



Office of
The Prime Minister

Cabinet du
Premier ministre

Ottawa, Canada
K1A 0A2

September 4, 1981.

Dear Mike,

I've just returned to Ottawa after five weeks abroad -- three with the Prime Minister and two on my own pattering around England. This will explain my delay in sending you the enclosed pictures.

You may have heard that Jim Coutts lost his election bid in Toronto and our hopes that he would be a member of Parliament have been dashed.

Hope we will be seeing you soon.

Ted Johnson

Mr. Michael K. Deaver,
Deputy Chief of Staff and
Assistant to the President,
White House office,
Washington.

Canada

THE WHITE HOUSE

WASHINGTON

October 21, 1981

Dear Ted:

Thanks for sending on the pictures of Prime Minister Trudeau. I will treasure them.

I was very sorry to hear about Jim Coutts' loss, but I am sure he will be back at the fight once again.

I look forward to seeing you in Cancun.

Sincerely,

MICHAEL K. DEEVER
Assistant to the President
Deputy Chief of Staff

Mr. Ted Johnson
Office of The Prime Minister
Ottawa, Canada
K1A0A2



OCT 21 1981

Mr. Jon D. Rice
214 Shelter Lane
Jupiter Inlet Colony
Jupiter, Florida 33458

Dear Mr. Rice:

This is in response to your recent letter to Mr. Michael K. Deaver, Deputy Chief of Staff and Assistant to the President, referred to this agency, concerning your offer to sell "The Targeteer" to the United States Government.

We are impressed with the preciseness of "The Targeteer", in checkbook size, which provides for an on-going budget to track household and related expenses versus income. The principles embodied in your Targeteer are indeed consistent with the Government-wide accounting principles of the General Accounting Office. In this regard, the head of each agency is required by law to establish and maintain adequate systems of accounting and internal control in the administration of funds. In addition, such systems must be consistent with the standards and principles prescribed by, and have the approval of, the Comptroller General.

Since the Federal Government has no authority to suggest the adoption of specific economic measures to private individuals, it might be possible for you to alert the public to your Targeteer by contacting media sources in your locality. Many thanks for sharing your Targeteer with us. We appreciate your interest in promoting fiscal responsibility to the citizens of this country.

Sincerely,

RAYMOND A. FONTAINE
Assistant Administrator



THE ASSISTANT SECRETARY OF THE NAVY
(MANPOWER, RESERVE AFFAIRS AND LOGISTICS)
WASHINGTON, D.C. 20360

22 October 1981

Mr. Michael K. Deaver
Deputy Chief of Staff
The White House
Washington, DC 20500

[Handwritten signature]
[Handwritten "file" in a circle]

Dear Mike:

It's hard for me to adequately express my thanks to you for letting me serve as a Deputy Assistant to the President and then Assistant Secretary of the Navy. The confidence you showed in me is something I will never forget and, of course, the experience of working in the White House comes once in a lifetime.

I'm settled in my new job now and I find it extremely interesting and challenging. As you well know, there are sufficient major issues in the defense community to keep everyone busy for the rest of their lives. I could not be happier working where I am and I feel confident that I can do a job for the President and carry out his policies over here. If circumstances should change and you need me again you only have to call and I'll be there with a company of Marines.

Thanks again for your help and support.

Regards,

[Handwritten signature]



FROM THE AMBASSADOR

File

BRITISH EMBASSY,

WASHINGTON, D. C. 20008

TELEPHONE: (202) 462-1340

22 October 1981

The Honorable Michael K Deaver
Deputy Chief of Staff and
Assistant to the President
The White House
Washington DC

Dear Mike,

I was most grateful for all your help over our representation at the Yorktown celebrations earlier this week. Everything seemed to go splendidly; and our Lord Chancellor went home feeling thoroughly satisfied with his visit.

As you may have gathered from his speech on Monday, Lord Hailsham had written a poem to commemorate the Bicentenary. He left with me a framed text of the poem, in his own manuscript; and he rather hoped that the President might be prepared to accept it as a small memento of the occasion. The poem is enclosed.

Yours

Nicholas Henderson

Nicholas Henderson

23 October 1981

Dear Mr. Deaver,

(file) No answer necessary

Thanks for the portrait, as well as for your time and effort; it means a lot to me and the rest of the guys in the fraternity. It'll go above the fireplace in our main hall, and it'll be securely anchored, to be sure.

