laziness that causes some of our turf problems. For the most part, it's been competition, people out there eager to do a good job and occasionally stepping on each other's toes. That's not an altogether bad thing. It makes for very good copy for people to talk about a DEA agent arresting a

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Customs agent instead of a bad guy because they're both under cover, but it actually doesn't happen all that often. It happens rarely. In 99 percent of the time, they're arresting the bad guys. But we've had cooperation. On those points where we had disagreements among members of the Cabinet, we hashed them out and the President made the call, and that's that.

In terms of the American people, I'm not sure there's much to persuade them about, in regard to what we recommend. When we saw the Gallup poll two, three weeks ago, we were very taken with the congruence between what the American people want and what we propose.

In terms of the Congress, it may take some selling, but I don't think that much. We got about 100 letters from Congress. We wrote Congress, along with lots of other people. And the strategy is quite consistent with what we heard from members of Congress, too. Unless people want to posture and postpone, or, you know, just use the soap box, we should be able to move that pretty quickly too. If I'm right that there's general basic agreement about the substance of the strategy, and the real debate is about, you know, whether it's \$2 billion or \$1.8 [billion] or \$2.2 [billion], and how we're going to pay for that, we ought to be able to get all that done.

MR. HOLMES: What role should American **business** play in the war on drugs? Can you make some specific recommendations as to what companies can do to help?

MR. BENNETT: Yeah, I think that -- two things. Companies should -- I see no reason why companies shouldn't declare their workplaces to be drug-free zones, to make it a matter of company policy that drug use is not tolerated on or off the job, because if you're using drugs off the job, it's going to affect the quality of your work. You can't leave it at home, because you carry it around with you in your brain.

Second, as we say in the strategy, we strongly recommend that companies take a look at adopting employee assistance programs, counseling programs and testing programs in order to ensure that they have a drug-free environment. The experience of the United States military here is quite telling and quite impressive, how drug use was reduced dramatically in the military by use of testing. The first thing you do is to establish that no drugs is a policy for your company, and then if you think you have a problem or if you think you need to provide resources to deal with a problem or prevent a problem, then put a testing and EAP program into place.

MR. HOLMES: What strategies will the government be using to make sure that American banks and other financial institutions are accountable for **money laundering**?

MR. BENNETT: That's a tough business, a complicated business.

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Let me just say this much. It's one of the things I didn't see much reported on today. I'm sure it will be. Money laundering's a very important part of our effort. We're increasing our funds for money laundering, about \$20 million, I think, and this, of course, is the life blood of the criminal enterprise. It's very difficult, when you look at the billions of transactions that you are talking about in the banking community just on a daily basis, to do this work, but a lot of good work's been done by DEA and FBI and IRS already, and we plan a substantial increase in that effort.

MR. HOLMES: Is there more that the ethical drug industry can do to develop drugs that reduce dependency, and can the government assist by providing product liability for manufacturers?

MR. BENNETT: I don't know about the last part of the question. There's certainly a lot that the legitimate drug industry can do, and there's a lot that needs to be done in the research community. My colleague introduced to you earlier, Dr. Cleaver, is, I am happy and proud to say, one of America's premier experts on this issue, addiction, problems of addiction, the chemistry of addiction, the psycho- and biochemistry of addiction. And indeed, there is even a Cleaver technique referred to in certain treatment facilities around the world.

Dr. Cleaver and I have talked about it a number of times, and it's clear to us, as it's clear to some people on the Hill, Senator Moynihan and others who have this as a special interest, that research into these areas is important. We need to know more. There's still a lot we don't know. When Dr. Cleaver explained to me, during a day we spent in New York going to treatment centers, that we know less about how to treat cocaine addiction successfully, crack addiction successfully than we know about heroin addiction and that more research is needed in this area by legitimate drug companies as well as by the best scholars in the world, I was persuaded. There are reports of new drugs out, Buprenorphine and some other things, which may have

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a blocking effect in terms of the -- a blocking impact of the drug or blocking of the effects of withdrawal. But this is an area that we need to work on. The simple fact is that crack has caught on as an addiction and as a criminal activity ahead of the researchers. And the legitimate research community needs to catch up.

MR. HOLMES: Speaking of criminal activity, did the administration consider the decriminalization of drugs through its nationalization, for example, and would this solve part of the problem?

MR. BENNETT: No. We didn't consider that for a moment. And I talked about the dampers and the cynics and the wet blankets and how I hope people will realize in their more sober moments that the enthusiasm and interest of the American people is crucial to the success of this enterprise. I hope people will realize as well that this would be exactly the wrong time to surrender in this effort. We have actually persuaded a lot of people, or they have persuaded themselves, or their wives or husbands have persuaded them, or their ministers or teachers or counselors or priests have persuaded them, to stop using drugs because they're wrong and because they ravage their qualities as human beings, because they make -- people who take drugs make less reliable neighbors and parents and friends and coworkers.

It would be exactly the wrong signal, once we've persuaded some large number of people to that conclusion to turn the tables on them and say we've decided to legalize it. It's okay, go ahead. Why would we want to do that? A lot of the arguments of legalization are based on the premise that there's nothing we can do, that despair is -- the alternatives are despair and ruin or legalization. But the recent progress on one front has shown us that that's certainly not the case.

MR. HOLMES: If congressional Democrats are talking tougher than the administration, and if in fact they're to the right of you, why can you not match their tough rhetoric with greater funding to accomplish your goals more rapidly?

MR. BENNETT: Well, I'm not sure that they are -- that that's reciprocal. I don't understand the premise of the question -- if they get tougher rhetorically, why don't you outspend them? (Scattered laughter.) Why is that the obvious response? You mean, we should all switch roles here for the next few years? We should spend what needs to be spent, and that's what the strategy calls for. We didn't make up the number. We made the number up from the elements of the particular strategy. And again, I'm just not going to be all that receptive to criticism of the figure of \$8 billion from people whose correct mark is \$6 billion. They can't get away

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with that, I'm sorry. We will be back soon, in the next couple of months we'll be working on the budget for '91, and we'll see what they have to say to that.

MR. HOLMES: In the past two decades, we've had wars on poverty, inflation and its moral equivalent in the so-called war on the energy crisis. Are you concerned about the overuse of the war analogy?

MR. BENNETT: Yeah. The overuse of the war analogy, but not the complete use of the war analogy, that is, not its use all the time. The war on poverty was -- I didn't take issue with that phrase, I took issue with the way we waged it. Poverty won, as most people have pointed out, as Charles Murray (sp?) has, I think, dramatically documented. But to try to do something about poverty, to the degree that government can do something about it, was not a bad thing to do.

Yeah, I worry about the overuse of it, but remember that the American people have -- are not averse to the idea of a just war, of a just cause. This is something that stirs many of them to action. And you know, I -- despite a number of questions that I get about it, we very rarely have seen recommendations coming in from people, either from the mail or anywhere else, that have suggested, you know, anything untoward or unseemly or unconstitutional or illegal. This is the way the American people often like to speak to each other and to themselves as a way of rallying their own sentiments. And a just war, a war in a good cause, is not a bad thing.

MR. HOLMES: Could you describe some of the measures that will be taken to rid public housing of criminals who peddle drugs?

MR. BENNETT: Yeah, I think, again, a very important part of our effort -- and no one has been more cooperative than Jack Kemp in our effort. I've been helped by very good friends and allies in the Cabinet. I remember an early meeting with Sam Skinner who I don't know very well, certainly didn't know him very well at the time. Kemp and I go back a few years, but I didn't know Skinner. And Skinner is sitting in his chair saying -- I'll never forget, I was very moved by what he said, and heaven knows he's got an important job and he's had his hands full with Eastern and Exxon Valdez and airplane problems and so on. He said to me, "We have important business here, but there's nothing that we're doing here that's more immediately important than what you're doing; so anything we can do to help, we want to do." And he said, "Not just the Coast Guard efforts, but anything." And that has not been atypical of the kind of cooperation we've had.

But you asked about public housing. Kemp has been one of those who has said whatever they can do at HUD they want to do. And Jack has been forthcoming with his people -- Frank Keating, who I see here, and other people at HUD -- helping us write this thing and plan this thing, but also educating us about public housing. I think the most important thing we can do, and I think I can

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paraphrase Jack here, is make it clear that, before the Department of Housing and Urban Development goes to the business of fixing up, refurbishing, and improving public housing, it should make sure it's fixing up, refurbishing, and improving public housing for families, for mothers and fathers and their children, or just mothers and their children which is more usually the case in public housing, who want to live there and live there obeying the law, rather than fixing it up for drug dealers. Why put it new light fixtures for drug dealers so they can see better? There's not much reason in that; so let's get them out of there door by door, the way we've done it here in one housing project in Washington, the way it's been done in others, and let's put up those security systems, and let's give out those identification cards.

