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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: 06121-009

Folder Title:
Sam Skinner: 1989 Alpha File K-M [2]

Stack:	Row:	Section:	Shelf:	Position:
G	15	23	4	

THE SECRETARY OF TRANSPORTATION

Burt

thanks for your note. I
really enjoyed spending time
with both of you and look forward
to seeing you soon.

Sam

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

Postage and Fees Paid
Department of
Transportation
DOT 518



Burton J. Lee, III, M.D.
Physician to the President
The White House
Washington, D.C. 20500

Wed

THE WHITE HOUSE
WASHINGTON

Sam -

What a pleasure to
meet you on Saturday.
I hope we get more of
a chance to talk sometime
in the near future -

You are one of the
Cabinet "stars". If I
can ever help you -
please call.

Frank

U.S. DEPT OF
TRANSPORTATION

89 JUL 27 PM 2:26

OFFICE OF SECRETARY
OF TRANSPORTATION
EXECUTIVE SECRETARIAT



U.S. DEPT. OF TRANSPORTATION
EXECUTIVE SECRETARIAT

THE WHITE HOUSE

WASHINGTON

July 25, 1989

MEMORANDUM FOR CABINET OFFICERS AND EXECUTIVE MEMBERS
OF THE WHITE HOUSE STAFF

FROM: BURTON J. LEE, III, M.D.

SUBJECT: CONSULTATIONS IN THE WHITE HOUSE MEDICAL UNIT

The medical unit at the White House has very highly qualified personnel, and a finely honed list of medical consultants in Washington and in the country at large. We are equipped to deal with the medical problems of the President, and as a result, have virtually everything and everyone in medicine in the U.S. at our fingertips.

Our four physicians have different areas of expertise within the discipline of internal medicine. I have a 30-year background in cancer (particularly the lymphomas) at Memorial Sloan-Kettering Cancer Center in New York City. Dr. Mohr is a nationally known specialist in pulmonary disease. Dr. Bacon is a superbly trained cardiologist and a consultant in cardiology at Bethesda Naval Hospital. Dr. Nash is an exceptionally well trained specialist in general internal medicine. Our nurses are the very best the Armed Services have to offer, as are our medical corpsmen and physician assistants. They are particularly well trained in emergency and intensive care medicine.

We operate on tight schedules, and our time is planned rather closely. But our expertise is underutilized. I am trying to rearrange schedules so that our professional people can spend more time back in their home hospitals practicing medicine. But when we are here, I invite the White House staff and Cabinet officials to use us in a consultative capacity. We can not function as primary care physicians, because our immediate priority remains that of availability to the President. But we can serve as expert medical consultants for you, your family, and those people who are of concern to you. We can make sure that you receive the best possible care in the best possible facility. The people in this administration deserve the best, and we wish to help them in any way we can to make sure that they get just that.

Regards.



Physician to the President

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

August 4, 1989

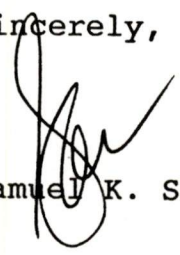
The Honorable Frank R. Lautenberg
United States Senate
Washington, D.C. 20510

Dear Frank:

I enjoyed our dinner last night. I hope we
will be able to get together again soon.

With best regards,

Sincerely,


Samuel K. Skinner

Have a great trip.


THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

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Department of
Transportation
DOT 518



The Honorable Drew Lewis
Union Pacific Corporation
1170 Eighth Avenue
Bethlehem, PA 18018

THE SECRETARY OF TRANSPORTATION

6-15-89

Drew

thanks for Hat. Why
did you leave the dinner
so early?

Sam

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

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Department of
Transportation
DOT 518



The Honorable Joseph Lieberman
United States Senate
Washington, D.C. 20510

THE SECRETARY OF TRANSPORTATION

Joe 6-5-89
Thanks for your kind
letter and comments in the
Congressional Record.

Joe

COMMENDING THE PRESIDENT AND THE SECRETARY OF TRANSPORTATION

Mr. LIEBERMAN. Mr. President, I rise to commend President Bush and Secretary of Transportation Samuel Skinner for their recent decision ordering automakers to increase the gas mileage of their passenger cars and imposing strict fines on those who fall below the standard. This is an important step forward in integrating the Nation's energy and environmental policies.

As a member of the Environment and Public Works Committee, I have become acutely aware that the integration of our energy and environmental policies is critical to many of the major issues we face—including reauthorizing the Clean Air Act, fighting global warming, and preserving the Arctic Refuge in Alaska.

If energy use is the yardstick, the United States currently has one of the world's least efficient economies. Japan and West Germany both now produce about twice as much GNP per unit of energy as we do. The United States has no comprehensive energy policy that addresses the sources of energy supply, the patterns of energy consumption, national security, and environmental protection. That is why Secretary Skinner's action represents such a positive step forward in demonstrating real leadership in this area.

Some 123 million Americans now live in areas which violate the national health-based ozone standard. Motor vehicles are the largest single contributor to ozone, accounting for about 45 to 50 percent. Increasing the gas mileage of passenger cars will decrease the emissions of hydrocarbons—a principal contributor to ozone—from the fuel distribution systems of automobiles, thereby helping to reduce the ozone levels in the air.

We also have heard disconcerting evidence in the last several months about the potential effects of global warming. It is undisputed that the amount of carbon dioxide, the principal greenhouse gas, has been steadily building since the industrial revolution and, unless there is something to counteract the growing volumes of CO₂, the Earth's atmosphere will heat up within our lifetime and certainly within the lifetimes of our children.

Automobiles and light trucks account for 20 to 25 percent of all U.S. carbon dioxide emissions. A car that gets only 18 miles per gallon—the current average for cars—will produce more than 57 tons of CO₂ during its lifetime. A car that gets 26.5 miles per gallon, the standard for the 1989 fleet, will emit 20 tons less. And the 1990 model, based on the Secretary's decision, will emit even fewer tons of CO₂.

Finally, there are those who still argue—even after the *Exxon Valdez* spill—that the pristine Arctic National Refuge should be used for oil production. But if we continue along the path initiated by Secretary Skinner and tighten the fuel efficiency standards, we will save billions of barrels of oil. According to one estimate, Secretary Skinner's decision will result in the saving of 4.6 billion barrels of oil during a period of 30 years. On the other hand, even under the best assumptions, the oil we might find in the Arctic Refuge would amount to 3.2 billion barrels over 30 years.

I thank Secretary Skinner for his leadership and urge him to work with EPA Administrator Reilly in forging a comprehensive national approach to combining energy efficiency and environmental protection.

6-1-89

SKS:

Senator Joseph Lieberman (D-Conn.) had some nice things to say about you on the Senate floor earlier this week. Suggest a short handwritten note to him.

GR
Galen

OSG-1/2
OSK

THE SECRETARY OF TRANSPORTATION

6-8-89

Joe

Thank for your note.

Energy is vital to our defense
and economic success

Note attached. Sent 6/8

Sam

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

Melvin Laird
Suite 212
1730 Rhode Island Ave. NW
Washington, D.C. 20036

THE SECRETARY OF TRANSPORTATION

Mel

I have announced that TNA
will be required at all airports
in the U.S. SAC should like that.
It was good seeing you yesterday
and I look forward to seeing you
with you soon.
Sam

Alpha.

THE SECRETARY OF TRANSPORTATION

Mike

6-28-89

Thanks for the sign
I miss you.

John

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

OFFICIAL BUSINESS



Postage and Fees Paid
Department of Transportation
DOT 518

Mr. Michael P. Lane
Director
Illinois Dept. of Corrections
1301 Concordia Court
Springfield, IL 62702



THE SECRETARY OF TRANSPORTATION

April 21, 1989

Dear Ms. Leonard:

Enclosed are the four Chicago Cubs box seat tickets that I donated and you graciously purchased at the HOPE silent auction.

I know you will have an enjoyable day watching the best team in baseball!

Sincerely,

A handwritten signature, likely of the Secretary of Transportation, is written over the word "Sincerely,".

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

OFFICIAL BUSINESS

POSTAGE &
DEPARTMENT OF
DC



Ms. Margie Leonard
Illinois Hospital Association
1151 East Warrenville Road
Naperville, IL 60566

Alphabetical

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

June 28, 1989

Mr. LeRoy P. LoPresti
President
LoPresti Piper Aircraft
Engineering Company
3215 26th Avenue
Hangar 2
Vero Beach, Florida 32960

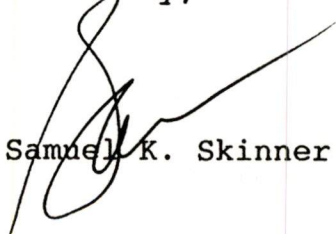
Dear Mr. LoPresti:

Many thanks for the handsome picture of SwiftFury you
so graciously sent.

I am pleased to hear that the airplane is selling so
well, and I commend you on creating a product that is
affordable, especially in this day and age.

With my best regards,

Sincerely,


Samuel K. Skinner

See you in Wis.
S

*Thank you
written
(6/27/89)*

**LOPRESTI PIPER AIRCRAFT
ENGINEERING COMPANY**

ACTION	
is assigned to	
S10/SE	
CONTROL NO.	
890621-040	
SIMS	S-10

cc: S-1

June 12, 1989
LEX89073

Secretary Sam Skinner
Department of Transportation
Washington, DC

Dear Secretary Skinner.

I was very pleased with your personal response to our Type Certification problems that I discussed with you at the Sun 'N Fun Fly In in April.

Buyer response to our new airplane, called SwiftFury, has been simply phenomenal; we sold 131 airplanes in seven days at Sun 'N Fun. *To date, we have sold 242 airplanes. Stuart Millar and I plan to show the world that good old Yankee ingenuity is alive and well and we can build superb products at modest costs.

I hope you enjoy the photo.

Warm regards

LeRoy P. LoPresti
LeRoy P. LoPresti
President

ACTION	
is assigned to	
S-1	
CONTROL NO.	
890621-040	
SIMS	S-10

alphabetical

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

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Department of
Transportation
DOT 518



Mr. H.R. Lucius
1622 Wrightson Drive
McLean, VA 22101

THE SECRETARY OF TRANSPORTATION

6-7-89

Dear Mr. Lucius

Thank you for your kind letter.
Energy is an important National Asset
and we must recognize it. Your
support is appreciated.

Sam Skinner

1622 Wrightson Drive
McLean, Virginia, 22101
June 3, 1989

Mr. Samuel K. Skinner
Secretary of Transportation
Office of the Secretary
Department of Transportation
400 Seventh Street SW
Washington, D.C., 20590

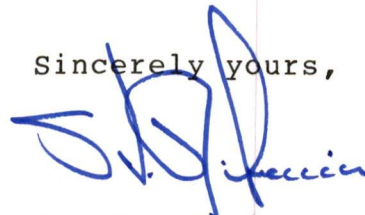
Dear Mr. Skinner,

This is the first time I have ever felt constrained to write a fan letter to government official of cabinet rank. But you richly deserve it with your recent announcement that you will induce Detroit to manufacture more fuel efficient cars. I offer my warm endorsement and deep-felt thanks.

As a nation we must adopt measures to reduce oil imports, slice away at the trade deficit, reduce smog, and adopt measures to avert global warning. Your announcement, for the first time in many a year, pointed us in the right direction. Please keep up the good work. I fear that you will be blasted by a good number of Americans who do not realize that you are looking after our best interest. When the "there is no tomorrow" crowd berates you, please be aware that there is a number of people, like myself, who applaud what your are doing and hope you will continue.