I hope all's well with you at the White House; I wanted to tell you not to worry about the recent petitions from Washington U. here — the petitioners are a minority, and looked unfavorably upon, since the last time activists here got rowdy they burned the ROTC building.

I personally think your team in the White House has been doing an excellent job, faced with the conditions at hand.

Again, thanks very much, I really appreciate your time and effort.

Sincerely yours,
Tom Moore

P.S. CONGRATULATIONS ON YOUR APPOINTMENT TO HEAD THE COMMITTEE FOR PRIVATE INVESTMENT.

CHAMBERS OF
ANTHONY M. KENNEDY
UNITED STATES CIRCUIT JUDGE

SUITE 1400
555 CAPITOL MALL
SACRAMENTO, CALIFORNIA 95814

N.A.N.

October 23, 1981

Mr. Michael K. Deaver
Assistant to the President
Deputy Chief of Staff
The White House
Washington, D.C. 20500

file

Dear Mike:

Tim's loss left us desolated, but the help and the letters from all of our friends will carry us through. Thank you for your gracious letter. I heard also from Carolyn and will write her a note at home.

I had hoped to be in Washington this week or next but now must defer those plans for at least six weeks. I will let you know if I have the opportunity to come east.

Thank you so much for taking the time to write.

*God Bless,
Tony*

31
Send to Mike Deaver

File

MORGAN GUARANTY TRUST COMPANY
OF NEW YORK
23 WALL STREET, NEW YORK, N. Y. 10015

New York October 16, 1981

FREDERICK E. TETZELI
Vice President

President Ronald Reagan
The White House
Washington, D.C.

OCT 23 1981

Mr. President:

With this note I wish to tell you how very much my wife and I enjoyed the delightful dinner you and Mrs. Reagan offered to Their Majesties King Juan Carlos and Queen Sofia of Spain last Tuesday evening.

It was a great honor and a true pleasure for both of us to be able to meet you and Mrs. Reagan and to have again the opportunity of meeting with Their Spanish Majesties. As a banker representing one of Spain's traditional foreign banks, as one very intimately involved in our banking business in Spain, and also as President of the Spain-U.S. Chamber of Commerce; I am most grateful for your invitation and for the possibility it afforded us to participate in such a brilliant and happy evening.

Once again, as I mentioned during our conversation, I sincerely do hope that you will be able to soon accept the invitation extended to you by King Juan Carlos to visit Spain in the near future. In the meantime, with our thanks for a most delightful evening, please accept our very best wishes.

Yours sincerely,



ASSOCIATION FOR COORDINATED LINE COMMUNICATIONS, LTD.

8340 Greensboro Drive, Suite 222
McLean, Virginia 22102

Tel. (703) 821-2475

October 24, 1981

President Ronald Reagan
The White House

Attn also: Mr. Michael Deaver

Dear Mr. President:

As most Americans know, a good aerial attack makes the ground game go in football and vice verse.

The Republican Party and our nation must acquire a good ground game of COORDINATED LINE COMMUNICATIONS and a good aerial game of COORDINATED GLOBAL COMMUNICATIONS. Otherwise our trillion dollar debt will defeat us with more and more deficits, a nation divided internally and quarreling with our allies, and the Soviets constantly encouraged by evidence that our system is failing.

Since January 20, I have been sending ideas to the White House about the fundamentals of economic leadership dictated on the negative side by our national debt and on the positive side by our ever-skyrocketing communications technology. Brady, Beal, Baker, Newell, and others have commented in written replies that my materials have substance. I have said from the beginning that our economy cannot come up to its potential until we achieve a good ground attack of COORDINATED LINE COMMUNICATIONS and a good aerial attack of COORDINATED GLOBAL COMMUNICATIONS.

When Knute Rockne introduced the forward pass to football the strategies of offense and defense began to get complicated. Before complicated patterns can be executed, a team practices fundamentals. It is mastery of fundamentals that gives a team substance. A team must have weight, quickness, and discipline on the line. A team must have speed, agility, accuracy, and coordination in the backfield. A team with substance wins. A team without substance loses to a team that has overwhelming substance.

Aristotle wrote about substance in communications. In POETICA Aristotle wrote that the communicative parts of a drama are words, music, and spectacle -- what you hear and what you see. But Aristotle pointed out that the substance of a drama comes not from the communicative parts but from the substantive parts which he said are plot, character, and thought.