Now, the ACLU always seems to go apoplectic about this, or at least has attempted to go apoplectic about it. I don't know, when public housing projects more begin to resemble exclusive Connecticut Avenue apartments where you have security systems and checks, why the ACLU gets more upset. I would think that, in the interest of social equality, this was a good thing, not a bad thing. That's what rich people have -- is security. That's why they charge so much rent at these places. It's a good thing for poor people to have security like rich people have. And when you go to these projects and talk to the people, you'll find an occasional person saying, "It's a hassle, and I lost my card, and they wouldn't let me in." Or, you know, sometimes there's a long queue to get in. But, by and large, I think the results, the returns by way of the sentiments of the residents of public housing, are very much in favor of this kind of effort. This is exactly the kind of thing we want to continue -- want to continue to do.

MR. HOLMES: You talk about the prison construction program. How many beds in how many years? And what's your philosophy of incarceration?

MR. BENNETT: You do the crime, you do the time -- my philosophy of incarceration. That's -- I took a course in punishment in graduate school and, as I remember, there were the utilitarians and the retributivists. And I thought they both had reasonably good ideas. That is, there was merit to both positions.

Um, but let me be more specific. I think that under the federal prison construction plan, the number we're trying to get to is something like 95,000. Isn't that right, John? It's 95,000 federal prison beds. We also have funds in here to provide states money for planning and development of state and local prisons and with -- there are also funds for paying states and locales back for the housing of prisoners.

I guess my philosophy of incarceration, briefly put, is that you do not punish people unless they deserve to be punished. That is justice. You cannot do it unless there is the argument of desert, moral desert, that it's justifiable based on something they have done. But second, I think that we should have much more --

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many more opportunities for rehabilitation in terms of sound treatment programs. And I mean sound treatment programs, not just sitting around jawing but sound treatment programs.

I'm impressed with a number of the boot camps that I have seen, and I think -- there was a story in the Washington Post about one of them over the weekend that I thought was quite impressive. And it showed the growth of people in terms of the development of their personal habits, changing of habits, during this experience. The problem is, of course, once they leave and making it possible for them to maintain and sustain what they've learned in that environment.

But I think prison and incarceration ought to -- I hope this doesn't sound facetious or corny -- ought to, in fact, address the issue of one's character and provide opportunities for people to become better people than they were when they got in in the first place. And I think some of these boot camps and -- you know, we're seeing some pretty good results without even trying terribly hard here. Why can't we get some first-rate retired military people running some of these programs, and give them systematic review and evaluation? And my guess is that we would see even better results.

MR. HOLMES: Earlier -- in response to an earlier question, you said that the research hadn't caught up to the problem. By the same token, you're known for focusing on what works. Could you explain how research -- how you will use research to determine what works and the future outline of the program in subsequent years?

MR. BENNETT: Yeah, I'm -- I -- first, on the technical side of the research, the biochemistry, the psychoanalytic parts, I'm going to flat out defer to my Deputy Herb Cleaver. That's part of the division of labor that I believe in. He's an expert; he's been doing this all his life and we're going to listen to him, and others. And -- but that's why I have a Deputy for demand.

In terms of other kinds of research, we are very interested -- it's a very good question -- in what works and we want to find out what works. I can tell you already some things that work. One thing that works is a community and community leadership deciding it's had it and it's not going to take it any more. I said earlier that moral clarity is a fortune. It is also a fortune if you have in your midst one of these charismatic men or women I have met in my visits around the country, who can galvanize a community into action and move in such a way so as to increase the livability of an environment and decrease the chances that the drug users and dealers will take it over.

If you have Al Brooks (sp?), Al Brooks from Kansas City, he, by himself is worth an entire prison treatment center and three schools given what he does. Al Brooks is a dynamo in the community who runs a group called "Black Men Together." Black Men Together, 40 or 50 black men walking the streets of Kansas City, has had an impact on that community that I'm not sure any federal or state program could

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have. What have they done? What do they do? It's very simple. In coordination with the police, these 40 or 50 black men walk down the street with bullhorns chanting that drug dealers need to get off the street: "Get off the street, drug dealers, or you're going to have to deal with us."

This sends a very clear message. There's nothing subtle or nuanced about this message. These men are impressive, they're clear-sighted, and they're having a great impact. Let me tell you where

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I think the most important impact is in my view, not just in the fact that the dealers avoid them, because they're too big and they look too resolute. It's that young people, young black males in Kansas City see those men walking down the street, and they see grown men, who are good men, walking down the street standing for something that is good. And thus, they have another role model. Thus, they have a counter to the dealer who looks so attractive -- or who may look so attractive. They see grown men who are strong, who are righteous, who are decent and who are worth emulating. And my guess is that their affect on the education of the young men in that community is probably more profound than anything that can happen in the school. That works.

Now, how does government make that work? I don't know. We have a new program. We're going to put some new money into community groups and community efforts of this sort, but I sure don't want to put it in in a way that is going to make Al Brooks a bureaucrat or that he's going to have to do so much federal paperwork that, you know, they're going to substitute memos for bullhorns. One approaches this thing carefully. Maybe what we should do is leave it alone. I don't know. But I'll tell you that kind of thing really works.

What also works is treatment. It doesn't work perfectly, but it works when it's done intelligently, when it's done responsibly, and I've been impressed by a lot of the treatment I've seen. What works also is school policy and school programs. I went to a middle school, a junior high school in Miami, in cocaine alley. It's about as busy a cocaine trafficking area as there is in the country. And the school, and this is adolescents we're talking about, is drug free. It's drug free. The principal told me, the teachers told me, the kids told me and the cops told me. You always got to ask the cops. After you hear from the Chamber of Commerce you have to ask the cops. And they said, "Yup. It's absolutely drug free." When I asked the kids why, they said, "We are absolutely and totally indoctrinated against drugs." The message is, "You don't do drugs. If you do, you're thrown out of school," and nobody wants to get thrown out of school and sent to reform school. It's worked very well. Some things work. We're going to be working on developing a catalogue of what works.

MR. HOLMES: Could you expand on what you see as the appropriate role of the US military, both active reserve and guard forces?

MR. BENNETT: Yeah. Well, the US military stands ready to defend this country and to assist this country in any reasonable and lawful effort at self-defense and defending the interests of the United States. That's it generically.

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In terms of this effort, I am a great fan of the military and the **Defense Department**, and I think that one of the great things that's happened in the last six months is that we've really come to see eye to eye on this issue. I spent a lot of time with Dick Cheney. For me, again speaking personally, it was a great boon to have Dick Cheney sitting in that chair, because he's someone I've known for a while, and I respect his integrity and his good sense enormously. We've spent a lot of time, and I think we have agreement about the role of the US military. This is a war on drugs; the United States military needs to be involved. The Department of Defense needs to be involved.

I needed to explain to the people in the Defense Department that the reason I was coming over to the Pentagon so often was not because I didn't like them, it was because I did like them. And I think some of them, frankly, feared that what we were doing was trying to rope them into taking the full responsibility for the drug war. There's no way that's what we were trying to do; there was no way we were trying to suggest that, you know, we've lost on the demand side, so now you guys have to fight it in the jungles of Peru. That wasn't the point.

The point was, the United States military is a tremendous organization. They're just awfully good at what they do. When they set their mind to a problem, they're really very, very effective and very smart. There's a lot that they know in defense intelligence; there's a lot that they know about command in the United States military. They now have the lead, the US military, in the detection and monitoring of our drug trafficking, and that's good. They also understand line authority; they don't have turf problems of the sort -- some of the sort we've encountered. And I think that having -- having the US military involved in that way is going to be very, very useful. They are well canalized in this -- in this effort.

In terms of their assets, in terms of equipment, machinery and advice, ask President Barco what he thinks of the people and the stuff that's been sent to Colombia. I think he regards that as very valuable.

By the way, please observe -- I wouldn't want to make too much of this -- but please observe that the brave, valiant efforts of Barco and his countrymen have had some effect in the world, and in the world of drugs. If you saw the evening news last night, one of the stations reported that the shipments have dropped off; that the price of cocaine in parts of the country, ports of entry, has gone up, this just due, or arguably due in part, in large part, to the efforts of the last two weeks in Colombia. Will this continue? Don't know. It'll depend. Will this go on for years? Who knows? The situation there is too changeable, too subject to contingency. But the point is clear, the drug organizations and the cartels are not invincible. They are vincible. They can be moved, they can be affected, and President Barco and his countrymen are making a very valiant show in that regard.