I have, in passing, been most impressed with your views on public transportation and other transportation issues. Starting with your confirmation hearings you have voiced views that I hope will be put into practice. We must cut away at the excessive dependence on the auto. Consequently I very much favor Congressman's Rostenkowski to slowly but surely raise the tax on gasoline to reduce consumption and raise revenue.

Sincerely yours,



H. R. Lucius



THE SECRETARY OF TRANSPORTATION

2/23/89

Dear Matt:

Thank you for your nice note. None of us could have done anything without the support of people like you. I greatly appreciate it.

Warmest personal regards,

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

OFFICIAL BUSINESS

Postage and Fees Paid
Department of
Transportation
DOT 518



Mr. Matthias A. Lydon
18th Floor
100 West Monroe Street
Chicago, Illinois 60603



THE SECRETARY OF TRANSPORTATION
February 23, 1989

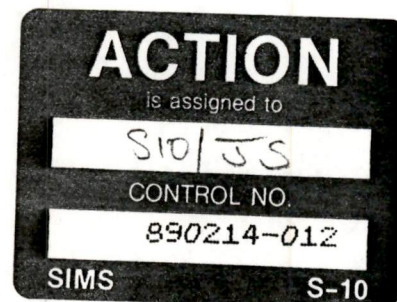
Dear Matt:

Thank you for your nice note. None of us could have done anything without the support of people like you. I greatly appreciate it.

Warmest personal regards,

A handwritten signature, likely of the Secretary of Transportation, is written in the bottom right corner of the letter. The signature is stylized and appears to be 'J. V. Jones'.

MATTHIAS A. LYDON
EIGHTEENTH FLOOR
100 WEST MONROE STREET
CHICAGO, ILLINOIS 60603



February 7, 1989

Honorable Samuel K. Skinner
Secretary of Transportation
United States Department of Transportation
Washington, D.C.

Dear Sam:

Seeing a photograph in the newspaper today of your swearing-in ceremony, with both Jim Thompson and Joel Flaum included in the photograph, reminded me nostalgically of meetings of supervisors in the United States Attorney's Office, probably sixteen years ago. I never would have thought then that sixteen years later, one of you would be Governor of the State of Illinois, another, Judge of the United States Court of Appeals for the Seventh Circuit, and the third, Secretary of Transportation, although no doubt the talent was there.

Congratulations and best wishes for the future. I know you will leave a positive mark on the agency.

Very truly yours,

Martha Allison Moloney

m

June 16, 1989

Dear Mr. Secretary,

I cannot adequately express in words my sincere thanks for your including me on the Paris Air Show trip. It was a pleasure to spend time with you and get to know your excellent staff. Betty has spoken so highly of everyone, especially you.

After six months of being house-bound.
You cannot imagine what the sites of
Paris did to restore my zest for life.
It was so wonderful to feel normal
again.

Many, many thanks.

Sincerely,
Martha

PAUL F. MCCARTHY

Mc

14. June. 1989

DEAR SAM -

Sorry I missed your vacation in CHICAGO.
KEVIN KIRKLAND from my office went and
REPORTED THAT your oratory skills HAVE NOT
SLIPPED SINCE THE MOVE TO D.C.
BELATED CONGRATULATIONS ON your appointment.

BEST REGARDS,

Paul

M

THE SECRETARY OF TRANSPORTATION

Bob Mosbacher

5-15-89

I support your ideas in
this article and encourage you
to keep it up.

P.S. Great Picture



The Outlook

Mosbacher's Mission: All in the Family?

WSJ 5/15 WASHINGTON

Bob Mosbacher wants to be a Big Brother.

Not just to anyone. The Commerce secretary seems intent on nurturing certain favored businesses—chiefly, high-technology industries capable of helping to overcome the nation's trade deficit. Moreover, he's intent on helping them against tough competitors from overseas.

Each new pronouncement by the secretary sets trade group and corporation lobbyists scampering like children around a parent coming home with Christmas presents. In his public comments, Mr. Mosbacher muses about establishing a warm, fuzzy relationship in which "government encourages industry and, under certain circumstances, helps them with the cutting-edge R&D as a sort of seed-money approach."

Mr. Mosbacher also advocates loosening antitrust policy to "unfetter the private sector." He believes, for instance, that the dissolution of American Telephone & Telegraph Co. on antitrust grounds "has cost us dearly in the balance of trade."

The Commerce secretary says he doesn't want to have government set the agenda for private enterprise. On the contrary, he says, priorities for federal involvement "should be private-sector industry decisions, not government decisions."

Mr. Mosbacher denies any intent to create an interventionist industrial policy. Government shouldn't pick winners and losers among industries, he says, and in any case it shouldn't become "intensely" involved in private commerce.

But the secretary is calling for a strong government response when high-tech trade-oriented industries seek help—outright heresy in a post-Reagan Republican administration.

You won't find the kids complaining, however.

International Business Machines Corp., for one, is only too happy to let government adopt policies to make the U.S. electronics industry more competitive world-wide. "I am strongly in support of that," Jack D. Kuehler, an IBM vice chairman, told lawmakers last week.

But if the government sets out to make policies to benefit specific industries, it may run the risk of allowing itself to become too directed by particular industry and trade groups. Competition and the U.S. consumer also could ultimately become the victims if government policies to help specific U.S. industries were to ignore antitrust considerations and become nationalist and even protectionist.



Robert Mosbacher

In the trade arena, at least, it's already difficult to figure out where some industries end and government begins. The Bush administration has alleged that Japan is flouting telecommunications-trade agreements, an action that could, under the law, lead to U.S. trade retaliation against specific Japanese goods. Mr. Mosbacher told Congress that the threat against the Japanese was "the first olive out the jar," as if more retaliatory action were likely soon.

Who could benefit most from this risky face-off with the Japanese? Certainly, one of the companies that had been lobbying most strenuously for it—Motorola Inc., of Schaumburg, Ill., which has spared little expense in getting its case heard in Washington. It now employs former International Trade Commission official Veronica Haggart as its Washington vice president and director of international trade relations. Richard Heimlich, Motorola's director of international strategy, was formerly the senior assistant White House trade representative. Jim Gradoville, its manager of international trade relations, also previously worked in the White House trade office.

The list goes on: Michael P. Skarzynski, a former Motorola executive, and Michael P. Galvin, whose father, Robert, is the chairman of Motorola, have been nominated to be assistant secretaries at the Commerce Department.

A Commerce spokeswoman says any officials with ties to Motorola would be recused from any decision-making that might relate to the company. But in any case, "we're very much satisfied" with the U.S. action against the Japanese, says a Motorola spokesman, who stresses that the company wants to get better access to the Japanese market, rather than to exclude Japanese companies from the U.S. The spokesman denies Motorola's Washington connections were responsible for the U.S. action.

There's no disputing that foreign governments help their industries and that sometimes only the U.S. government can level the playing field. "This country must develop a coherent policy aimed at putting American companies on an equal footing with companies in other countries," says Edward Miller, the president of the National Center for Manufacturing Sciences. Otherwise, "the U.S. will become the world's most advanced Third World country."

But by openly advertising its enthusiasm for aiding specific industries, the Bush administration's trade apparatus risks subverting the national interests to those of industry—the perceived interests of a few industries, that is. With such a policy, there's no guarantee that government would pick the right industries or the right companies. As it now appears, says a senior Washington trade lawyer, "Republican industrial policy is telling you what the last company that walked in the door says."

—PETER TRUELL



Congress of the United States
House of Representatives
Washington, D. C. 20515

Lynn Martin
Sixteenth District, Illinois

Dear Sam,

Just saw the
Article you got in
the article judging
The President's cabinet.

As a former teacher,
I agree. Look forward
to seeing you soon.

Wynne



Marriott Corporation
International Headquarters

Marriott Drive
Washington, D. C. 20058

J. Willard Marriott, Jr.
Chairman of the Board
and President

June 16, 1989

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

Dear Sam:

Thank you for your thoughtful letter of June 7
regarding the recent Fortune article.

This recognition is a tribute not only to my Mother
and Father who taught me so much, but also to the
thousands of employees who work for our company.
Their hard work and positive attitude has made it
all possible.

I am flattered that you would take time out of your
busy schedule to write.

I look forward to talking with you when you get
back from Europe.

Sincerely,

J.W. Marriott, Jr.

M - Mosbacher

THE SECRETARY OF COMMERCE
WASHINGTON, D.C. 20230

December 22, 1989

file

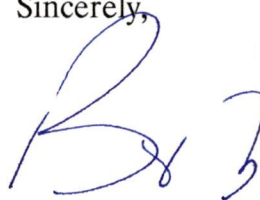
The Honorable Samuel K. Skinner
Secretary of Transportation
Washington, D.C. 20590

Dear Sam:

Thanks for the invitation to your absolutely wonderful Christmas party. Georgette and I loved it!

I'm sure this year has been as exciting and memorable for you as it has been for me. Georgette and I wish Honey and you a joyous and memorable 1990.

Sincerely,

A handwritten signature in blue ink, appearing to read 'R. Mosbacher', with a stylized flourish at the end.

Robert A. Mosbacher

U.S. DEPT. OF
TRANSPORTATION

90 JAN -8 AM 10:20

OFFICE OF THE
ATTORNEY GENERAL
WASHINGTON, D.C.



THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

December 28, 1989

Mr. Harold D. Marshall
President
Associates Commercial Corporation
P.O. Box 650363
Dallas, TX 75265-0363

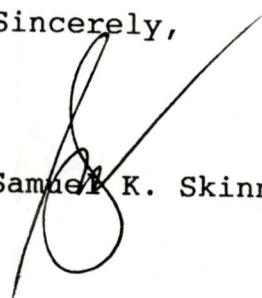
Dear Hal:

Many thanks for the watch calendars.

I appreciate your thoughtfulness, and extend
to you and your family my wishes for a happy
holiday season.

With best regards,

Sincerely,



Samuel K. Skinner

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

December 28, 1989

Mr. Michael C. McKiernan and
Mr. Laurence A. Short
Steptoe & Johnson
Attorneys at Law
1330 Connecticut Avenue
Washington, D.C. 20036-1795

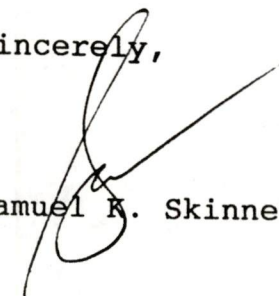
Dear Michael and Laurence:

Many thanks for sending me The 1989 JAL
Art Calendar.

I appreciate your thoughtfulness, and extend
to you both my wishes for a happy holiday season.

With best regards,

Sincerely,



Samuel R. Skinner

Alphale

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

December 20, 1989

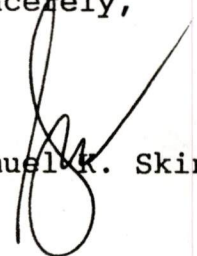
Dear Arnie:

What a wonderful party it was Sunday night! I am sorry you could not be there, but I can tell you it was clearly in your style. Since Sunday, Honey and I have received a number of comments about the party and how great it was from virtually everyone. It's a real tribute to you, Klaus and your staff.

I trust you are feeling better, and I look forward to seeing you soon.

With my thanks and warm regards,

Sincerely,


Samuel R. Skinner

Mr. Arnold Morton
The Morton Group
1050 North State Street
Chicago, IL 60610

Alphab.