The most significant political development of the past two decades has proved to be the TV spot political ad which has power to swing votes and is vital to all close elections. But this development has not, as yet, brought real substance to what the public hears and sees on TV.

To show what I mean, look at Virginia today. Robb has made headway with a slick political ad that claims he has the most comprehensive economic plan ever set forth by a gubernatorial candidate. The only reason the public accepts such nonsense from a few words and pictures is because the public has not been shown as yet how the substantive principles of football and drama apply to economics.

*C. W. Newell
for reply*

Robb has been making headway with a ground game without substance and no hint of an aerial game. Tens of thousands of Virginians earn their living through various aspects of communications technology. (For example, Satellite Business Systems has its headquarters in McLean, Virginia.) Why hasn't the Republican Party given Mr. Coleman a realistic economic plan that combines the fundamentals of COORDINATED LINE COMMUNICATIONS with the fundamentals of COORDINATED GLOBAL COMMUNICATIONS?

Had I been brought to the White House two months ago, not only would Virginia and New Jersey be secure for Republican victories but the fundamentals and the substance behind COORDINATED LINE COMMUNICATIONS and COORDINATED GLOBAL COMMUNICATIONS would have already had a marked influence on expectations regarding interest rates, inflation, productivity, exports, and future budget balances. These are all matters that relate to people's perception of leadership. Your administration has shown effective STAFF COMMUNICATIONS. (In national productivity anything done by the White House and by the Congress in terms of laws amounts to staff work as distinct from the line work.) But your administration has not gone beyond staff work into the "line activity" where the real crunch of productivity lies. You have not shown the people the real substance that is possible from fullest use of the "freedom side of the CONSTITUTION."

Our CONSTITUTION does not provide for COORDINATED LINE COMMUNICATIONS in a bureaucratic way. Each governor is independent. The Soviet Union provides for bureaucratic control of LINE COMMUNICATIONS in a one-party system where the incentives are lost. Our CONSTITUTION provides for the incentives of freedom. But these incentives require application of the fundamentals that can be illustrated effectively by use of sports and drama.

Having just returned from Cancún where you promised more communications, you are in a splendid position to announce HOSTED GLOBAL COMMUNICATIONS (which is my perception of one way to apply the fundamentals.) Your announcement can be made in terms of fundamentals, and perhaps the best illustrations to be found are straight from your background as a sports announcer and as a dramatist.

The vitality of communications in both sports and drama comes from competition. Therefore the best setting for introducing substance to American debates on the economy is in the present political contests in Virginia and New Jersey. A resounding victory in these two states will have an impact on those expectations that affect interest rates, inflation, productivity, exports, and future budget deficits or balances.

Talk to the American people about substance as developed in this two-page letter and you will achieve resounding victories in Virginia and New Jersey. A team without substance always loses to a team with overwhelming substance.

Sincerely,



Don Liljenquist

cc: Baker, Darman, Deaver, Meese, Newell, Richards

THE WHITE HOUSE

WASHINGTON

October 26, 1981

Dear Henry:

Thanks for your thoughtfulness in sending along the TODAY transcript. I found it most interesting.

Sincerely,

MICHAEL K. DEAVER
Assistant to the President
Deputy Chief of Staff

The Honorable Henry A. Kissinger
1800 K. Street, N.W. Suite 520
Washington, D.C. 20036

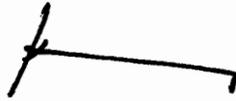
HENRY A. KISSINGER

October 14, 1981

Dear Mike:

I thought you might be interested in the enclosed transcript of remarks I made on the TODAY program on Monday, October 12th.

Warm regards,

A stylized handwritten signature consisting of a vertical line on the left, a horizontal line extending to the right, and a short vertical line at the end of the horizontal line.

The Honorable Michael Deaver
Assistant to the President
The White House
Washington, DC 20500

A handwritten signature in cursive script, appearing to read 'Deaver', with a horizontal line underneath.

RADIO TV REPORTS, INC.

4701 WILLARD AVENUE, CHEVY CHASE, MARYLAND 20015 656-4068

FOR NATIONAL BROADCASTING COMPANY

PROGRAM The Today Show STATION WRC TV
NBC Network

DATE October 12, 1981 7:15 AM CITY Washington, DC

SUBJECT Interview with Henry Kissinger

TOM BROKAW: Dr. Henry Kissinger's In our Washington studio this morning. We want to talk with him about what happens next in the Middle East. Dr. Kissinger was in Cairo over the weekend for the funeral of President Anwar Sadat.