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MR. HOLMES: The recent events in Colombia have persuaded drug lords to be abandoning that country for Panama. Yet President Bush, in his remarks last night, didn't mention Panama. Why the omission?

MR. BENNETT: Well, it's not a principal drug-producing country, either in terms of the production of coca, the processing of coca. There are different reports about the whereabouts of leaders of the cartel, and I don't want to go any further than that on this occasion. But I do think it's important to point out that they are on the move, and that is a good thing. And the government of Colombia has seized a lot of this property, and that is a good thing. And there does seem to be some disruption of the trafficking, and that is a good thing. In terms of what else is happening and what else may happen in the future, I think I'll pass.

MR. HOLMES: Under your strategy for expanding the criminal justice system, [it] will involve state and local governments. How do you expect that they'll come up with more money to do the job? And how much will be required?

MR. BENNETT: Well, I think they'll come up with more money to do the job. Most of them are coming up with more money anyway. Look what we've done in state and local law enforcement. I don't mean look what we've done in a boastful way. I mean, just please take a close look at it. We've recommended the money for state and local law enforcement to go from \$150 million to \$350 million. The reason for 350 is that is the maximum level authorized by the Congress. I wouldn't be surprised if we came back in 1991 asking for more money than that. Why? Because this is the priority of the strategy. Why? Because one of the first things you have to do in this effort is to restore lawful public control of public places. There is no point talking about education efforts, there is no point talking about counselling and treatment efforts if the Earth is scorched. Counsellors and treatment people are not going to go into a neighborhood where there are drive-by shootings and have very much effect.

The President talked about that little boy last night, that little boy whose story is imprinted on the mind of everybody who read it, Dooney, little Dooney, that six-year-old living in the crack house. Remember one of the things in that story. The counsellors and the teachers, those blessed teachers, wonderful teachers, and others wanted to help Dooney and many did. They wanted to come in and help him where he lived, but they were afraid to come in. And they were rationally afraid to come in because it's a crack house. It's a crack house in a neighborhood, at the time the story was written, that was violence-ridden.

Nothing good can happen until you have lawful public control of those place again. Think about Dooney and think about somebody saying, "What that child needs is good drug education." Dooney walks into a drug education class, he knows five times as much as any teacher who has been in a six-week seminar. That child does not

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need drug education, that child needs protection, that child needs order and that child needs love. Next to love, children need order. The most infuriating criticism, I think, that we got in this emphasis on state and local law enforcement, the one that infuriated me was the notion that we were being too heavy handed in law enforcement. When you think about Dooney, I don't see how one can come to any other conclusion.

If anything like this kind of a situation were going on in the suburbs, residents of the suburbs would raise holy hell and say, "Call in the police and restore order. This is America." But if we're talking about the inner city, people are saying, "Well, this sounds repressive and coercive." The people in the inner cities of America, most of whom do not do drugs or deal drugs, are the innocent victims of this terror. And the first thing they're entitled to is the basic protection of security. It's not sufficient to the task -- all the tasks, but it's the first thing a responsible society provides.

MR. HOLMES: Before asking my final question, I'd like to present you with a certificate of appreciation from the Press Club for joining us today, and a gift, a Press Club paper weight. (Laughter, applause.)

My final question, do you believe that nicotine abuse will be made illegal ever?

MR. BENNETT: I'm hoping it will. No -- the question was, do I believe nicotine abuse will be illegal, and I said I'm hoping it will. You know the convert, nail everybody else now. But no, I guess -- do I believe it? No, I don't. I don't think so. I think you see a decline in the number of **cigarette smokers** until they come up with a safe one. I don't know if this sort of thing, quitting smoking, is good for your character or not. I'm trying to decide. The only thing that I'm clear about in regard to that is -- I'm not sure I'm a better man. The only thing that I can say for sure is that I'm a somewhat bigger man. (Laughter.) But thanks very much. (Applause.)

MR. HOLMES: Thank you, Dr. Bennett, for joining us.

END

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

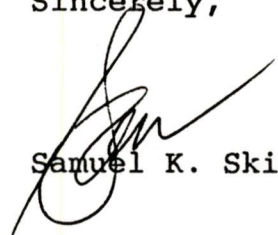
September 6, 1989

Dear Bill:

I thought yesterday went well, and much of the credit belongs to you. Great start!

I am always here to help.

Sincerely,



Samuel K. Skinner

The Honorable William J. Bennett
Director
Office of National Drug Control Policy
Executive Office of the President
Washington, D.C. 20500

Alphabetical

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

Postage and Fees Paid
Department of
Transportation
DOT 518



Mr. Scott Berrett
U.S. Chamber of Commerce
1615 H Street, NW
Washington, D.C. 20062

THE SECRETARY OF TRANSPORTATION

8-16-89

Dear Scott

Thank you for your
note and support. I
appreciate it.

Jan Skinn

DEAR SECRETARY
SKINNER:

IT WAS VERY GOOD
TO TALK TO YOU ABOUT
OUR INFRASTRUCTURE.
I WOULD LIKE TO HEAR
YOUR REACTION TO OUR
SERIES.

IT WAS ALSO GOOD
TO MEET YOU AND I
LOOK FORWARD TO OUR
NEXT MEETING. IF
THERE IS A
DEVELOPMENT YOU SEE
COMING UP SOON
PLEASE HAVE YOUR
PEOPLE CONTACT ME.

I WILL BE
WATCHING YOU CLOSELY
AND WITH A NEW
UNDERSTANDING OF HOW
YOU DO BUSINESS.

SCOTT BERRETT
(301) 261-4854 (202)
463-3140

A handwritten signature in blue ink, appearing to be 'S. Berrett', is written over the typed name and phone numbers.



THE SECRETARY OF TRANSPORTATION

2/23/89

Dear Charlie:

I am proud of you, too, turkey!

Come see me.

My best,

A handwritten signature, likely of the Secretary of Transportation, is written in black ink. It is a stylized, cursive signature that appears to be 'J. Edgar Hoover'.

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590
OFFICIAL BUSINESS

Postage and Fees Paid
Department of
Transportation
DOT 518



Mr. Charles N. Besser
414 North Orleans Plaza
Chicago, Illinois 60610

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

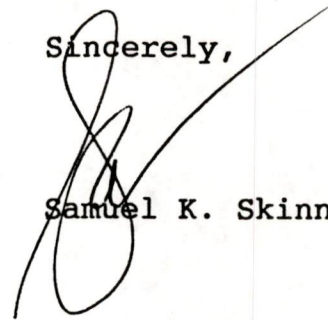
July 11, 1989

Dear Jerry:

Thank you for coming into the office yesterday to talk about the cellular phone. The meeting was enlightening, and I really appreciated your understanding.

With best wishes,

Sincerely,


Samuel K. Skinner

Mr. Jerry Bialecki
Director Engineering
Cellular One
Suite 100
7855 Walker Drive
Greenbelt, MD 20770


Keep pushing your bosses
for more resources. S

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August 18, 1989

Honorable Samuel Skinner
Secretary of Transportation
U.S. Department of Transportation
400 7th Street, SW
Washington, DC 20590

Dear Sam:

This is a great organization that I am involved with. In the past years you have had all the top leaders in the United States including presidents, governors, etc. I hope you have time to fit it into your busy schedule. Hope to see you at the meeting scheduled in September, November or December.

We still have any car you want at any different payment. I will personally handle any notes when possible at prime rate of interest.

Let us hear from you.

Sincerely,

Barney

BBB:js

9/5/89
(personal ack)

BBB

B. BARNARD BIRGER
Chairman of the Board

B.B.B. COMPANIES
123 West Clay Street
Collinsville, IL 62234

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President, C.E.O.

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89 AUG 23 PM 2: 03

OFFICE OF SECRETARY
OF TRANSPORTATION
EXECUTIVE SECRETARIAT

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

September 21, 1989

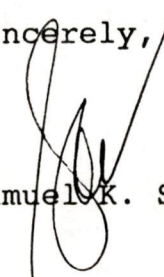
Dear Judy and Charlie:

I wanted to personally express my apologies for having to cancel tonight's dinner at the last minute. Thanks for your understanding.