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

December 19, 1989

The Honorable and Mrs. Robert Mosbacher
2425 Tracy Place, N.W.
Washington, D.C. 20008

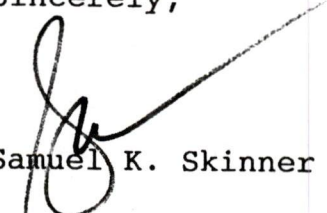
Dear Georgette and Bob:

Many thanks for the book, Washington The Nation's Capital.

I appreciate your thoughtfulness, and extend to you both my wishes for a happy holiday season.

With best regards,

Sincerely,



Samuel K. Skinner



Season's Greetings

Secretary and Mrs. Robert Mosbacher

alpha

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

December 15, 1989

Mr. Charles L. Miller
Director
Arizona Department of Transportation
206 S. 17th Avenue
Phoenix, Arizona 85007

Dear Charles:

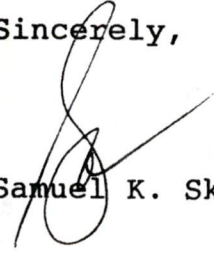
Many thanks for the book, Arizona Highways.

I am pleased to accept it, and look forward to viewing it at my earliest convenience.

I appreciate your thoughtfulness, and extend to you my wishes for a happy holiday season.

With best regards,

Sincerely,


Samuel K. Skinner



Season's Greetings
from



ARIZONA
HIGHWAYS

Hugh Harelson, publisher



CHARLES L. MILLER
DIRECTOR

ARIZONA DEPARTMENT
OF TRANSPORTATION

206 S. 17TH AVENUE
PHOENIX, ARIZONA 85007
PHONE 255-7226



CHARLES L. MILLER
DIRECTOR

ARIZONA DEPARTMENT
OF TRANSPORTATION

206 S. 17TH AVENUE
PHOENIX, ARIZONA 85007
PHONE 255-7226

Cost 23.40

volumes Jan - Dec '89

- Thank you needed

- a log in in

Alphab.

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

November 13, 1989

Mr. James Mateos
Stapleton International Airport
Concourse "E", 4th Floor
Denver, Colorado 80207

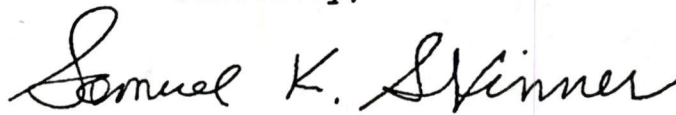
Dear Mr. Mateos:

The posters are fantastic! They are hanging just outside my office door and have generated lively conversation by staff and visitors alike.

I appreciate your efforts--which I understand took some doing. Thank you.

With best wishes,

Sincerely,

A handwritten signature in cursive script that reads "Samuel K. Skinner". The signature is fluid and elegant, with the first name "Samuel" being more prominent than the last name "Skinner".

Samuel K. Skinner

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

November 13, 1989

Mr. George Brewer
Stapleton International Airport
Concourse "E", 4th Floor
Denver, Colorado 80207

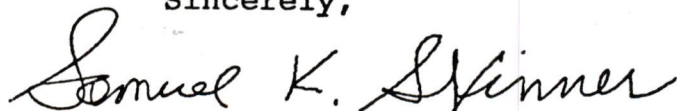
Dear Mr. Brewer:

Thank you for all your effort in arranging for the posters: Hard Work Comes With The Territory. I am aware that this was not an easy task to accomplish and appreciate even more your perseverance. It's apparent you live by the motto espoused on the posters.

They're now hanging prominently just outside my office door. Many of my staff have commented how wonderful they are--and the message comes across loud and clear....

Again, thank you. I really enjoy them.

Sincerely,

A handwritten signature in cursive script that reads "Samuel K. Skinner". The signature is fluid and written in dark ink.

Samuel K. Skinner

Alphab.

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

December 13, 1989

Mr. Akihiko Miyoshi
General Director
Japan Automobile Manufacturers Association, Inc.
Washington Office
1050 17th St., N.W.
Washington, D.C. 20036

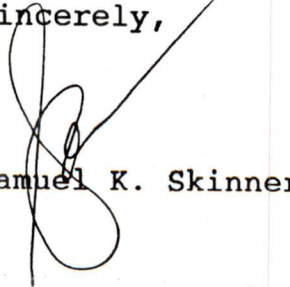
Dear Mr. Miyoshi:

Many thanks for sending me your handsome Japan
1990 calendar.

I appreciate your thoughtfulness, and extend to
you my wishes for a happy holiday season.

With best regards,

Sincerely,


Samuel K. Skinner

JAMA

(202) 296-8537

AKIHIKO MIYOSHI

GENERAL DIRECTOR

JAPAN AUTOMOBILE MANUFACTURERS ASSOCIATION, INC.
WASHINGTON OFFICE
1050 17TH STREET, N.W., WASHINGTON, D.C. 20036

JAMA

(202) 296-8537

WILLIAM C. DUNCAN, Ph.D.

DEPUTY GENERAL DIRECTOR

JAPAN AUTOMOBILE MANUFACTURERS ASSOCIATION, INC.
WASHINGTON OFFICE
1050 17TH STREET, N.W., WASHINGTON, D.C. 20036

THE SECRETARY OF TRANSPORTATION

McKeel

11-19-89

Dear Sen

Thanks for your note. I
will call and setup something before
the year ends. Chicago is a great
town and the Sun-times a great paper.
I wish you the best.

Sen

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

Postage and Fees Paid
Department of
Transportation
DOT 518



Mr. Sam S. McKeel
President and
Chief Executive Officer
401 North Wabash Avenue
Chicago, IL 60611

The Sun-Times Company

SAM S. MCKEEL
PRESIDENT &
CHIEF EXECUTIVE OFFICER

*Sandy D
Breakfast
at lunch in
Chicago (another)*

November 7, 1989

Honorable Sam S. Skinner
U.S. Department of Transportation
400 7th S.W.
Washington, DC 20590

Dear Sam:

Margarett and I were pleased that you could join us for the Bob Novak "Roast."

I am sorry we did not get a chance to visit more during the evening. I will look forward to seeing you in the future.

You know a lot about the Sun-Times and Chicago, and I'd like to pick your brain.

It was good being with you and I look forward to seeing you soon.

Sincerely,



Sam S. McKeel

SSM:gle

THE SECRETARY OF TRANSPORTATION

Brian

12-5-89

I am delighted to learn
of your great day. Nurse aviation
is special and I understand
why you love it so.

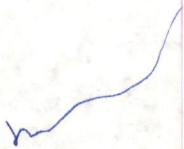
THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

Postage and Fees Paid
Department of
Transportation
DOT 518



Mr. Brian Marschall
237 West Blodgett
Lake Bluff, IL 60044

As for your Dad's
Diving ability, He couldn't hit
it that far with a tail
wind on his best Day.
my best to all Sam



Dear Mr. Skinner,

I am writing to thank you for sending us the tickets to see the commissioning of the Abraham Lincoln (CVN 72). It was one of the greatest days of my life. I have never been on a ship that big before. It was quite a thrill for my mother & I. My father said he could not even hit a driver the length of the flight deck.

Again I would like to thank you for a great day that I'll never forget. I hope we'll all see you & Mrs Skinner at Shoreacres this summer.

Sincerely,

Brian Macchell



THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

Postage and Fees Paid
Department of
Transportation
DOT 518



The Honorable Kate Moore
Assistant Secretary of Transportation
Washington, D.C. 20590

THE SECRETARY OF TRANSPORTATION

Kate

12-5-89

Thank for your note. You
are doing a great job and
I am very lucky.
Sam



U.S. Department of
Transportation

Office of the Secretary
of Transportation

Assistant Secretary
of Transportation

Monday
Nov 27

Mr Secretary:

The Budget staff is still "reeling" from your nice visit on Saturday - thanks for dropping by our offices... on one of the toughest weekends for us in the year! Many observed that this was unprecedented and represents such a change from previous administrations.

Yours terrific!

Kate

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

Postage and Fees Paid
Department of
Transportation
DOT 518



Charles Monterio
5312 Glen Greet Court
Alexandria, VA 22310

THE SECRETARY OF TRANSPORTATION

12-5-89

Dear Charles

Thanks for your note. I
enjoyed meeting you and
hope we meet again soon.

My office will call you
next year to setup a day
for you to travel with me.

In the meantime, keep
up the rehearsal. Sam Skinn

5312 Glen Green Ct.
Alexandria, Va. 22310
November 19, 1989

Dear Mr. Skinner

Thank you for the nice hat and the pen. Friday November 3RD I went to school and told them all about it and I also wore the hat you gave to me. I'm going to frame the pen as a sovenier from you. I also enjoyed you showing me how to use the traffic control computer, it was very interesting. When I told people about me working the computer and they did not believe me but they did believe me when I told them I met the Secretary of Transportation. Oh, I forgot you know me from

Ralph Everett's reception.

I got to go!

Have a Happy Thanksgiving!

Your friend,

Charles
Monterio

P.S. I would like to
spend some time with
you to see what
your job entails

SUSAN

Setup Monterio
next year for
Bath Bump.

U.S. DEPT OF
TRANSPORTATION

89 DEC -1 AM 11:55

OFFICE OF SECRETARY
OF TRANSPORTATION
EXECUTIVE SECRETARIAT

[Faint, illegible handwritten notes in blue ink]

[Faint, illegible handwritten notes in red ink]

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

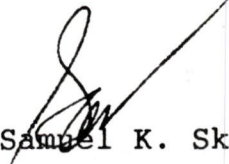
December 4, 1989

Dear Georgette and Bob:

Thank you for another wonderful evening in your home on Saturday. Dinner was delicious, and the company could not have been finer. Honey and I enjoyed ourselves tremendously and appreciate your very warm hospitality.

With warm regards,

Sincerely,

A handwritten signature in black ink, appearing to be 'Samuel K. Skinner', written over a horizontal line.

Samuel K. Skinner

The Honorable and Mrs. Robert Mosbacher
c/o Office of the Secretary of Commerce
Washington, D.C. 20230

Alphab.

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

Postage and Fees Paid
Department of
Transportation
DOT 518



Ms. Martha Allison Maloney
Suite 315
501 Slaters Lane
Alexandria, VA 22314

THE SECRETARY OF TRANSPORTATION

11-19-89

Dear Martha

Thanks for coming and for
your kind note. Betty is great and
I am lucky to have her. I really
appreciate your support as well and know
1990 will be a great year for you. Love

Martha Allison Moloney

November 3, 1989

Dear Mr. Secretary,

What a wonderful party. You were so kind to honor Ralph.

Ralph and I started on the Hill twelve years ago. It seems like we grew up together as he did the same job for Senator Hollings as I did for Senator Ford.. It was a fitting end to his congressional

careers to be honored by the Secretary of Transportation.

You have such a terrific staff and I really enjoy working with them. I cannot resist a plug for Betty. She is such a good friend and I do not know what I would have done last year without her.

I really appreciate your inviting me to such a lovely event.

Sincerely,
Martha Meloney

Alphas

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

November 15, 1989

Mr. Harold D. Marshall
Vice Chairman
Associates Corporation of North America
P.O. Box 660237
Dallas, TX 75266-0237

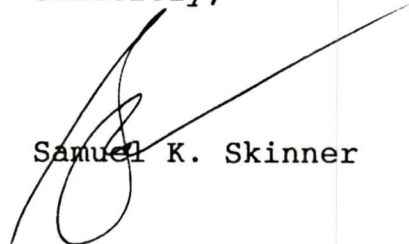
Dear Hal:

Many thanks for sending the golf balls.