Dr. Kissinger, let me begin with the question that is on the minds of a lot of people. Presidents Ford and Carter now have said publicly and jointly that the United States will eventually have to negotiate with the Palestinian Liberation Organization -- the Palestine Liberation Organization, the PLO. Do you agree with them?

DR. HENRY KISSINGER: There are two levels in which one has to consider this. One is, what are our conditions for talking with the PLO. Those were laid down in 1975 under President Ford, and they required that the PLO recognize the state of Israel. The second is, what is the best strategy for making progress in the peace negotiations. Is the PLO the key to the peace negotiations. There I have serious questions whether the most radical group, the group that has been trained, financed, equipped by the Soviet Union is the key.

I have always believed we should deal with the established states and let them deal with the PLO, rather than make them put us into a position. But first we have to determine whether the PLO has met our conditions. Then we have to get Israel to negotiate with the PLO. Then we will be in a Vietnam-type negotiation in which the most radical group can constantly set the terms while the others are standing on the sidelines.

This is a question of strategy. I agree with main-

taining the conditions that were laid down in 1975. I have doubt whether that is the best strategy for making progress on the West Bank.

BROKAW: Generally speaking, do you think that Israel now will have to be more flexible to achieve peace in the Middle East?

DR. KISSINGER: I think generally now we all have an obligation to think through where we are going, to define a route of getting there, and to develop a strategy and not rely on the theories of individual negotiating tactical moves.

BROKAW: But there can be no...

DR. KISSINGER: Including Israel, but not only Israel.

BROKAW: But what would happen if Israel, for example, were to hesitate about giving back the final one-third of the Sinai which is due Egypt in April of next year?

DR. KISSINGER: You know, strangely enough, I don't believe they will do this, because I think Israel has had as much of a shock as anybody by the death of President Sadat. If that happens we are in a first-class crisis, and that will have to be handled in its own terms. I don't believe that is going to happen.

The more significant question is, assuming the territory goes back, as I think it will, and it must, what then -- before and after this -- the steps by which the West Bank problem will be resolved. Who are the principal negotiators, what are the goals that one sets oneself, what are the boundaries one has in mind, who are the authorities that will emerge there after Israel withdraws from much, all, part of the territory depending on the negotiation, will it be done as one set or a series of individual sets. Those are the issues that have to be decided first by our government, then in consultation with Israel and the friendly Arab countries that are interested.

BROKAW: We want to do a little primer right now, Dr. Kissinger, and show a map of that part of the world and ask you what you think will happen, for example, if Libya, which is just to the left of Egypt there on your map, although unlabeled, goes after the Sudan, which is just to the south of Egypt? And that is a major concern in Cairo these days. What do you think the United States' response to that kind of a move should be?

DR. KISSINGER: First, when one looks at the map, one perceives only a very small border between Libya and the Sudan. The viewer ought to keep in mind that the country just south of Libya, the Chad, is under Libyan control so that almost all the western border of Sudan is exposed to Libyan infiltration.

The case you gave, Tom, is relatively easy. If Libya invades Sudan, then we have to give whatever assistance is necessary to defeat Libya.

BROKAW: Including American troops on the ground?

DR. KISSINGER: Well, I -- if the Sudan and Egypt together must be able -- that together have a population of about 60 million -- must be to handle two million Egyptians -- Libyans. So I believe that the local forces in the ground, with American military assistance of equipment will be able to handle the Libyan situation.

The second -- the more important question is, we talked before about the peace process, and the peace process is essential. But unless some radical government is demonstrated, unless we demonstrate the limitations of power and influence of some radical governments, all our friends are going to become more and more fearful and more and more constricted. We have seen now the Shah of Iran, Sadat, even King Faisal either driven from office or assassinated. No radical leader has suffered or no radical government has suffered a major setback. That is a more immediate priority even if they don't attack the Sudan. If they attack the Sudan we have to resist.

BROKAW: We have to put enormous pressure then, are you saying, on the radical government of Colonel Qaddafi of Libya?