Honey and I are looking forward to getting together with you both in the next month or so. As you suggested, I'll ask my scheduler Sandy Bushue to be in touch with your office to work out a good date.

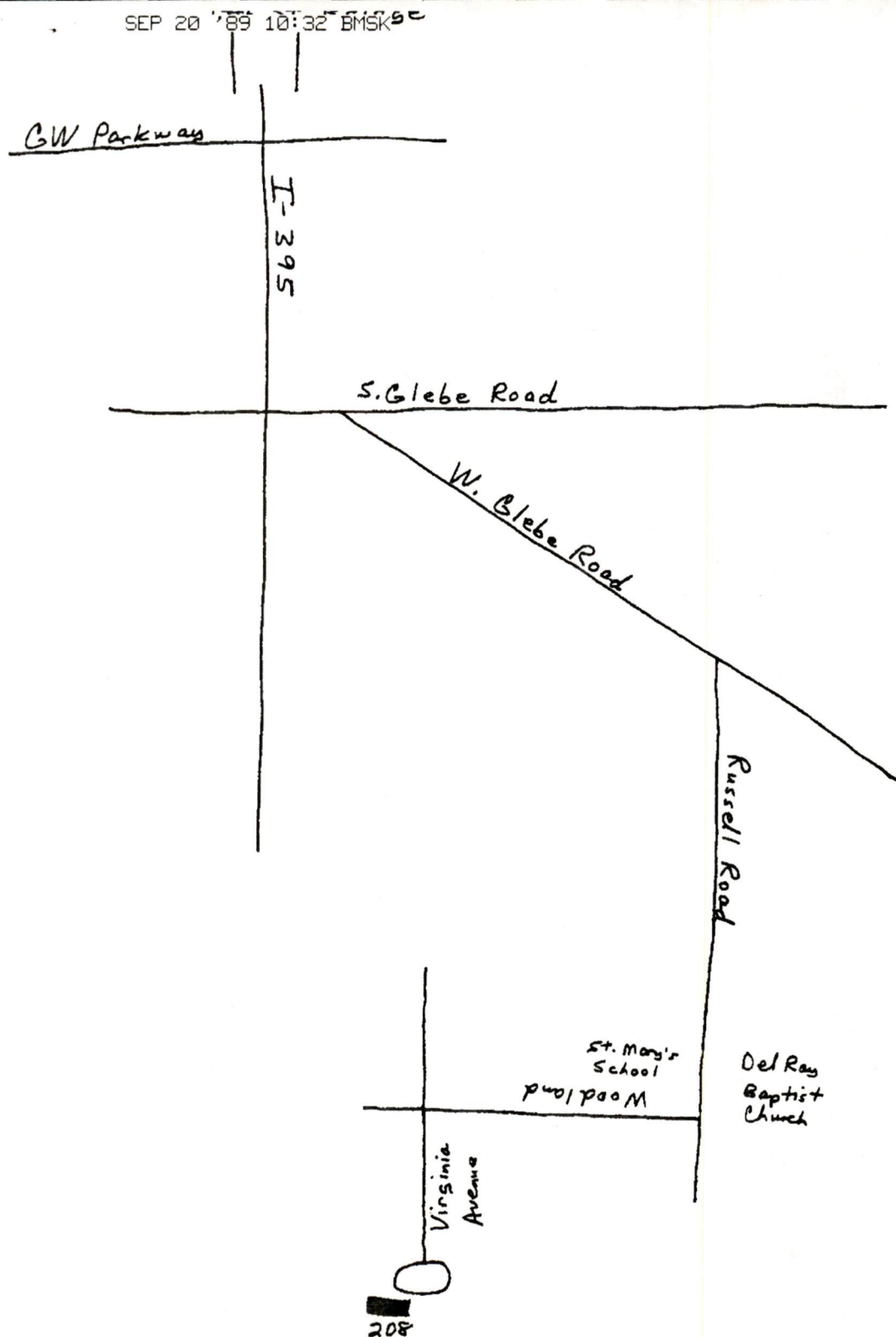
With warm regards,

Sincerely,



Samuel K. Skinner

Mrs. and Mrs. Charles Black
208 Virginia Avenue
Alexandria, VA 22302



Judy and Charlie Black's--208 Virginia Avenue, Alexandria--549-3376

Take 395 South and exit on South Glebe Road. Take 45 degree right turn at first light onto West Glebe. Go about one mile and turn right on Russell Road. Go about .6 mile and turn right on Woodland (St. Mary's School on right and Del Ray Baptist Church on left). Go one block to stop sign and turn left on Virginia Avenue. 208 is on right side of cul-de-sac. Drive in past stone fence.



THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

May 22, 1989

Ms. Cathie Black
Mr. Tom Harvey
2915 Woodland Drive, N.W.
Washington, D.C. 20008

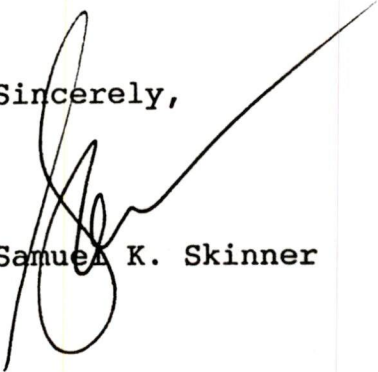
Dear Cathie and Tom:

I was so sorry to have to miss your dinner on Friday at the last minute. I had been traveling, got in several hours later than planned, and things were so stacked up by the time I got in that I just couldn't get away.

It would have been fun, and I regret missing the chance to get together. Please give me a rain check.

With best wishes,

Sincerely,


Samuel K. Skinner



THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

May 3, 1989

Dear Sue and Jack:

Dinner was wonderful last night. Honey and I enjoyed the evening so much: the dinner was delicious, and the company could not have been finer.

Thank you for a very special occasion. I was deeply touched.

With warmest personal regards,

Sincerely,

A handwritten signature in black ink, appearing to be 'SK', is written over the typed name. The signature is fluid and stylized, with a long horizontal stroke extending to the right.

Samuel K. Skinner

The Honorable and Mrs. John Block
4414 Lingan Road, N.W.
Washington, D.C. 20007

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

August 10, 1989

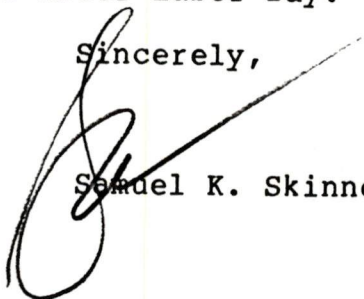
Mr. Jim Bohannon
"America in the Morning"
NBC Radio
1755 S. Jefferson Davis Highway
Arlington, VA 22202

Dear Jim:

I am sorry we were unable to connect this morning for the "America in the Morning" segment on National Transportation Policy.

I look forward to doing the interview in the near future and will have my staff contact your office to set up a time after Labor Day.

Sincerely,



Samuel K. Skinner

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

July 25, 1989

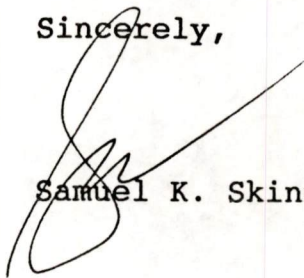
Mr. Bo Bolinger
421 King Street
Suite 228
Alexandria, VA 22314

Dear Bo:

Many thanks for the framed picture you so
graciously sent. I appreciate your thoughtfulness.

I look forward to seeing you again soon.

Sincerely,



Samuel K. Skinner

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

May 15, 1989

Mr. and Mrs. Langhorne Bond
3111 Foxhall Road
Washington, D.C. 20016

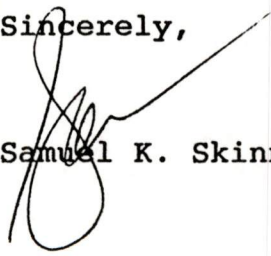
Dear Langhorne and Queta:

Many thanks for inviting my daughter and me to the Virginia Gold Cup Races. It was a wonderful event that we will always remember.

I enjoyed spending a Saturday in the company of good friends, and I hope we have the opportunity to get together again soon.

With my warmest regards,

Sincerely,



Samuel K. Skinner

Alphas.

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

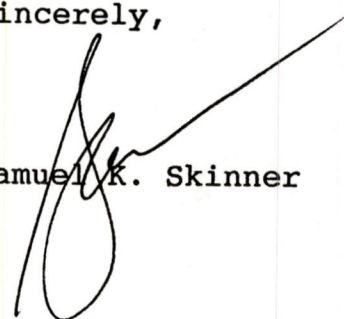
August 16, 1989

Dear Glen:

Thanks for your note. I'll keep my fingers
crossed!