Three boxes should last at least one golf
outing....weather permitting.

With best regards,

Sincerely,


Samuel K. Skinner



ASSOCIATES CORPORATION OF NORTH AMERICA

Harold D. Marshall
Vice Chairman

November 7, 1989

Mr. Samuel K. Skinner
U. S. Department of Transportation
Room 10200
400 Seventh Street, S.W.
Washington, DC 20590

Dear Sam:

The enclosed package of golf balls are to replace the ones that you graciously provided me in Florida.

Sincerely,

H. D. Marshall

HDM/dlh
Enclosure

U.S. DEPT OF
TRANSPORTATION

89 NOV -9 AM 10: 23

OFFICE OF SECRETARY
OF TRANSPORTATION
EXECUTIVE SECRETARIAT 

Alphas.

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

November 15, 1989

The Honorable James A. Maloof
Mayor of Peoria
419 Fulton Street
Suite 207
Peoria, IL 61602

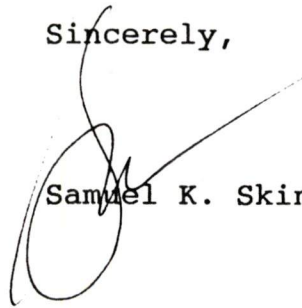
Dear Mayor:

Many thanks for the memento presented to me
on my recent visit to Illinois.

It was a pleasure for me to join you in Peoria,
and I look forward to seeing you again in the
not too distant future.

With best regards,

Sincerely,


Samuel K. Skinner

Alphas.

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

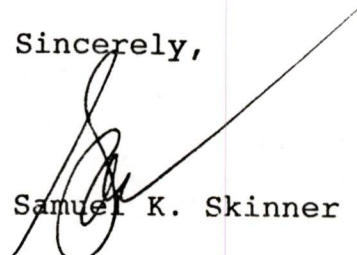
November 6, 1989

Dear Georgette and Bob:

Thank you for a wonderful evening in your home last Thursday. Dinner was delicious, and the company could not have been finer. Honey and I enjoyed ourselves tremendously and appreciate your very warm hospitality.

With warm regards,

Sincerely,



Samuel K. Skinner

The Honorable and Mrs. Robert Mosbacher
c/o Office of the Secretary of Commerce
Washington, D.C. 20230

THE SECRETARY OF TRANSPORTATION

11-2-89

Bob

Thanks for your help on
the LBO bill. See you
soon in "Ga."

Sen

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

Postage and Fees Paid
Department of
Transportation
DOT 518



The Honorable Bob Michel
House of Representatives
Washington, D.C. 20515

Alphab.

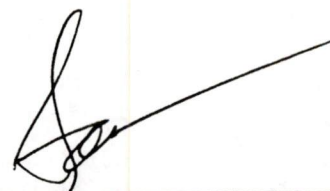
THE SECRETARY OF TRANSPORTATION

10/27/89

Mac

Congratulations on your nomination.
Now lets get you confirmed.

See you soon



Robert C. McCormack
Dept. Under Secy. for Industry and
International Programs
Room 3E
1014 Pentagon
Washington, D.C. 20301-3000

DEFENSE NEWS

VOL 4 NO 42

OCTOBER 16, 1989

\$2.00

2

PIPELINE

*Your schedule is opened --
any interest or send
a congratulatory note?*

*yes, attend —
no, send this note —*

McCormack Shipping Out to Navy

Robert McCormack, deputy undersecretary for industrial and international programs, has been nominated by U.S. President George Bush for assistant secretary of the Navy for financial management.

PRIOR TO FORMER LT McCORMACK, USNR
"SHIPPING OUT" AFTER 23 YEARS ASHORE
HELP US PROVIDE THE McCORMACK's WITH A LITTLE
NAVY REFRESHER TRAINING
SUNDAY, NOVEMBER 5, 1989, 1900-2100 HOURS
AT THE MITCHELL's
8611 FORT HUNT ROAD
ALEXANDRIA, VA

RSVP REGRETS 697-7021

DRESS: CASUAL -- NAVY BLUE AND GOLD

DIRECTIONS

From West:

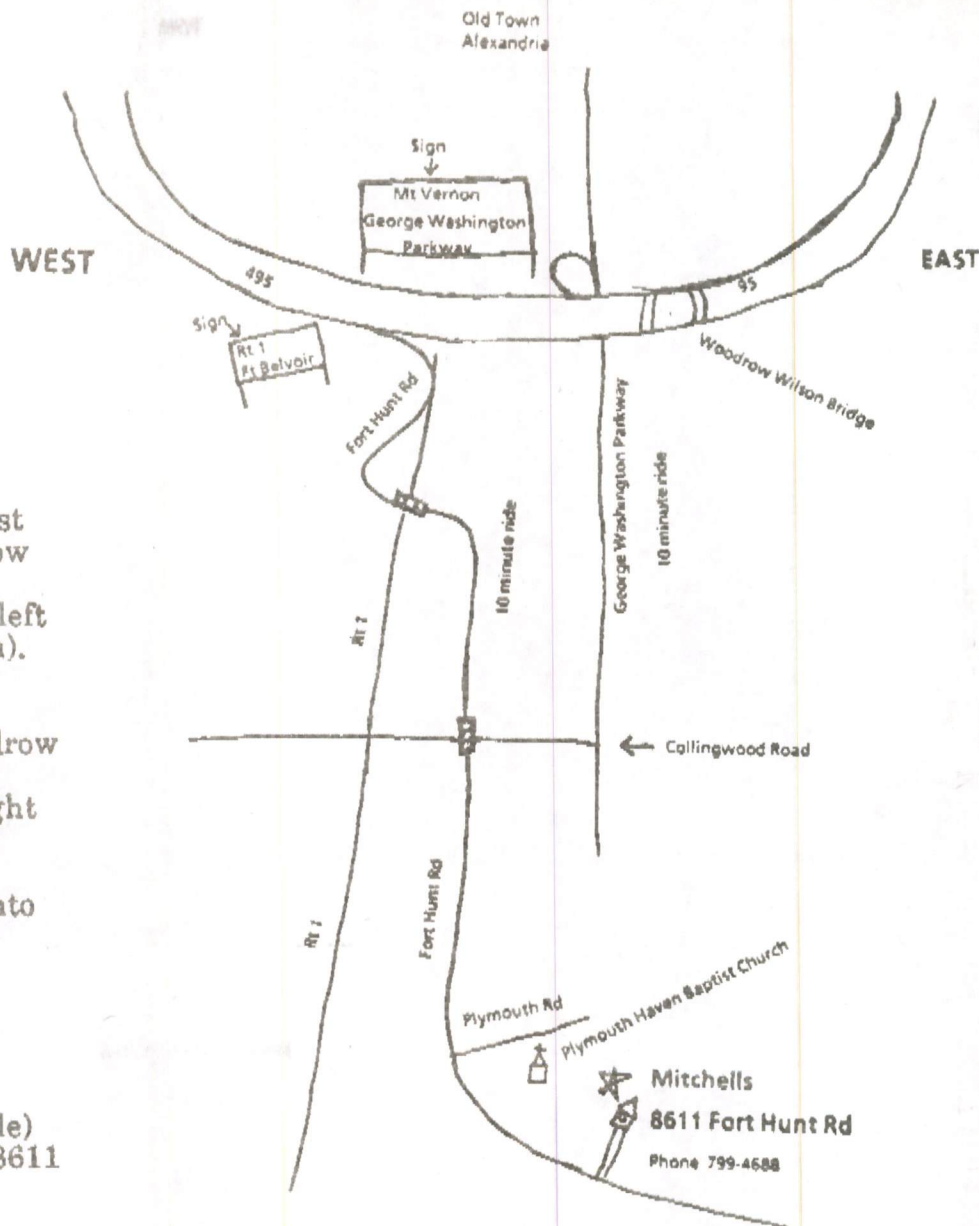
Beltway East to Rte 1 south. Take first jug handle to right. Cross Rte 1...follow Ft Hunt Road for 15 minutes to 8611 Ft Hunt Road (Second house on left past Plymouth Haven Baptist Church).

From East:

Beltway west to first right after Woodrow Wilson Bridge. (Mt. Vernon/George Washington Parkway Exit). Turn right at 1st light onto George Washington Parkway South. Go 10 minutes to Collingwood Road exit. Turn right onto Collingwood Road. Turn left at 1st stoplight onto Ft. Hunt Road. Go 1/2 mile. (Second house on left past Plymouth Haven Baptist Church).

Parking. Two choices:

1. Park in driveway (110 ft available)
2. Park on side of road across from 8611



Alphab.

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

October 27, 1989

Dear Tom:

I really appreciated your sending the videotape of the Soviet aircraft visit to Elmendorf in August. It was very interesting, and I am pleased to have it for my collection.

With my thanks and best wishes,

Sincerely,



Samuel K. Skinner

LtGen Thomas G. McInerney, USAF
Commander
Alaskan Air Command
HQ AAC/CC
Elmendorf AFB, AK 99506-5001



Alaskan Air Command
Elmendorf AFB AK 99506-5001
25 September 1989

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

Dear Mr Secretary

Alaska and the Air Force made history on August 6 when two Soviet MiG-29 fighters and an An-225 transport were escorted by our F-15s to Elmendorf AFB for a refueling stop -- the first time either of these aircraft had landed in North America. The enclosed videotape documents the August 6 visit and their August 16 return on the way home. I thought you would enjoy viewing this historic visit.

Very respectfully

THOMAS G. McINERNEY
Lieutenant General, USAF
Commander

HQ AAC/CC
Elmendorf AFB AK 99506-5001

U.S. DEPT. OF
TRANSPORTATION

89 OCT 18 AM 9:49

U.S. DEPT. OF TRANSPORTATION
EXECUTIVE SECRETARIAT

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

Alphab.
Postage and Fees Paid
Department of
Transportation
DOT 518



Mr. Patrick Murphy
Deputy Assistant Secretary for Policy
and International Affairs
Department of Transportation

THE SECRETARY OF TRANSPORTATION

Murphy

10-13-89

Thank you for my order.
I will guard it with
my life

[Signature]



U.S. Department of
Transportation

Assistant Secretary for Policy
and International Affairs

10-2-89

Secretary Skinner:

This weekend after you gave me the
"Way To Go" pin for work on the
Northwest-KLM-Checchi deal, I saw
this. Note that it is labeled a
"Sky Buster."

Please accept this as my "Way To
Go" award for you.

A handwritten signature in dark ink, appearing to be 'PM' or 'Pat Murphy'.

Pat Murphy

Alphal

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

October 11, 1989

Mr. and Mrs. Harold D. Marshall
P.O. Box 650363
Dallas, TX 75265-0363

Dear Peggy and Hal:

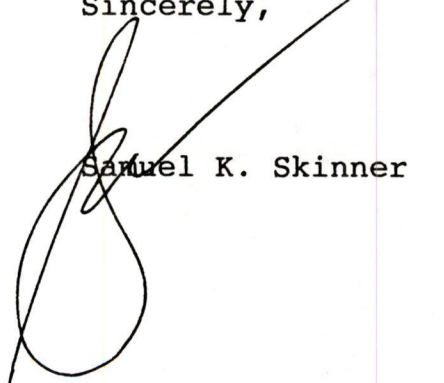
Many thanks for the salted peanuts.