DR. KISSINGER: I think a government like Libya, South Yemen that has specialized in attacking their neighbors, there are terrorist training camps in all of these countries, every terrorist knows he can get material support and financial support from these countries, I think an end has to be put to these kinds of activities. I have nothing against these countries if they stay within their borders.

BROKAW: Let me ask you about your assessment of the mood in Egypt at the time of the funeral of President Sadat. I was struck by the absence of a great public display of grief. And it seems to me that that is not a good sign for Vice President Mubarak who will not inherit not just his office but most of his policies.

DR. KISSINGER: There was no public display of anything because it was an amazing situation. For those of us who visited Cairo very frequently there was nobody in the street, that the personnel in hotels was not as voluble and as friendly and as outgoing as they were before. And I don't think this indicates an absence of grief over the death of Sadat, I think it indicates a shock of such enormous magnitude that the population, to me, seemed to be waiting for the other shoe to drop. Maybe there is no other shoe that is going to drop, maybe we have seen everything that is

going to happen, but I believe that was the major mood that I thought I saw in Cairo.

BROKAW: Thanks very much, Dr. Kissinger.

THE WHITE HOUSE
WASHINGTON

October 26, 1981

Dear Bob:

Thanks for the great picture. The President enjoyed it, but - don't they have cars in Australia?

It looks like you're enjoying your job, and we'll be anxious to hear about it.

Sincerely,

MICHAEL K. DEEVER
Assistant to the President
Deputy Chief of Staff

The Honorable R. D. Nesen
Embassy of the United States of America
Canberra, A.C.T.
A.P.O. 96404 San Francisco

THE WHITE HOUSE
WASHINGTON

October 26, 1981

Dear Bob:

Forgive me for taking so long to thank you and the crew for the wonderful barbeque you brought back for us. You know I have tasted that barbeque so many times, but it never tasted better than it tasted at the White House. Please give our sincere appreciation to the entire crew, and let us know when you can come back again.....anytime.

Sincerely,

MICHAEL K. DEEVER
Assistant to the President
Deputy Chief of Staff

Mr. Robert S. Herdman
P.O. Box 219
Los Alivos, CA 93441

P.O. Box 219
Los Alamos, Ca 93441

0210405

ROBERT S. HERDMAN

Los Mike Deaver
The White House

McCall / October 1, 1981

Dear Mike:

Rodie joins me in saying thank
you very much for the opportunity
to serve our President and First Lady.
We have enjoyed all these occasions
and would be pleased to serve at
anytime.

September 23, 1981 is a date the
twelve of us will never forget.
We all agree that words are
inadequate to describe our
100% positive feelings. Therefore,
on behalf of all of us let me
say it was a beautiful emotional
experience. We are proud of
our Government, The President
and his entire staff.

Please convey our thanks to
all for their gracious kindness.
Warm regards,
RSH

MKD

THE WHITE HOUSE
WASHINGTON

October 26, 1981

Dear Mike:

I received your note about the ASNE Convention and we are taking a long hard look at it. We should be able to make a decision sometime after the first of the year.

I have sent your comments on the Freedom of Information Act on to Fred Fielding, White House Counsel, and to William French Smith.

I look forward to seeing you at the Irish Historical Society dinner. Many thanks.

Sincerely,

MICHAEL K. DEEVER
Assistant to the President
Deputy Chief of Staff

Mr. Michael J. O'Neill
American Society of Newspaper Editors
President New York News
220 East 42nd Street
New York, N.Y. 10017

AMERICAN SOCIETY OF NEWSPAPER EDITORS



de Mike

MICHAEL J. O'NEILL
NEW YORK NEWS
President

JOHN C. QUINN
GANNETT NEWSPAPERS
Vice President

CREED C. BLACK
LEXINGTON (KY.) HERALD & LEADER
Secretary

RICHARD D. SMYSER
THE OAK RIDGER, OAK RIDGE, TENN.
Treasurer

September 24, 1981

Dear Mike,

Sorry for trying to barge in on you on such short notice and on such a busy day. I had a lot of things to chat about, but will catch up with you at some other less hectic time.

Just a couple of pieces of business, in my capacity as president of the American Society of Newspaper Editors:

ASNE CONVENTION -- We're extremely hopeful that the President can address our annual convention next May in Chicago. I also think it would be great if we could pay special tribute at the same time to Mrs. Reagan who was so nice to host that reception for us last spring when the president was in the hospital.