Best of luck.

Sincerely,



Samuel K. Skinner

Mr. Glen L. Bower
Post Office Box 1106
Effingham, IL 62401

GLEN L. BOWER

3 North Lakewood
Post Office Box 1106
Effingham, Illinois 62401

August 11, 1989

The Honorable Samuel Skinner, Secretary
United States Department of Transportation
400 7th Street, S.W.
Washington, D.C. 20590

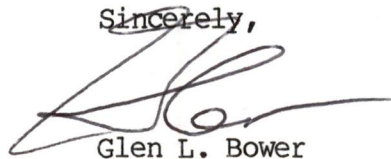
Dear Mr. Secretary: *Sam*

Thank you for sending me a copy of the letter you received from Chase Untermyer, acknowledging your letter to him on my behalf.

Please be assured of my continued gratitude for your many efforts on my behalf.

With kindest personal regards, I am,

Sincerely,



Glen L. Bower

GLB

Sam
RECEIVED
U.S. DEPARTMENT OF TRANSPORTATION
WASHINGTON, D.C. 20590
AUG 11 1989
88 AUG 11 PM 5:11

U.S. DEPT. OF
TRANSPORTATION

89 AUG 14 PM 2: 11

OFFICE OF SECRETARY
OF TRANSPORTATION
EXECUTIVE SECRETARIAT



THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

May 19, 1989

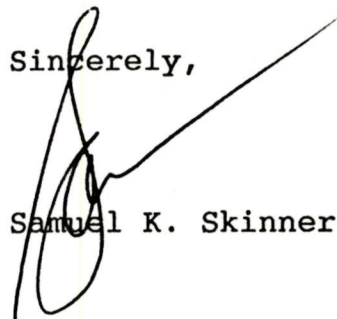
Dear Chuck:

I wanted to thank you again for lunch last week. I enjoyed it very much and appreciated the chance to talk about our mutual concerns.

Thanks also for your brother's book! I'm looking forward to reading it.

With best regards,

Sincerely,


Samuel K. Skinner

Mr. Charles Bowsher
Comptroller General
General Accounting Office
Room 7000
441 G Street, N.W.
Washington, D.C. 20548

Alphabetical

THE SECRETARY OF TRANSPORTATION

8-17-89

Nick

for your information

Sam

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

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Department of
Transportation
DOT 518



The Honorable Nicholas F. Brady

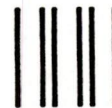
THE SECRETARY OF TRANSPORTATION

5-15-89

Nick

Great article. Your efforts
on STL's are one of the administrative
Best steps so far. Jan

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590
OFFICIAL BUSINESS



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Department of Transportation
DOT 518

The Honorable Nicholas Brady
Secretary of the Treasury
15th and Pennsylvania Avenue, N.W.
Washington, D.C. 20220

HAND CARRY

Alphabetical

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

June 23, 1989

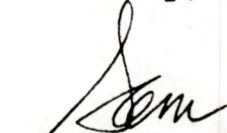
Dear Katie and Phil:

It was a special treat spending the evening at your house on Tuesday. I enjoyed getting to know the Stephenses and talking with Frank Keating, and dinner was delicious. Many thanks.

You have a beautiful family.

With warmest personal regards,

Sincerely,



Samuel K. Skinner

The Honorable and Mrs. Phillip Brady
5916 Colfax Avenue
Alexandria, VA

THE SECRETARY OF TRANSPORTATION

Dear Richard

8-4-89

Wear your new jacket in
good Health. Hopefully at the
SEC or WH. I enjoy working
with you.

Sen

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

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Department of
Transportation
DOT 518



The Honorable Richard C. Breeden
Assistant to the President
for Issues Analysis
The White House
Washington, D.C. 20500

THE WHITE HOUSE
WASHINGTON

July 17, 1989

SUSAN

Dear Sam:

I was extremely surprised -- and quite pleased -- when a very pleasant Coast Guard officer arrived in my office to present me with a personalized flight jacket. It fits perfectly, and seems like the ideal attire for oil spill watching. I hope the jacket is not a sign concerning the prospect for future large spills, but at least I will be well-equipped if they occur.

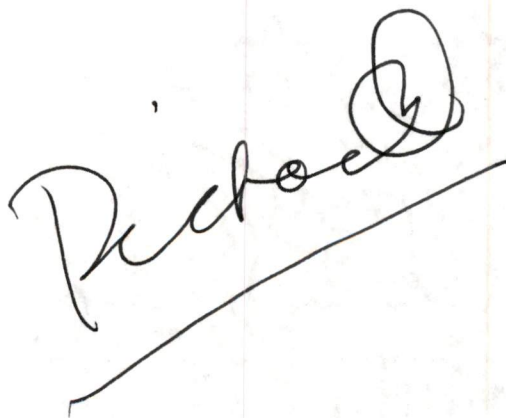
I really appreciate your thoughtfulness, and I look forward to working together both in Washington and "in the field."

Best regards,



Richard C. Breeden
Assistant to the President
for Issues Analysis

The Honorable Samuel K. Skinner
Secretary of the Department
of Transportation
400 Seventh Street, S.W.
Washington, D.C. 20590



U.S. DEPT. OF
TRANSPORTATION

89 JUL 19 AM 9:49

OFFICE OF SECRETARY
OF TRANSPORTATION
EXECUTIVE SECRETARIAT

WASHINGTON

THE WHITE HOUSE

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

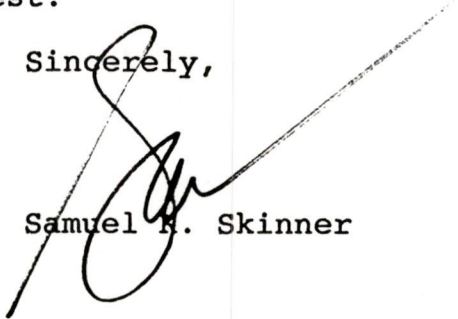
August 15, 1989

Dear Richard:

Congratulations on your nomination to be the new Chairman of the Securities and Exchange Commission. The President's confidence in you is well placed, and I'm certain your record of successes will be enhanced at the SEC. It's been a great pleasure working with you during your White House tenure, and I hope our paths will continue to cross in the future.

I wish you all the best.

Sincerely,



Samuel R. Skinner

The Honorable Richard C. Breeden
Assistant to the President for
Issues Analysis
The White House
Washington, D.C. 20500

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

May 22, 1989

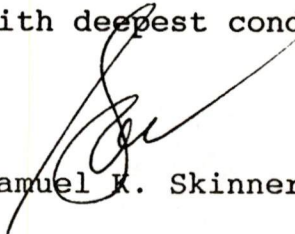
Mr. and Mrs. George Brewer
2357 Columbin Lane
Evergreen, Colorado 80439

Dear Myrna and George:

I was greatly saddened to learn of Geoff's tragic accident and extend my deepest sympathy to you and your family.

While only time will help to relieve the pain of your loss, please know that others share your grief and that you are in our thoughts and prayers.

With deepest condolences,



Samuel K. Skinner

Alphas.

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

September 19, 1989

Mr. Russ Brinkley
Silver Wings
Box 11970
Harrisburg, PA 17108

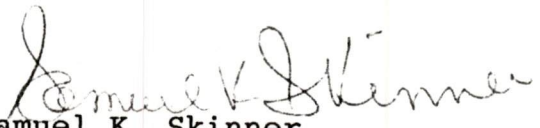
Dear Mr. Brinkley:

I am delighted to join President Bush in accepting your invitation to become a member of the prestigious Silver Wings Fraternity.

As an active member of the general aviation community, I am impressed with your contributions to aviation, and appreciate the opportunity to support your organization.

With best regards.

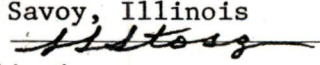
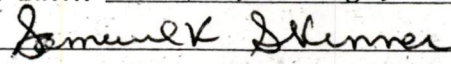
Sincerely,


Samuel K. Skinner

Silver Wings

FRATERNITY

Your invitation to membership only if you soloed a powered aircraft 25 years previous to application date. Enclose \$10 U.S., for complete membership kit, lapel emblem, dues to next Dec. 31 and subscription to SLIPSTREAM.