I appreciate your kindness, and I value our
friendship also.

Since you were so generous in sending three boxes,
I've decided to let Honey have a few.

With best regards,

Sincerely,


Samuel K. Skinner



U.S. Department of
Transportation
Office of the Secretary
of Transportation

The Secretary

10/2/89

Allen

You are so right.

I was real happy.

I view myself more
like A. Lincoln. We

will still keep playing
along.



T. Allan McArtor

Senior Vice President
Air Operations

Sam —

What an honor to be
compared with a former
Chief Executive of the United States!
I know how pleased you were
with this "commie coverage".

Mr. Moore doesn't know how
to deal with a Secretary that's
a doer! Best regards, Sam,
See you soon.

Allan 9/25/89

A Jimmy Carter for Transportation?

By THOMAS GALE MOORE

Secretary of Transportation Samuel Skinner is planning to issue a national transportation policy next spring. No one knows what the secretary intends to propose, but the signs are ominous. The last time the government came up with a plan for a major industry, the country got an industrial policy for energy that resulted in fraud, foul-ups, and fuel lines.

If a transportation plan focused on those decisions by government that could produce a more flexible and cheaper transportation system, such as deregulation of surface freight transportation, it could be useful. Unfortunately, given the tenor of the preliminary material on the plan issued by the Department of Transportation, the federal government is likely to become more heavily involved in transportation issues, perhaps usurping some of the authority and activities of local officials.

Even more disturbing was Tuesday's speech by Secretary Skinner to the International Aviation Club. In this talk, he expressed his intention of restraining foreign investment in U.S. airlines and ensuring that any acquisitions of U.S. airlines not lead to "excessive debt" that might jeopardize passenger safety.

Mr. Skinner's concern with foreign ownership, already restricted by law to 25% of any airline, is puzzling. If 20% of the stockholders of an airline reside in London, England, rather than London, Ohio, Londontowne, Md., or Londonderry, N.H., that cannot make any economic, national security or safety difference.

Does the secretary believe that foreign owners, if they could exercise control, would withdraw service on profitable routes? Or that domestic shareholders would favor operating an unprofitable service? Perhaps Mr. Skinner is concerned that a foreign airline might use its leverage to attract transit passengers to foreign destinations from its partially owned U.S. affiliate. If there were any harm in this arrangement (many U.S. airlines have similar links to partially or wholly owned local carriers), it would be an antitrust matter, better left to the expertise of the Justice Department.

Mr. Skinner's concern about "excessive debt" also seems misplaced. The Transportation Department's own studies have shown that safety and financial health are unrelated. Does the secretary lack confidence in the Federal Aviation Authority's ability to monitor safety and maintenance? Or does he disbelieve his own department's evidence?



Samuel Skinner

The appropriate debt/equity ratio for an airline is best left to the market. If an air carrier takes on excessive debt, that will be reflected in the value of its stock. The safety of passengers, unlike the safety of shareholders, will remain unaffected.

Mr. Skinner's speech and the material issued by the department on the proposed national policy imply that the Transportation Department intends to take a more active role. But judging from the record, whenever the federal government becomes deeply involved in transportation, such as by regulating a mode, or by providing the infrastructure, the system suffers.

One of the major problems facing the transportation sectors involves congestion at busy airports, which is at least partly

Does the secretary believe that foreign owners would withdraw service on profitable routes? Or that domestic shareholders would favor operating an unprofitable service?

due to the air traffic control system. Another impediment to low-cost transportation is the remaining requirements for truckers to file rates, which sometimes are suspended or denied, coupled with the continued precondition that new carriers apply for and secure certificates of public convenience and necessity before they can operate. At a minimum this increases paperwork, legal fees, and costs; it can also result in higher tariffs than carriers and shippers want.

Rail carriers remain constrained in their freedom to abandon unprofitable lines or to price freely in certain markets. Not only does this restrain railroads in their ability to compete but it raises their costs. And when the federal government dredges harbors and rivers, builds locks or constructs highways, it subsidizes rail's competitors.

It is noteworthy that only incidentally has the secretary or the department raised the issues of regulation and deregulation. Unfortunately, federal regulation can and still does in the case of surface freight transportation have a major impact on the industry and the cost of moving goods. Any federal policy guidelines for transportation must consider regulation/deregulation. The department's publications are now actually claiming that rates and entry conditions of freight carriers have been deregulated, when the truth is that regulation has been reduced but certainly not abandoned. And nowhere is there any hint that further deregulation is intended.

Another glaring omission is the absence

of any reference to the role of the FAA, the possibility of privatization of some aspects of air traffic control, or the use of landing fees to reduce congestion. Studies have indicated that a private sector air traffic system would be more flexible and produce fewer delays and reduced congestion. And while setting landing fees should be the responsibility of the local airport authority, the department ruled last winter that peak load prices set by Boston's Logan Airport to reduce crowding in a market-oriented way were discriminatory.

Many of the topics that the department intends to address with its new national policy, such as urban transportation congestion, are primarily state and local issues. While funding of local transportation systems has often relied in part on federal taxpayers' dollars, the planning and actual development of regional strategies traditionally have been a local responsibility. We are left to wonder whether this will continue to be true.

Do we need a national plan? The U.S. has one of the best transportation systems in the world. The private sector's responses to shippers and travelers have created an incredibly efficient and low cost network. There are bottlenecks and inefficiencies but these result typically from inadequate governmentally provided infrastructure or from the remaining regulation. In many communities, anti-growth sentiment coupled with antipathy to automobiles has discouraged the construction of new or expanded highways. The result has been increased congestion and delays. But this is a local challenge, not a national one.

The federal government should not attempt to allocate traffic between modes or to "promote diversions of commodity movements to underused facilities. . . ." The market is the only proper judge of the appropriate mode of transport.

If Mr. Skinner focuses on diminishing the federal government's activities, especially the regulation of surface freight transportation and the air traffic control system, the new plan could indeed be a useful document. But few bureaucracies recommend reduced roles for themselves.

More likely the department will attempt to usurp the power and authority of knowledgeable local officials and require states and communities to develop plans in conformity with federal policy. In that case, the best that can be hoped for is that this study-plan, like so many others, winds up on the shelf of some bureaucrat gathering well-deserved dust, having cost the taxpayer only a few million. If implemented, it could cost the taxpayer and the economy billions.

Mr. Moore is a fellow at Stanford's Hoover Institute.



**U.S. Department of
Transportation**

Office of the Secretary
of Transportation

Chief of Staff

400 Seventh Street, S.W.
Washington, D.C. 20590

Alphab.

September 19, 1989

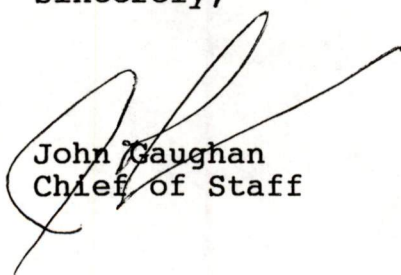
Mr. James R. Mills
Chairman
Metropolitan Transit Development Board
1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490

Dear Mr. Mills:

It was thoughtful of you to give Secretary Skinner the East Line Commemorative Gift. However, Federal ethics laws preclude him from accepting the gift. The gift is being returned under separate cover.

The Secretary appreciated your kind gesture, and he wishes you all the best.

Sincerely,



John Gaughan
Chief of Staff

1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490
(619) 231-1466
FAX (619) 234-3407

ACTION	
is assigned to	
S10/JS	
CONTROL NO.	
890828-026	
SIMS	S-10

MEMORANDUM

G-M 2

DATE: August 24, 1989

TO: The Honorable Samuel K. Skinner, Secretary of Transportation

FROM: James R. Mills, Chairman *JRM*

SUBJECT: EAST LINE COMMEMORATIVE GIFT

The Metropolitan Transit Development Board (MTDB) would like to thank you for your ongoing support of MTDB's East Line Light Rail Transit Project.

In recognition of your efforts, I have enclosed a token of the Board's appreciation.

JRM:JEL:kw
M-COMMEM.JRM

Member Agencies:

City of Chula Vista, City of Coronado, City of El Cajon, City of Imperial Beach, City of La Mesa, City of Lemon Grove, City of National City, City of Poway, City of San Diego, City of Santee, County of San Diego, State of California

Metropolitan Transit Development Board is Coordinator of the Metropolitan Transit System and is Regulatory Authority for  Paratransit Administration

Subsidiary Corporations:  San Diego Transit Corporation,  San Diego Trolley, Inc. and  San Diego & Arizona Eastern Railway Company



**U.S. Department of
Transportation**

Office of the Secretary
of Transportation

Chief of Staff

400 Seventh Street, S.W.
Washington, D.C. 20590

September 19, 1989

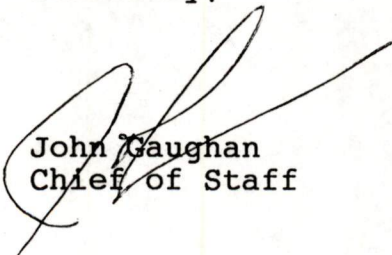
Mr. James R. Mills
Chairman
Metropolitan Transit Development Board
1255 Imperial Avenue, Suite 1000
San Diego, CA 92101-7490

Dear Mr. Mills:

It was thoughtful of you to give Secretary Skinner the East Line Commemorative Gift. However, Federal ethics laws preclude him from accepting the gift. The gift is being returned under separate cover.

The Secretary appreciated your kind gesture, and he wishes you all the best.

Sincerely,



John Gaughan
Chief of Staff



U.S. Department of
Transportation

Office of the Secretary
of Transportation

The Secretary

Tom

I have done
my Part, Now
its up to you

A handwritten signature in cursive script, consisting of a large, stylized initial 'S' followed by a horizontal line.

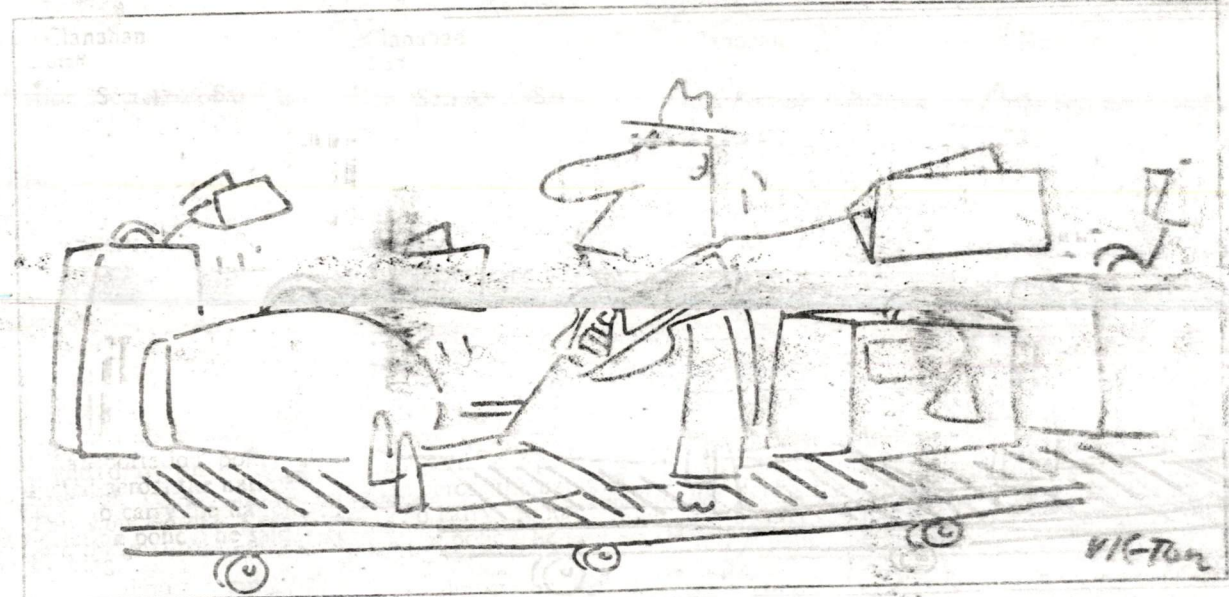
SKS -
F41
BMP

Transportation 'star' is trading in part on rising expectations

By E. Thomas McClanahan
Staff Writer

Transportation Secretary Samuel Skinner has received a favorable press would be described as a "star" in Washington, a "star" in the EastWeek recently gushed about his shrewdness, his prag-

But this early praise is a bet on the future. Right now Skinner is trading on the book



rising expectations. Earlier this year he announced that his department would draw up a "national transportation policy" based on hearings to be conducted across the nation. This would provide a framework to carry the nation into the next century. Transportation policy, he said, "must be driven by strategic thinking."