The dates are: May 5, 6, and 7. A luncheon appearance any of those days -- or at the final banquet on the night of May 7 -- would be super. I'll write a formal invitation to the President but thought you might be able to flag the dates ahead of time.

FREEDOM OF INFORMATION ACT -- Both the editors and publishers will probably be asking for an appointment with the President to cite our grave concerns about efforts to gut the act. We will be urging the administration to support the present provisions with little or no change. I'll get back to you soon with more specifics.

Meanwhile, many thanks again for all your help on the American Irish Historical Society dinner. It should be a great night for the Irish, and New York.

Regards,

Michael J. O'Neill

Mr. Michael K. Deaver
Deputy Chief of Staff
The White House
Washington, D.C.

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THE WHITE HOUSE
WASHINGTON

October 26, 1981

Dear Dick:

Congratulations!

I hope by this time you are settled in to your new challenge. I am sure you will be a great credit to us all.

Many thanks.

Sincerely,

MICHAEL K. DEEVER
Assistant to the President
Deputy Chief of Staff

Mr. Richard Heldridge
17260 Nalor Court
Los Gatos, CA 95030

MKJ

THE WHITE HOUSE
WASHINGTON

October 26, 1981

Dear Y.K.:

It's always good to see you and to hear what's going on in the outside world. Don't hesitate to give me a call when you are in town and we will get together again.

Many thanks.

Sincerely,

MICHAEL K. DEEVER
Assistant to the President
Deputy Chief of Staff

Sir Yue-Kong Pao
World-wide Shipping Group
20/21st Floors, Prince's Bldg.
Hong Kong

Sir Yue-Kong Pao C.B.E., LL.D., J.P.

WORLD-WIDE SHIPPING GROUP
20/21ST FLOORS, PRINCE'S BLDG.
HONG KONG
TEL: H-242111

October 8, 1981.

Mr. Michael K. Deaver
Deputy Chief of Staff
The White House
Washington, D.C. 20500
U. S. A.

See file

Dear Mike,

I am just writing a few lines to thank you again for spending the time to see me during my short visit to Washington, D.C. and, as usual, I found our talk both interesting and informative. May I also thank you for the handsome pair of cufflinks with the Presidential seal which are of course of good commemorative value.

As mentioned, I would be grateful if at a time in the not too distant future when the President is not as heavily pre-occupied with major issues, you could arrange for me to have the pleasure of paying him another visit so that we could perhaps go through with the discussion during our last meeting. In the meantime, if there is anything at all I could do for you in this part of the world, please do let me know.

With warmest regards to you and Carolyn,

Yours sincerely
Y.K.

M (1)

THE WHITE HOUSE
WASHINGTON

October 26, 1981

Dear Mr. Jordan:

I, too, enjoyed our meeting in Jim Baker's office recently. Let me know when you get settled in and we will continue the dialogue.

Sincerely,

MICHAEL K. DEEVER
Assistant to the President
Deputy Chief of Staff

Mr. Vernon E. Jordan, Jr.
500 East 62nd Street
New York, N.Y. 10021

national urban league



OFFICE OF THE PRESIDENT

September 30, 1981

Dear Mike:

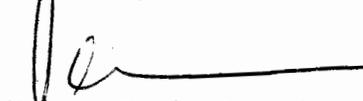
I thank you so much for the very good meeting we had on Thursday afternoon. While it is clear that there are obvious policy differences on issues affecting the black community, it is also clear that through continuous communication and consultation we can get many things done to the mutual benefit of all concerned. I think you share that view.

The opportunity to talk with you, Jim and others was greatly appreciated and I look forward to doing so again before December 31 -- when I depart. It is also my hope that as soon as my successor has been designated, you will make arrangements for him or her to meet with you and Jim and, if at all possible, with President Reagan.

When I am settled at Akin, Gump, Strauss, Hauer & Felt in Washington, I would love to meet you for lunch, dinner or drinks as your time will permit. Believe it or not, I will buy.

Warm personal regards.

Sincerely,



Vernon E. Jordan, Jr.
President

Mr. Michael K. Deaver
Assistant to the President
and Deputy Chief of Staff
The White House
1600 Pennsylvania Avenue, N. W.
Washington, D. C. 20500

THE WHITE HOUSE
WASHINGTON

October 26, 1981

Dear Bob:

I certainly do remember you, and I am happy to hear that you are retired and happy in Pebble Beach.