PRINT NAME Samuel K. Skinner
ADDRESS U.S. Dept. of Transportation, 400 7th St. SW, Wash., D.C. 20590
DATE AND PLACE OF SOLO 11/7/57, U. of Illinois Airport, Savoy, Illinois
TYPE OF AIRCRAFT Aeronca 7AC WITNESS 
DATE AND PLACE OF BIRTH 6/10/38, Chicago, Illinois
YOUR SIGNATURE  DATE 9/8/89

MAIL TO: BOX 11970, HARRISBURG, PA 17108 — PHONE 717-232-9525

SAMUEL K. SKINNER

Bice

Thanks for your kind
Comments. I look forward to
seeing you soon.
Sam

Samuel K. Skinner
400 7th Street, S.W.
Washington, D.C. 20590

The Honorable William E. Brock
2230 Q Street
Washington, D.C. 20008



THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

May 11, 1989

Mr. William J. Brodsky
President and
Chief Executive Officer
Chicago Mercantile Exchange
30 South Wacker Drive
Chicago, Illinois 60606

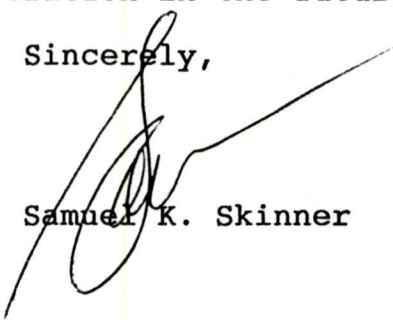
Dear Mr. Brodsky:

Thank you for sending me the recent Chicago Tribune editorial, "The Merc Fights for Self-Regulation." I found the piece to be interesting reading, plus I try to stay abreast of important events affecting the hometown front.

I cannot comment on the present issues facing the Chicago Mercantile Exchange because they are beyond the purview of this Department. I recognize the significance of the CME, however, and support a robust, and properly run Exchange.

Best wishes for successful operation in the future.

Sincerely,



Samuel K. Skinner

CHICAGO MERCANTILE EXCHANGE

William J. Brodsky
President and
Chief Executive Officer
312/930-3300

Jeff H. Draft Response
for

April 26, 1989

The Honorable Samuel K. Skinner
Secretary of Transportation
Department of Transportation
400 Seventh Street, S.W.
Room 10200
Washington, D.C. 20590

Dear Secretary Skinner:

Enclosed for your information is an editorial which appeared in today's Chicago Tribune.

Entitled "The Merc Fights for Self-Regulation," the editorial praises the recommendations of the CME Special Committee to Review Trading Practices and recognizes the importance of self-regulation. Significantly, the editorial also credits the CME for its leadership role in championing self-regulation and developing new products and services for the futures industry.

Sincerely,

Bill Brodsky

Wednesday, April 26, 1989

Chicago Tribune

FOUNDED June 10, 1847

STANTON R. COOK, *Publisher*

JOHN W. MADIGAN, *President*

JAMES D. SQUIRES, *Editor*

LOIS WILLE, *Editorial Page Editor*
DOUGLAS E. KNEELAND, *Associate Editor*

F. RICHARD CICCONE, *Managing Editor*
COLLEEN DISHON, *Associate Editor*

JACK FULLER, *Executive Editor*
DENIS GOSSELIN, *Associate Editor*

18 Section 1

Wednesday, April 26, 1989

The Merc fights for self-regulation

Leo Melamed, architect of Chicago's financial futures market, is an outspoken champion of self-regulation, and it's easy to see why. With Melamed as its chief policymaker, the Chicago Mercantile Exchange has been a consistent industry leader in new products and services while remaining largely free of heavy government interference.

But Melamed knows that self-regulation is a right that can disappear rapidly if an institution doesn't act responsibly. Faced with increasing global competition and a government investigation of industry trading practices, he's fighting hard to preserve that right.

A committee of Merc leaders and industry experts, formed shortly after the federal investigation of the Merc and the Chicago Board of Trade was disclosed by The Tribune in mid-January, has proposed tougher trading rules and penalties. If adopted by the Merc's board of governors and the federal Commodities Futures Trading Commission, they would fundamentally change the way Chicago's futures markets operate. They would eliminate many opportunities for fraud and abuse and deter cheating by imposing harsh fines.

One far-reaching proposal calls for banning most traders from doing business for themselves at the same time they are handling orders for customers. This "dual trading" would be allowed only in a small num-

ber of lightly traded commodities. The committee also wants to restrict broker associations or rings, add surveillance staff, appoint non-exchange members to disciplinary committees and suspend a member for six months after a major rules violation. A second offense would result in lifetime expulsion from the exchange.

Merc officials claim some of these changes were in the works before the federal probe was revealed, but the package is clearly a response. It's also a genuine effort to restore public confidence in one of Chicago's most important financial markets by limiting both the possibilities and perception of abuses.

Critics may argue that the Merc is doing too little, too late. But the exchange constantly must balance its duty to keep its own house in order with its need to provide liquid and efficient markets.

Congress should realize that the futures industry has prospered under self-regulation. Even under the cloud of the FBI sting, Merc volume is up 34 percent this year and membership values are at record amounts. If the investigation reveals abuses not covered by these rule changes, further adjustments can be made.

Meantime, lawmakers should not add burdensome regulations that will drive up the cost of trading futures in America and force a successful U.S. industry to yield to foreign competition.

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

June 14, 1989

Mr. J. Carter Brown
Director
National Gallery of Art
Washington, D.C. 20565

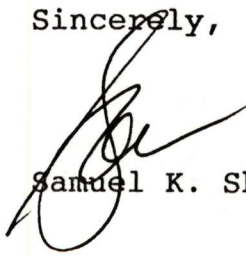
Dear Mr. Brown:

Many thanks for the book, American Paintings from
the Manooqian Collection.

The book is a handsome addition to my office, and
I look forward to reading it at my earliest
opportunity.

With my best regards,

Sincerely,



Samuel K. Skinner

THE SECRETARY OF TRANSPORTATION

5-20-89

Dick

Thanks for your note.
I appreciate your support.

Sam

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

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Department of
Transportation
DOT 518



The Honorable Richard Bryan
United States Senate
Washington, D.C. 20510

RICHARD BRYAN
NEVADA



UNITED STATES SENATE
WASHINGTON, D. C.

✓
April 17, 1989

Dear Sam —

"AT A BOY" —

Congratulations on your decision
not to grant the CAFE waiver. I know
of your personal advocacy for this position and
I applaud your action. —

Keep up the good work. —
Score 1 — for the good guys —

Kind regards —
R.B.

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

May 3, 1989

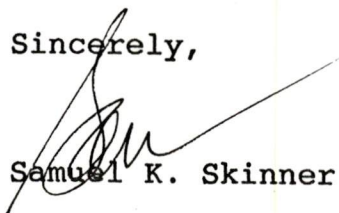
SSgt Pamela A. Burgess
5 BMW/DOB
Minot Air Force Base
North Dakota 58705

Dear Sgt. Burgess:

It was very kind of you to allow me to
"appropriate" your BMW cap during a recent
refueling stop at Minot Air Force Base.
Enclosed is a replacement--which I
"commandeered" at Valdez.

It was a pleasure to meet you and to view
operations at Minot during my very brief
visit.

Sincerely,



Samuel K. Skinner

Enclosure

Alphabetical

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

Mr. Lawrence L. Burian
President
National Air Transportation Association
4226 King Street
Alexandria, Virginia 22302

Dear Larry:

Thank you for your kind letter and the personalized plaque from your colleagues at the National Air Transportation Association.

I appreciated the opportunity to address your colleagues at the 49th Annual Convention and Trade Show. I, too, felt it was a great success and highly constructive.

You can count on my strong interest and continued support of policies affecting the well-being of the general aviation industry.

Sincerely,

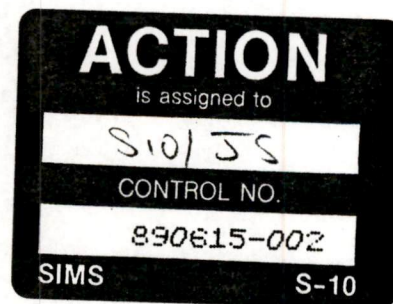
Samuel K. Skinner



NATIONAL AIR TRANSPORTATION ASSOCIATION

4226 King Street • Alexandria, Virginia 22302 • (703) 845-9000

FAX (703) 845-8176



June 12, 1989

The Honorable Samuel K. Skinner
Department of Transportation
800 Independence Avenue S.W.
Washington, DC 20591

Dear Secretary Skinner:

Enclosed please find a personalized plaque recognizing your important contribution to the National Air Transportation Association's 49th Annual Convention & Trade Show.