For now, this has given Skinner almost complete control of the terms of debate. With everyone in the government waiting for the secretary to descend from the mountain with his policy, decision-making on many issues — most notably those related to air travel — is frozen. Even after the national framework is issued, debate will turn on its findings and conclusions.

It is a brilliant gambit, but risky. By placing transportation policy in suspended animation, Skinner has prepared the ground for real innovation. But if his policy statement is a compilation of the same old ideas, Skinner's star will quickly fade.

Last week in Kansas City, Kan., Transportation Department officials convened one of the many public hearings scheduled as part of Skinner's attempt to take the nation's "transportation pulse." Sadly, most of what they heard was rehash, a litany of familiar concerns and pleas for more money from Washington.

Kansas City Councilman Emanuel Cleaver called for increased federal investment in infrastructure. "You could make our jobs a lot easier," he suggested, "by simply opening your pockets and letting us collect what falls out."

Olathe Mayor Jim Green said his town needed more bridges over Interstate 35. Officials from the Kansas City Area Transportation Authority made their case for continued federal mass-transit subsidies.

Speakers urged more federal support for highway maintenance, bridge replacement, notification for transport of hazardous waste. In other words, there was precious little "strategic thinking." Few had attempted to look at old problems in new ways.

If the early indications are correct, Skinner may throw a few curves at those who think federal dollars

come from the tooth fairy. In a visit to the tooth fairy May, he pointedly observed that "pointedly observed" governments will have to play a greater role in solving their infrastructure problems.

Significantly, Skinner recognized the need for private, toll, road, and airport and terminal. For a long time, the federal government has been the private investment in infrastructure.

To be sure, the federal government has been the private investment in infrastructure. In the past, the federal government has been the private investment in infrastructure.

downstream investment across the country. The federal government has been the private investment in infrastructure. The federal government has been the private investment in infrastructure.

of the venerable transportation agency. The federal government has been the private investment in infrastructure. The federal government has been the private investment in infrastructure.

national strategy will be developed. The federal government has been the private investment in infrastructure. The federal government has been the private investment in infrastructure.

concern. Here the political stakes are higher. How do we deal with congestion? What is the best way to finance new runways, expand airports and increase airport capacity more efficiently?

Congress is increasingly restive about ticket-price distortions stemming from "fortress hubs," or terminals dominated by one or two carriers. If Skinner fails to come up with ways to increase competition in the industry, it will be difficult to restrain Congress's reviving regulatory impulse.

If Skinner succeeds, he will deserve all the early praise and more. But if he loses the initiative — if transportation policy once again becomes subject to drift and conflicting crosscurrents — we all will lose. And Skinner will be written off as a flash in the pan.

K.C. Times
8-15-89



THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

September 5, 1989

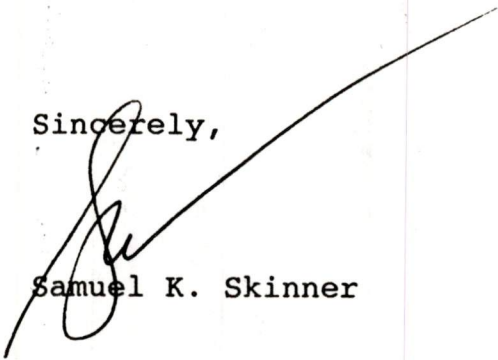
Dear Bob:

Ty Fahner, a friend of mine from Chicago and president of the Illinois Ambassadors, has invited you to address the Illinois Ambassador 1989 Annual Dinner on October 10.

This is a first-rate group which has made significant contributions to Illinois's economic development. I believe you would enjoy getting to know these folks and that you would find this to be a worthwhile use of your time. I hope you will give the invitation your serious consideration.

With best regards,

Sincerely,


Samuel K. Skinner

The Honorable Robert Mosbacher
Secretary of Commerce
Washington, D.C. 20230

*orig to Abby for 7U (SKS note says
"Abby: next year")*



THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

September 7, 1989

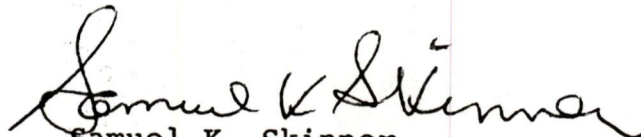
Alphabetical

Dear Ms. Markowitch:

Thank you very much for your August 31 letter requesting my support for Dr. Nancy O'Fallon. While Dr. O'Fallon's credentials are impressive, it has been a practice of mine for a long time not to recommend individuals who I do not know personally. I wish I could be more helpful, but trust that you will understand my position.

With best wishes,

Sincerely,


Samuel K. Skinner

Ms. Anne Markowitch
President
The Jane Addams Conference
Suite 1313
Six North Michigan Avenue
Chicago, IL 60602



THE JANE ADDAMS CONFERENCE
A women's leadership program in international relations

August 31, 1989

Samuel K Skinner
Secretary of Transportation
400 7th St SW
Washington DC 20590

Dear Mr Skinner:

Knowing your strong loyalty to Illinois and its citizens, I am encouraged to write this letter, asking you to support the appointment of Dr Nancy O'Fallon as permanent at the START talks in Geneva. She has already been appointed to that position for the September round, and the Director of the Arms Control and Disarmament Agency would like to appoint her as permanent negotiator. To do that, however, it is necessary that she receive the support of influential people like you. As I am sure you know, this appointment must ultimately be made by the White House.

Governor Thompson has already written a supporting letter. I have asked Rep. Lynn Martin and Rep. Robert Michel to do so, as well.

As you will see from the enclosed brief biography, Dr Nancy O'Fallon is a remarkable woman, both a physicist and an engineer. And a product of Illinois, having attended the University of Illinois and been associated with Argonne National Laboratory and the University of Chicago since 1974. She has been, for the past two years, intimately involved with the START talks in Geneva, developing policy options for negotiators. Her efforts in that capacity have, obviously, been significant, since the Director of the Arms Control and Disarmament Agency has appointed her active negotiator, as representative of the Agency.

It would be very significant for her to have a letter of support from you, a prominent and influential Republican. I ask you to support Dr O'Fallon because of her formidable intelligence and her negotiating skills. I know you want the best possible negotiators representing the United States in Geneva. Dr O'Fallon is as good as they come.

I have included with Dr O'Fallon's bio a draft letter of recommendation and a list of people to whom supporting letters should be sent. If I can provide any other information, I will be glad to do so. I have known Dr O'Fallon for almost five years. She was a member of The Jane Addams Conference Board of Directors until her move to Washington, and is

6 North Michigan Avenue, Suite 1313 □ Chicago, Illinois 60602 □ 312 346 3111

President Anne Markowitch □ NATIONAL BOARD OF ADVISORS Susan Anderson Majorie Benton Patricia Derian Beverly Everett Maya Friedler Leontine Kelly Esther Nieves
Lynda Palevsky Eunice Poethig Ann Seng Betsy Taylor Wilma Vaught □ BOARD OF DIRECTORS, EXECUTIVE COMMITTEE Chair Maya Friedler Vice-Chair Susanne Batko
Secretary-Treasurer Susan Tassone Fundraising Chair Ann Seng At-Large Members Martha Cray Lois White □ MEMBERS Deborah Bennett Yasmeen Brown
Alma Buckner-Chandler Irenaeus Chekouras Marrice Coverson Patty Crowley Mimi Frankel Kate Grossman Marion Johnson Mary Ann Johnson Ayana Karanja
Bonnie Koenig Laurie Michalowski Karen Minnice Elisabeth Montgomery Esther Nieves Mary Ann Savard Gini Sorrentini Ghada Talhami Shirleen Triplett Laurina Uribe

now on our National Advisory Board. We are particularly proud of our association with her. I have included a copy of our brochure, to acquaint you with The Jane Addams Conference which celebrates its fifth anniversary this year.

Please let me know if I can be of any further help to you. If you will write a supporting letter for Dr O'Fallon (and I hope you do), I would very much appreciate a copy of that letter.

Sincerely,

Anne Markowitch

Anne Markowitch
President

Nancy M. O'Fallon

7309 Gold Ring Terrace; Rockville, MD 20855
Office: (202) 647-7737, 7908 Home: (301) 340-7873

Position Sought: A position in which I can use my technical and policy analysis experience in Government, academia, and National Laboratory to contribute to U.S. Government policy in international security, broadly defined.

Experience

William C. Foster Fellow, Visiting Scholar *U. S. Arms Control and Disarmament Agency*

November 1987 - Present

Represented ACDA in Washington interagency working groups for the Strategic Arms Reduction Treaty (START); analyzed policy options, drafted decision documents, Treaty text implementing policy decisions, instructions for U.S. Negotiating Group. Advisor on START U.S. Negotiating Group in Geneva; participated several times per week in negotiations with Soviet Negotiating Group. (On leave from The University of Chicago)

Assistant Vice President for Research and Argonne National Laboratory *The University of Chicago*

1983 - Present

Monitored developments and trends in U.S. Government energy policy for input to strategic planning for Argonne; wrote briefing papers on strategic plans. Planned and carried out Congressional relations on behalf of Argonne; tracked Argonne program funding through the Federal budget process, prepared briefings on Argonne programs and initiatives, responded to Congressional requests for information. During this period, Argonne funding (which had been threatened with severe decreases) stabilized and began to increase. Set up from scratch and managed day-to-day operation of the University's office at Argonne National Laboratory; served as Executive Secretary of the Argonne Board of Governors; oversaw technical programmatic review committees and special advisory committees. The Department of Energy has begun renewing the operating contract for five years, rather than the previous three or fewer; they have held up University of Chicago operation as a model for other operating contractors.

Program Manager for Fossil Energy Instrumentation and Control *Argonne National Laboratory*

1974 - 1983

Built from the ground up, secured funding for, and managed a research and development program for sensors and instruments to control coal gasification and liquefaction plants for efficiency, safety, and environmental protection; coordinated with instrument companies and energy industry to facilitate technology transfer; organized six international symposia. Program annual funding increased to approximately \$2 million, and the staff to 20 full-time-equivalent scientists and engineers. Monitored development of energy policy for program planning purposes. Persuaded the Department of Energy to establish a program in instrumentation for fossil energy processes; drafted the first national program plan at their request. Developed sensors and instruments for difficult measurement and control problems using a variety of physical principles, including nuclear, acoustic, electromagnetic, and computational; constructed large, one-of-a-kind instrument test and calibration facilities. The group I led succeeded in developing and installing instruments in coal liquefaction and gasification pilot plants, enabling these plants to gather data that were otherwise not obtainable. Specialized in nuclear methods of non-contacting, on-line monitoring for sulfur and other components of coal in the process and effluent streams.