I have made a note of your visit to Washington, D.C. in December. I don't know what the President's schedule will be at that time, but we will do our best.

Many thanks. I look forward to seeing you soon.

Sincerely,

MICHAEL K. DEEVER
Assistant to the President
Deputy Chief of Staff

Mr. Robert M. McLennan
1001 San Carlos
Pebble Beach, CA 93953

Michael

I don't know if you remember me or not but we had some interesting times with you & Ronnie White in Sacramento.

I've been appointed as a delegate to the White House Conference on Aging Nov. 30 Dec 1-3. My wife & I will be in Washington of course that week.

I wouldn't be presumptuous enough to think that we could shake the hand of the President but if we could only be able to see Nancy our trip would be most exciting.

Thank you for any consideration that you may offer

Bob M. Lemmon
1001 San Carlos
Pebble Beach, Ca.

I'm retired here in Pebble Beach now, doing a little teaching in Family Practice medicine at Monterey County Hosp.

THE WHITE HOUSE

WASHINGTON

October 26, 1981

Dear Pat:

I am so sorry that the damned White House schedule kept me there way beyond the cocktail hour during your visit. I am sorry I missed you at the White House, too, but I can assure you that when you are back in town Shirley will tie me to my desk so we can get together for a few minutes. I look forward to seeing you then.

Sincerely,

MICHAEL K. DEEVER
Assistant to the President
Deputy Chief of Staff

Mrs. Pat Jacobson
5113 Jennings Drive
Fort Worth, Texas 76118

THE WHITE HOUSE
WASHINGTON

October 26, 1981

Dear Ray:

I, too, wished the arrangements for the White House ceremony for the distinguished executives had been different.

It was a dumb way to handle what should have been a very meaningful time for the outstanding executives. I am sorry "someone" made the decision they did. I can assure you it won't happen again.

Many thanks.

Sincerely,

MICHAEL K. DEAVER
Assistant to the President
Deputy Chief of Staff

Mr. R. A. Barnhart
Federal Highway Administrator
Department of Transportation
Federal Highway Administration
Washington, D.C. 20590



OFFICE OF
THE ADMINISTRATOR

DEPARTMENT OF TRANSPORTATION
FEDERAL HIGHWAY ADMINISTRATION
WASHINGTON, D.C. 20590

October 14, 1981

IN REPLY REFER TO:

HOA-1

Mr. Michael K. Deaver
Assistant to the President and
Deputy Chief of Staff
The White House
Washington, D.C. 20500

Dear Mike:

You must know that I'm proud to serve in this Administration, and proud of (and frankly astonished at) the magnitude of its accomplishments. Quite candidly, in my opinion you're doing a darned good job and are in large measure responsible for these successes. Not flattery . . . just fact!

But we've also got problems of great magnitude, which you undoubtedly know better than I.

There are other problems which some would regard as insignificant. I think they reflect something of greater proportion . . . that undermines our effectiveness in selling our program . . . a seeming indifference and insensitivity towards people.

Point of reference!

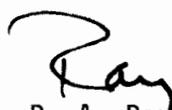
Today, the President will honor some 25 Government employees at the ceremony at the White House by naming them as Presidential Rank of Distinguished Executive. Probably the most thrilling moment of their lives!

And what are the ground rules? Each Honoree will be permitted to have ONE guest present for this memorable event. One! A spouse . . . or a child. But not both! Why? Because "someone" decided ONE was appropriate, and "they" didn't have adequate space to handle a crowd. In the Rose Garden! This should be, consistent with the Reagan emphasis and philosophy, a family affair! So they could share this marvelous experience.

Yesterday, every flunky in the White House and Executive Office Building gathered to gawk at the King & Queen of Spain on the White House grounds. But today, a man can't have his wife and children witness the President of the United States bestow an honor on him. Because there's a space limitation, or a security problem. Tragic!

Perhaps, as I said, this seems insignificant. It isn't. You and others see "the man" every day. These honored folks . . . and their children . . . will probably never have such an opportunity. You know, "family" has always been a keystone of the Reagan message. Someone's decision today . . . to bar families from the ceremony . . . doesn't speak well for us.

Cordially,



R. A. Barnhart
Federal Highway Administrator

cc:

Mr. Edwin Meese III

Mr. James A. Baker III