The Nashville meeting was a great success by every measure. Total attendance reached 2,011! We've received many positive remarks from Members and Exhibitors about this year's Convention.

Your being with us as a Convention speaker helped make this year's success possible.

Warmest regards,

Lawrence L. Burian
President

LB
enclosure

Representing Commercial Aviation Service and Transportation Companies



Alphabetical

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

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

Dear Jim:

Congratulations on your partnership. This is a richly deserved recognition of your outstanding abilities and leadership, and I know you will bring the same kind of commitment and vision to your new job as to your old.

Best of continued success in your new endeavor.

Sincerely,

Samuel K. Skinner

Alphas

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

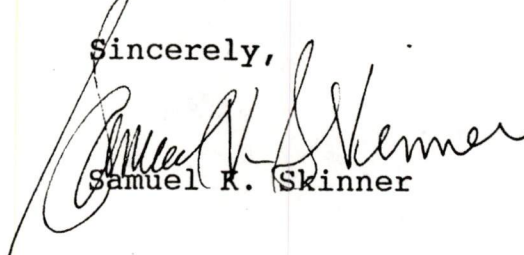
September 22, 1989

Dear Mr. Burrows:

Many thanks for your letter and the enclosures. I am sure that your suggestions and the magazines will prove very helpful as we prepare for our round of automotive industry meetings next month. I appreciate your taking the time to pass them along to me and will share your thoughts with my staff.

I hope our paths will cross.

Sincerely,



Samuel R. Skinner

Mr. Philip A. Burrows
Associate Advertising Director
Road & Track
1515 Broadway
New York, New York 10036

ROAD & TRACK

Philip A. Burrows
Associate Advertising Director
212-719-6373

September 14, 1989

Mr. Samuel K. Skinner
Secretary of Transportation
N.H.T.S.A.
400 Seventh Street S.W.
Washington, D.C. 20024

Dear Mr. Skinner:

I've enclosed our January ROAD & TRACK BUYER'S GUIDE which lists all the U.S. cars and their specifications for your perusal. I thought it might give you a quick overview prior to your October Detroit meetings.

I've been involved in the automotive field for a number of years and have met most of the key people at one time or another. There are many very knowledgeable people in this business. I'm certain that if you met with the right person at each company, you could very quickly be brought "up to speed" in most of your areas of interest.

Some of the people I have in mind would be Bob Stempel of G.M., Don Peterson of Ford, Dave Wager, V.P. of Porsche and George Beech of Chrysler's agency in Detroit. Mike Dale of Jaguar and Bob Sinclair of SAAB are also key players in the imported segment of the market.

In any case, good luck in your new position and if I can help in any way please just give me a call. I want to help keep America in the forefront of the Automotive World, since it's a very important segment of our economy.

Cordially,



Philip A. Burrows

cc: President George Bush

Season 5
Don't thank
you. Ceps to
Jim. Aug.

Alphas.

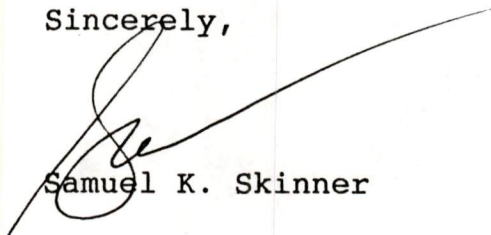
THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

October 5, 1989

Dear Mr. President and Mrs. Bush:

Honey and I were honored to be your guests at the State Dinner Tuesday night honoring President and Mrs. Salinas. Thank you for including us in a wonderful evening which we will always remember.

Sincerely,



Samuel K. Skinner

The President and Mrs. Bush
The White House
Washington, D.C. 20500

Alphabetical

THE SECRETARY OF TRANSPORTATION

August 25, 1989

Dear Mr. President:

I recently visited the new "Air Force I" while I was in Wichita.

Everything seems to be on schedule.

Enclosed are two mementos I picked up for you.

A plane will follow.....

Your Obedient Servant,

Samuel

Alphabetical

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

(6/22/89

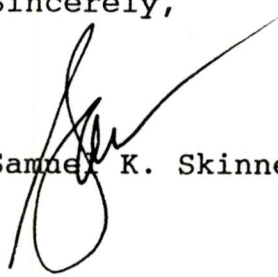
The President
The White House
Washington, D. C. 20500

Dear Mr. President:

I thought you might be interested in the enclosed article from my favorite magazine, Sport Aviation. However, don't be misled by the article's title. I am working hard!

You will see there's one sector out there who really appreciates your nomination for the Secretary of Transportation post.

Sincerely,


Samuel K. Skinner

Enclosure

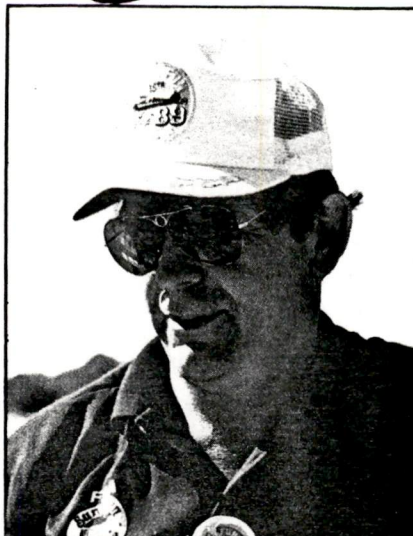
Sun 'n fun

By Jack Cox

What a difference a year makes!

Sun 'n Fun '88 found the sport aviation world in a state of siege . . . with its back to the wall and fighting for its collective life against the airspace grab proposed in the FAA's infamous NPRM 88-2. Angry pilots shouted down Administrator Allan McArdor and threatened civil disobedience if the agency's plan to place 80 mile wide Mode C veils around all TCAs and ARSAs were implemented. 12 months and a significantly watered down (but still not acceptable) Mode C compliance rule later, the mood at Sun 'n Fun '89 was totally different. A new administration had taken over in Washington and a dynamic new Transportation Secret-

Golda Cox

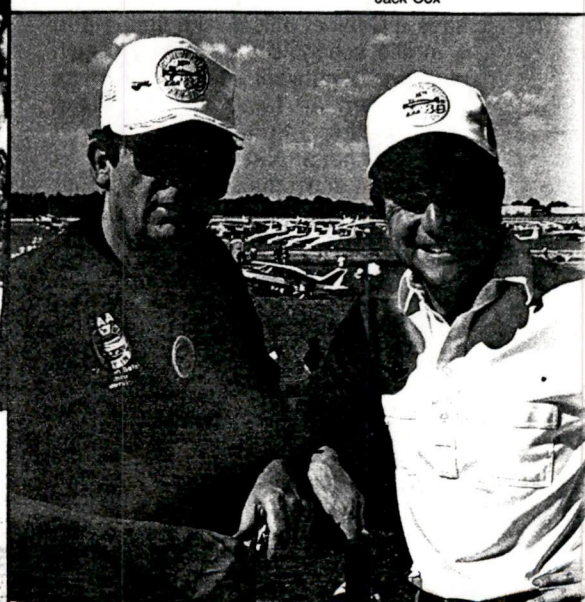


sport aviation. Just weeks before, the Primary Aircraft NPRM had been issued and, shortly afterwards, the Recreational Pilot's License proposal had become the law of the land, effective August 31. Both measures had been bottled up in DOT since 1984, yet a simple thumbs up by Secretary Skinner was all it took to set in motion the most sweeping changes in aircraft certification and pilot licensing in the past 30 years. It is difficult to imagine a more dramatic example of the power of an individual in government . . . and why it is so critically important that we as EAAers must

Secretary Skinner and EAA Foundation President Tom Poberezny.