Assistant Professor of Physics *University of Missouri - St. Louis*

1967 - 1974

Developed and led a seminar course on the energy crisis; taught Introductory Physics, Optics, and Electronics. Co-authored successful proposal to the National Science Foundation to fund experimental nuclear structure physics research; designed and set up experimental apparatus, analyzed data, calculated predictions of theoretical models.

Education

Physics, Ph.D., *University of Illinois (Urbana)*
Nuclear Engineering, M.S., *University of Illinois*
Electrical Engineering, B.S., *St. Louis University*

Teaching/Research Associate
Atomic Energy Commission Fellow
National Merit Scholar

Professional Organizations, Service, Recognition

American Physical Society
American Association for the Advancement of Science
Jane Addams Conference on Security in the Nuclear Age, National Advisory Board
National Science Foundation Advisory Committee for Physics, 1986-1989
Outstanding Achievement Award in Education, Chicago YWCA, 1984

Security Clearances

Top Secret, Q, SCI

Languages

French (simple conversations); Russian and German (basic survival)

Leisure Activities

Reading, competitive running, skiing, bicycling, playing guitar, photography

Curriculum Vitae available upon request

References

Hon. William H. Fite
Assistant Director, Bureau of Strategic Programs
U.S. Arms Control and Disarmament Agency
320 Twenty-first Street, N.W.; Washington, DC 20451
(Mr. Fite is the director of the bureau in which I work at ACDA)
Telephone (202) 647-6566

Dr. R. Lucas Fischer
Assistant Deputy Director, Bureau of Strategic Programs
U.S. Arms Control and Disarmament Agency
320 Twenty-first Street, N.W.; Washington, DC 20451
(Dr. Fischer is my supervisor during my fellowship at ACDA)
Telephone (202) 647-6667

Mr. Frank A. Orban, III
Executive Offices, News International, Ltd.
1 Pennington Street; Wapping, London, U.K.
(Mr. Orban was the diplomat to whom I was an advisor on the START Delegation)
Telephone 011-441-782-6012

Dr. Walter E. Massey,
Vice President for Research and for Argonne National Laboratory
The University of Chicago
5801 Ellis Avenue; Chicago, IL 60637
(Dr. Massey is my direct superior at The University of Chicago)
Telephone (312) 702-6021 or 972-5330

Dr. Alan Schriesheim
Director, Argonne National Laboratory
Argonne, IL 60439
(I have worked with Dr. Schriesheim in my position at The University of Chicago)
Telephone (312) 972-3872

Dr. Leo LeSage
Director, Applied Physics Division
Argonne National Laboratory; Argonne, IL 60439
(Dr. LeSage was my supervisor when I was at Argonne National Laboratory)
Telephone (312) 972-6840

Draft letter of recommendation for Nancy M. O'Fallon

Dear :

I am writing to recommend Dr. Nancy M. O'Fallon for the position of Representative to the Strategic Arms Reduction Talks (START) for the U. S. Arms Control and Disarmament Agency (ACDA). Dr. O'Fallon has been on a William C. Foster Fellowship at ACDA for the past two years working on START and has done an outstanding job, both as an advisor in Geneva and as a representative of ACDA in Washington in the interagency working groups developing START policy options and instructions for the negotiators. Her careful analysis of the issues and the ability to present recommendations persuasively have enabled her to contribute significantly to the progress on the Treaty. She is thoroughly familiar with the START issues and with the lengthy draft Treaty, and so can assume the responsibilities of this position without any loss of momentum.

Dr. O'Fallon is currently on leave from the position of Assistant Vice President of the University of Chicago, where she was responsible for day-to-day operation of the University's offices at Argonne National Laboratory, served as Executive Secretary of the Argonne Board of Governors, and handled Congressional relations on behalf of Argonne. Her previous position was as the Program Manager for a research and development program in fossil energy instrumentation at Argonne.

She has a broad technical background (Ph.D. in Physics and M.S. in Nuclear Engineering from the University of Illinois) as well as significant experience in policy analysis. This background combined with her initiative and proven performance make her an outstanding candidate for the position of ACDA START Representative.

Letter of support for Nancy M. O'Fallon as START Representative of the
U.S. Arms Control and Disarmament Agency

Address to:

Mr. Chase Untermeyer
Personnel Director
The White House
1600 Pennsylvania Avenue, N.W.
Washington, DC 20500

Copies to:

Mr. Thomas F. Kranz
Special Assistant to the President
Room 140
The White House
1600 Pennsylvania Avenue, N.W.
Washington, DC 20500

(Mr. Kranz is handling ACDA appointments in the White House Personnel Office)

Hon. Ronald F. Lehman, II
Director
U.S. Arms Control and Disarmament Agency
320 Twenty-first Street, N.W.
Washington, DC 20451

Dr. Nancy M. O'Fallon
7309 Gold Ring Terrace
Rockville, MD 20855



THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

Arnie Morton

September 6, 1989

Dear Jim:

Our friend Arnie Morton has some strong opinions for which I have great regard concerning the status of funding for the Chicago Convention and Visitors Bureau. The enclosed letter is self-explanatory, but it does appear to me, from my past role as an attorney for McCormick Place, that he makes some very good points. I would hope you would discuss some of his thoughts when the two of you get together to discuss McCormick Place and other related issues.

Warmest personal regards.

Sincerely,

Samuel K. Skinner

Enclosure

The Honorable James R. Thompson
Governor of Illinois
Springfield, IL 62701



THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

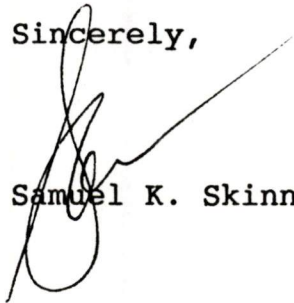
September 6, 1989

Dear Mayor Daley:

Our friend Arnie Morton has some strong opinions for which I have great regard concerning the status of funding for the Chicago Convention and Visitors Bureau. The enclosed letter is self-explanatory, but it does appear to me, from my past role as an attorney for McCormick Place, that he makes some very good points. I would hope you would discuss some of his thoughts when the two of you get together to discuss McCormick Place and other related issues.

Warmest personal regards.

Sincerely,



Samuel K. Skinner

Enclosure

The Honorable Richard M. Daley
Mayor of Chicago
Suite 507
121 North LaSalle
Chicago, IL 60602



MANAGEMENT GROUP

1050 NORTH STATE STREET
CHICAGO, ILLINOIS 60610
(312) 266-0068

August 29, 1989

Mr. Sam Skinner
Secretary
U.S. Department of Transportation
Room 10200
400 7th Street, S.W.
Washington, DC 20590

Dear Sam:

Thank you very much for forwarding this letter to Mayor Daley and Governor Thompson. I don't think either of them realize the dire need there is for additional funding for the Chicago Convention and Visitors Bureau.

I am enclosing an article from the Miami Herald which outlines the nation's top ten areas in terms of hotel rooms. To give you some idea as to the funding these areas receive:

1. Las Vegas has close to 50 million dollars in funding for their budget and 300 paid employees. They are currently in the process of building another 10,000 rooms.
2. Much to my amazement, I see Orlando has the most hotel rooms in America. They had a hotel occupancy rate of 84% this past June. I believe that Chicago's rate in June was closer to 65%.
3. Atlanta's budget is close to 9 million dollars.

Cities that never really competed with us before are taking our business. Besides that, based on the activity this summer. . . from cab drivers to hotels to retail stores to restaurants, business is down. I understand that we have approximately the same number of conventions as last year, but I don't understand what happened to the activity.

We have approximately 5½ million dollars for our budget, but it is absolutely miniscule compared with other cities. While other major cities in America are spending as high as 50 million dollars to attract conventions and trade shows, Chicago is only budgeted to invest 5½ million dollars into an industry that generated over 2 billion dollars in 1988.

I think the hospitality industry is by far the largest employer. Additionally, there is basically no business that is not affected by our conventions and tourists.

U.S. DEPT. OF
TRANSPORTATION

89 SEP -5 AM 10: 14

OFFICE OF SECRETARY
OF TRANSPORTATION
EXECUTIVE SECRETARIAT

Secretary Sam Skinner

2

August 29, 1989

Unfortunately it's difficult for me as a restaurateur to estimate tourism. I do know that when a major convention is in town, sales double. Without these conventions, you will see the closings of not only retail shops, hotels, and restaurants, but it will also have a trickling down affect to many more businesses.

Sincerely,



Arnold J. Morton

AJM:jmz
Enclosures

Business News

SATURDAY, AUGUST 5, 1989

THE MIAMI HERALD

WORLD

	CLOSE	CHG.
STRIALS	2,653.45	-8.16
JAPANESE YEN	139.70	+2.40
SPOT)	\$367.80	-\$5.90
RTREASURIES)	8.08%	+0.18%

Corp. increases to \$7.7 million

and Wire Reports

Pan Am Corp. said Friday it lost \$7.7 million in the second quarter, slightly more than it lost

Delta, USAir, United and Northwest are expected to report profitable operations for the three months ended June 30. But Pan Am, now Miami's largest airline with 11,000 employees and nearly 6,000 employees, said it was 1.9 percent ahead of last year.

Pan Am is the principal subsidiary of Pan Am World Airways, which benefited from the Eastern strike but lost passenger memories of the December Lockerbie, Scotland.

Pan Am's revenues decreased 5.1 percent, to \$869.1 million a year ago. A year ago, Pan Am lost \$5 million in the second quarter. In the six months, Pan Am Corp. lost \$158.8 million, or a net loss of \$88.4 million a year. Operating revenues were down 2.7 percent to \$1.6 billion.

ONAL

COAST signed an agreement to sell a reprocessed ton of next year's cocoa crop. The company is bound to help the country's flag. Rene Amani, head of the cashew's commodities marketing board, said a single contract involving several agreements involves the bulk of the

Bad loans hammer AmeriFirst

Executives blast former managers

By MICHAEL HUBER
Herald Business Writer

AmeriFirst Bank said Friday it lost \$49.1 million in its fiscal third quarter, and its new executives lashed out at former management for being complacent as they awaited approval of a now-failed merger.

Also, at a board meeting Friday, AmeriFirst directors voted to rescind options on 526,667 shares for three top executives who quit the thrift in February.

AmeriFirst's net loss for the three months ended June 30 amounted to

\$4.37 a share. It compared to a loss of 17 cents a share, or \$1.8 million, for the same period of 1988. For the first nine months of its fiscal year, AmeriFirst lost \$68.7 million, or \$6.04 a share, compared to a profit of 66 cents a share, or \$7.3 million, for the same period a year earlier.

The losses result primarily from a decision by AmeriFirst's new management to add more than \$54 million to loan-loss reserves, bringing total reserves to \$77.2 million.

"Past management appears to have been more concerned with reporting profits rather than properly classifying assets," said Laurence Brody, one of AmeriFirst's recently appointed board members. "Bad loans were not cleared off the books. Certain assets were inflated

while other assets were allowed to deteriorate."

AmeriFirst's bad loans and repossessed real estate now total \$318.0 million, compared with \$147.4 million on Sept. 30, the beginning of the fiscal year.