Jack Cox

Jack Cox



Greeting Secretary Skinner upon his arrival at Sun 'n Fun were, left to right, Garland Castleberry, FAA Southern Region Administrator; Secretary Skinner; Gary Koch, Manager of FAA's Accident Prevention Program; Mike Sacrey, Manager of FAA's General Aviation Staff; Bill Eickhoff, Sun 'n Fun President and Billy Henderson, Sun 'n Fun Executive Director.

ary, a pilot and former Bonanza owner, was in office . . . and making waves. In dramatic fashion, Sam Skinner had already swept away much of the doom and gloom of his predecessors' reigns of shame, particularly in the world of



Golda Cox



A Sun 'n Fun beauty spot: the Information Center and gazebo.

participate in the political process to ensure that our right to fly is preserved. To a casual observer, it might not have seemed very important, but to those of us who have the scars to show for decades of fighting to beat back regulations that would have grounded us all, it was quite an astounding turn of events to have a Cabinet officer take time out of a frantic schedule that included such evening TV network news grabbers as the Eastern Air Lines strike and the Alaskan oil spill to fly to Lakeland and spend the better part of two days walking up and down the show lines admiring airplanes and chatting with their owners, just like the rest of us. When have we heard the holder of such an important post in the Federal government describe himself as a "Trade-A-Plane junkie" . . . to admit that " . . . the bureaucracy is even worse than you think" . . . to say that aviation safety is " . . . an emotional question with the public because of the press" . . . that we need "more people, especially women, in flying" . . . that "we have to rebuild general aviation" . . . and that EAAers in Ohio should put pressure on their Senator Howard Metzenbaum " . . . who singlehandedly defeated the product liability bill in the last Congress"? I mean . . . here was a guy who, during his FAA forum, told a newspaper reporter to hold his questions until a later press conference because " . . . I'm talking to the aviation people now."

Even some of the FAA personnel were pinching themselves to be sure they weren't dreaming!

While it is inevitable that general aviation will ultimately disagree with some of the decisions Secretary Skinner will have to make, he certainly has started off on a better foot with our segment of aviation than any other Transportation Secretary since the post was created in the late 1960s. He is, in fact, the first to

show that he considers general aviation to be an equal partner in the aviation scheme of things. Some significant points he made at Lakeland were that all the various interests in aviation are going to have to learn to live together, to recognize that each has a right to a fair share of the nation's airspace . . . and that such a recognition would have to be incorporated into the long range strategic planning that will be a part of the National Transportation Plan he intends to have formulated during his tenure in Washington. Secretary Skinner came out solidly for keeping the FAA in the Department of Transportation . . . with himself as its strong proponent in the political arena. An independent FAA, he maintained, with an administrator of less than Cabinet rank simply would not have the political pull to withstand the pressures put upon it in budgetary battles and in the regulatory wars that would ensue following another airline accident involving a lightplane. Very significantly, Secretary Skinner assured EAAers that (unlike his two immediate predecessors) he "did not have a political objective, other than to do a good job."

Secretary Skinner's appearance at Sun 'n Fun was simply the first of what we expect to be regular visits to EAA functions. While living in Chicago, he was a frequent visitor to Oshkosh, usually flying in his own airplane, and he will be back again this year . . . as an honored guest and as the featured speaker at the Theater in the Woods on Sunday evening.

Thank you, President Bush, for appointing, at long last, a Transportation Secretary who is a current pilot, who has owned and had to foot the bills to

maintain and operate his own airplane and who understands the difficulties private owners will have flying out of airports that will be in the veil of a TCA come July 1. We may have differences of opinion with him in the months and years ahead, but, at least, he will understand our point of view.

SETTING THE SCENE

So what did Secretary Skinner and the rest of us find interesting at Sun 'n Fun '89? For those of us who have attended each of the events since the fly-in was moved to its current site on the Lakeland airport and can remember the palmetto jungle from which it was so laboriously clawed and scraped, it is always interesting and a pleasure to note the changes and improvements that are made from year to year. The most obvious addition was a new 20,000 square foot hangar, used during the fly-in for commercial exhibits. It is the third large building to be constructed on the site, yet every space was taken this year. In fact, demand for commercial space was so great that the Sun 'n Fun museum building had booths along all its outer walls . . . and every inch of outside space available for the purpose was taken. Another very welcome addition for 1989 was the conversion of the Boys Club of Lakeland's Sun 'n Fun Cafe from a circus tent to a metal canopied structure. This allowed the annual Ground Loop Party and the Awards Banquet to be held on site for the first time.

To remain outside the FAA mandated 1,000 foot "deadline" for the afternoon air shows, the Antique/Classic Headquarters building was moved from the far west end of the display area to a position just inside the western most entrance gate to the flightline area. To an even greater degree than previously, this is the social center of the aircraft display area.

Not visible from the flightline area but, nevertheless, an important addition to the 200 acre fly-in site was a new 40 acre auto parking lot. Cut out of the woods to the southwest of the airport, this is the direction future development will take. With all the trees and streams in this area, the potential is there for truly beautiful landscaping.

All the people connected with the Sun 'n Fun organization, full time employees and volunteers alike, are to be commended for the continuing effort to make the fly-in site a showplace not only for EAA but all of aviation. It is important that the general public perceives sport aviation as a responsible

Alphab.

THE SECRETARY OF TRANSPORTATION

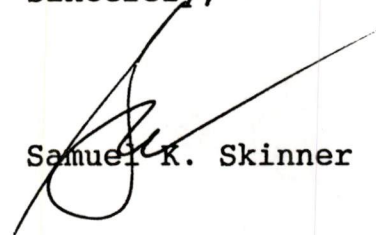
WASHINGTON, D.C. 20590

August 3, 1989

Dear Mr. President and Mrs. Bush:

The barbecue was great fun, but did some serious damage to my waistline. Everything about it was terrific; even the weather cooperated! Thanks for a wonderful evening.

Sincerely,



Samuel K. Skinner

The President and Mrs. Bush
The White House
Washington, D.C. 20500

Alphab.

THE SECRETARY OF TRANSPORTATION

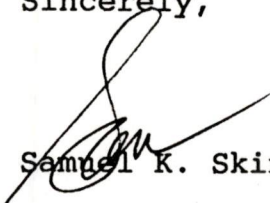
WASHINGTON, D.C. 20590

July 31, 1989

Dear Mr. President and Mrs. Bush:

I can't express to you how much Mary Margaret and I enjoyed our day at Camp David with you both and the Cabinet. It was an occasion that we will never forget, and I am deeply grateful to you for this kindness, as well as the many others you have extended to me.

Sincerely,



Samuel K. Skinner

The President and Mrs. Bush
The White House
Washington, D.C. 20500



THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

July 7, 1989

alpha.

Mr. Rodney Butler
Tower Chief
Meigs Field
14th Street and Lakefront
Chicago, IL 60605

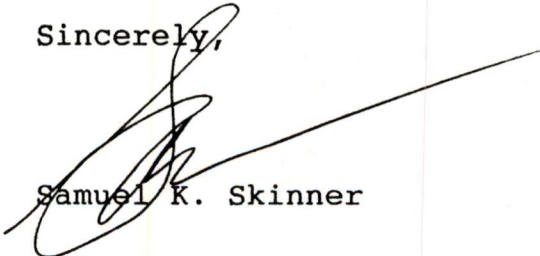
Dear Rodney:

I looked into moving up the date of your Brite II Scope commissioning and have learned that the delivery date of your equipment, February/March '90, is not the delaying factor. The earliest that your Brite II can be connected to the O'Hare ARTS III through the Terminal Microwave Link will be in June of 1990; so that should be the date that you can expect to be operational with the Brite II Scope.

I hope this gives you a fuller understanding of the situation and enables you to better plan the upgrading of your operations at Meigs Field.

I look forward to visiting with you from time to time as I pass through Chicago.

Sincerely,


Samuel K. Skinner

Alphab.

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

September 15, 1989

Mr. Curt Byrum
17820 Windflower Way
Apartment 904
Dallas, TX 75252

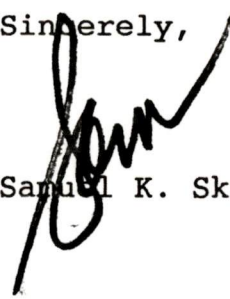
Dear Curt:

Many thanks for the Etonic golf shoes.

I hope that by wearing the shoes I'll improve
my game, or at least I'll look like a pro trying.

With best regards,

Sincerely,


Samuel K. Skinner



ETONIC INC., A SUBSIDIARY OF TRETORN OF SWEDEN

September 7, 1989

Honorable Samuel K. Skinner
% Secretary of Transportation
Washington D. C. 20590

Dear Mr. Skinner:

Enclosed are a pair of our Style 7900 Stabilizer golf shoes, compliments of Etonic Tour Professional Curt Byrum.

I'm sure your hectic schedule as a Cabinet Member in the new Administration does not afford you much leisure time, but I hope you'll get an opportunity to enjoy them soon.

Sincerely,

A handwritten signature in blue ink, appearing to read "Dae", is written over the typed name.

David S. Noyes
Marketing Manager-Golf Division

DSN/mm

cc: Curt Byrum

Encl.