"We are taking a hard, prudent, conservative look at assets," said the S&L's new president, Alfred L. Teti.

The quarterly loss would have been even deeper, but AmeriFirst received \$11.4 million in a settlement over its failed merger with TransOhio Savings Bank earlier this year.

Despite the losses, AmeriFirst has what Teti called a "strong capital position, a position of real capital, not junk bonds and goodwill."

Teti said the thrift's regulatory capital stands at 3.8 percent of assets and its tangible capital at 3.2 percent. By any

measure, he said, AmeriFirst meets federal net

AmeriFirst's new president, Robert Pearce, said he has his management team in place. He expects to see by the end of the year

Pearce and Teti are the previous executives. Pearce said, "a pause in man-

By withholding Pearce said, he was a partial dilution of 5 per-

Robert Benner, financial officer, said the first I've heard of

The two others, Bomar and ex-president Velez, could not be



CenTrust posts fourth loss in row

By TED REED
Herald Business Writer

CenTrust Bank said Friday it posted its fourth consecutive quarterly loss for the three months ending June 30, the

and about one-quarter of the annual production. It is the biggest single sale in

LD Airlines has suspended contract largest union. speculation of the possibility of a merger management at the airline, a union d. The company, owned by takeover Icahn, confirmed that the talks had it refused to say why. Icahn had previed interest in buying strikebound East-d had been in extensive talks with that s. His interest recently has shifted to combinations, according to a machinal. A TWA memo sent to management Friday said it would be premature to t a merger.

UTER accepted a lowered bid from J.H.

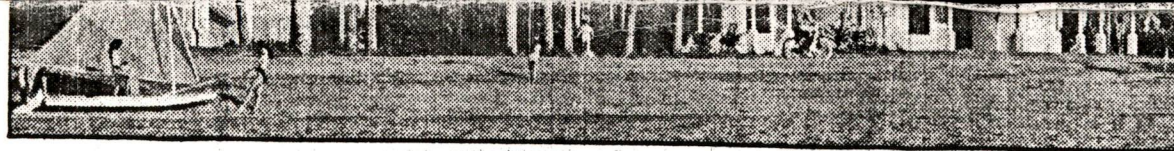
ork venture capital firm said it will pay the outstanding common stock of Nane, down from its previous offer of e. The bid was cut by \$74 million to After Prime reported a \$19 million last week, Whitney came under pres-ain financing sources — Bank of Bos-al Bank — to line up additional funds it could ride out a period of continued y said it had been unable to obtain the cing at \$21.50 per share and was enions with Prime to reduce the offer.

AN EXPRESS executive plans to retire matter.

al services giant said Harry L. Freed- Chairman James D. Robinson III d to retire as executive vice president ffairs and communications by year's would be the first American Express ave his job as a result of the company's people acting on its behalf had been in-aign to discredit international banker a. "Mistakes were made on my watch, y I believe my decision to retire while piate," Freeman said in a letter.

Dale W. Lang has agreed to buy Ms.azines.

ing Lang Communications Inc. to op-ations. The price paid to Matilda Pub-owns the two magazines, was not dis-nsaction should be effective with the ober issues, Lang said. In 1987, Lang formed the Working Woman/McCall's currently operates Working Woman fother magazines. Lang said he is pur-of Time's 50 percent interest in the



File photo

PLENTY OF ROOMS: Disney's Caribbean Beach Resort alone will reach 2,112 rooms this year.

No rooms at the inn? Orlando area has plenty

ORLANDO — (AP) — There are more hotel rooms in the Orlando metropolitan area than anywhere else in the country, including Los Angeles, Chicago and New York, a new survey reveals.

As of March 1, the three-county area had 69,513 hotel rooms, according to Laventhol & Horwath, an accounting firm that does consulting work for the hotel industry.

New York — No. 1 last year — dropped to fourth place in the survey. The Big Apple fell because the U.S. Census Bureau dropped Bergen County, N.J., from the greater New York statistical area. The survey counted rooms in each city's metropolitan statistical area as defined by the Census Bureau. Orlando's area includes Orange, Osceola and Seminole counties.

The primary reason for the tremendous boom in hotel construction in the Orlando area, particularly over the past six years, is the continually expanding Walt Disney World, industry analysts say. As recently as 1983, Orlando had only 35,459 hotel rooms and did not even rank in the top 10.

Mark Lomanno, national director of research at Laventhol & Horwath's Philadelphia headquarters, said he believes Orlando jumped to the No. 1 spot "sometime in 1988."

Lomanno said it was unlikely that No. 2 Los Angeles-Long Beach area would surpass Orlando in hotel rooms in the next few years because "properties of the size being built in Orlando aren't really being built anywhere else."

Under construction at Disney alone are the 1,509-room Dolphin, the 758-room Swan and the Yacht Club and Beach Club, which together will have 1,214 rooms. The Caribbean Beach Resort, a

WHERE THE ROOMS ARE

Here are the nation's top 10 areas in terms of hotel rooms.

AREA	ROOMS
1. Orlando	69,513
2. L.A.-Long Beach	67,492
3. Chicago	64,323
4. New York	62,451
5. Washington, D.C.	61,253
6. Las Vegas	61,142
7. Atlanta	50,416
8. Dallas	41,528
9. San Francisco	40,365
10. Anaheim-Santa Ana, Calif.	38,845

SOURCE: Laventhol & Horwath

sprawling series of apartment-like clusters, will reach 2,112 rooms this year.

Reportedly in the works at Disney are the Dixie Landing with 3,000 rooms and the Mediterranean, with 1,000 room, both to open in 1993.

"Obviously, it's very exciting to be No. 1, but it's going to be a challenge to fill all those rooms," said Bill Peeper, executive director of the Orlando-Orange County Convention & Visitors Bureau.

While the industry's break-even point is about 65 percent occupancy, the occupancy rate for June in metro Orlando was 84 percent, officials said.

1.17 per share for the quarter, or 31 cents per share for the same period reported net income of \$8 million. During the three-month period \$22.5 million to its reserves to pr losses. The move was made to c from regulators to create a reserve CenTrust's high-yield bond portfo CenTrust, which continues to basic banking operations, reported gains that helped offset the loan-lo the quarterly loss. CenTrust made ing loans and investments, \$14.2 n subordinated debt and \$11 million nation. The S&L earned \$22.8 mil miums and other fee income.

CenTrust's net interest margin tween what it earned from loans what it paid for deposits and borro million from \$24.8 million last year er short-term interest rates booste its, thereby reducing the net inter

Chairman David Paul said CenT off assets to raise cash, which will worth for the company. CenTrust that it would sell 63 branches to for \$150 million.

Total assets for CenTrust Bank June 30, down almost \$800 million completes the sale of the branche will fall to about \$6.4 billion.

Stocks, bonds on jobless re

Reuters News Service

NEW YORK — Stocks and bon-ter a surprising report on July ur dashed hopes of immediate cuts in

The Labor Department said job to 5.2 percent in July from 5.3 perc in line with expectations and had l cial markets, traders said. But the cantly revised upward its estimate from a modest 180,000 to a healthy

The revision showed that the e nearly as rapidly as some econor prompting fears that the Fed will sl ward lower interest rates, analysts

The Dow Jones industrial avera close at 2,653.45. For the week the

PLEAS

Southern Bell

More indictments expect

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

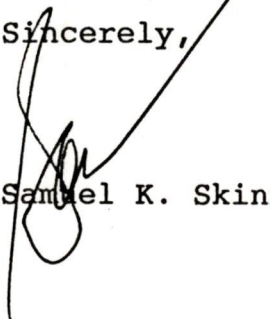
August 15, 1989

Dear Arnie:

Dinner last Thursday at Morton's in Washington could not have been better. Thank you for arranging for our reservation and especially for the complimentary wine. My son Steve was charmed; he spent many an evening at Morton's during his college days and enjoyed a bit of nostalgia.

Thanks again. You're a great friend.

Sincerely,



Samuel K. Skinner

Mr. Arnold Morton
2445 Woodbridge Lane
Highland Park, IL 60035

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

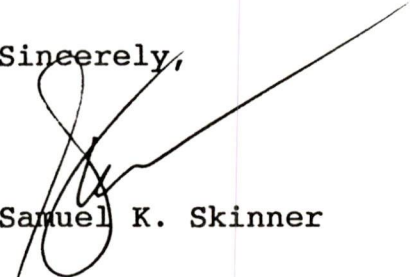
August 15, 1989

Dear Doug:

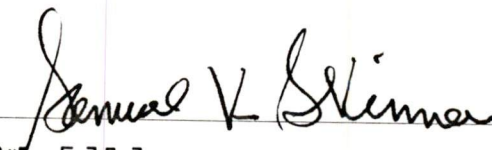
I enjoyed our game on the 4th and wanted to send you the enclosed check for \$119.20 to reimburse you for the cost of the guest fees, the cart and the socks. Many thanks.

With best regards,

Sincerely,


Samuel K. Skinner

Mr. Douglas McCorkindale
Vice Chairman
Gannett Company, Inc.
Post Office Box 7858
Washington, D.C. 20044

SAMUEL K. SKINNER		5263
ONE FIRST NATIONAL PLAZA		
CHICAGO, ILL. 60603		15 August 19 89
		2-340/710
PAY TO THE ORDER OF	Douglas McCorkindale	\$ 119.20
One Hundred Nineteen and 20/100		----- DOLLARS
Amalgamated Trust & Savings Bank CHICAGO, ILLINOIS 60603		
MEMO	Burning Tree 8/4/89	
⑆071003405⑆ ⑆519719100⑆		5263



National Conference of Republican County Officials

August 3, 1989

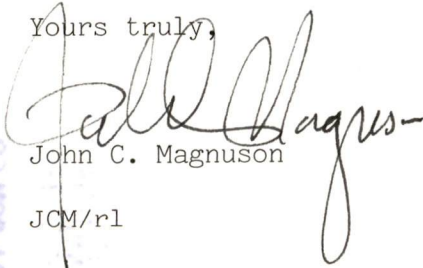
The Honorable Samuel K. Skinner
Department of Transportation
400 7th Street, SW
Washington, DC 20590

Dear Secretary Skinner:

As Region Seven director of NCRCO representing the states of Missouri, Iowa, Nebraska and Kansas, I have a large number of people who visit my office. During the Reagan years I had a signed photo of President Reagan hanging on my wall, which generated considerable discussion. I recently received one from President Bush and would like to have signed photos of each of the cabinet members to add to my display.

Your consideration to my request would be greatly appreciated.

Yours truly,


John C. Magnuson

JCM/rl

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89 AUG 10 PM 5:07

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picture sent 8/11/89

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89 AUG 10 PM 2: 04

OFFICE OF SECRETARY
OF TRANSPORTATION
EXECUTIVE SECRETARIAT

Alpha

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

August 15, 1989

Mr. Jeremy D. Margolis
Director
Illinois State Police
Springfield, IL 62706

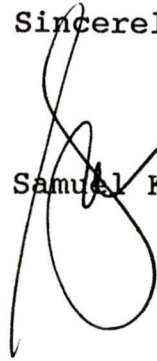
Dear Jeremy:

Many thanks for sending me the Illinois State
Police cap.

It will make a handsome addition to my growing
collection.

With best regards,

Sincerely,


Samuel K. Skinner

Hammer -

Wear this - or
display it in the
best of health.

Grey



JEREMY D. MARGOLIS
DIRECTOR