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April 18, 1984

File

Mr. John S. Herrington
Assistant to the President
and Director of Presidential Personnel
The White House
Washington, D. C. 20500

Dear John:

It is my understanding that Fred J. Eckert will shortly be returning from his present assignment as Ambassador to Fiji.

In that event, I would again like to submit the name of Belden Bell for appointment to this foreign policy position.

I have known Belden for some time, both in his capacity as a congressional candidate in Southern Indiana who lost an election in 1976 by 4/10 of one percent of the vote, and in his solid career in the foreign policy arenas of this administration. In addition to his present USIA Congressional Affairs post, Belden served as a foreign policy and defense advisors coordinator under Richard Allen, later serving on the State Department Transition team and then as Deputy Assistant Secretary of State for Congressional Affairs at State.

Belden is a loyal Reagan supporter, serving on a voluntary basis for the Reagan campaign in 1980 where he performed extensive liaison services with Capitol Hill. He has extensive knowledge of issues and events in the Pacific theatre as well as Latin America and Southern Africa.

A life-long Republican, Belden was a supporter of then-Governor Reagan during his own congressional campaign, a fact which alienated some of the party support he might have otherwise received, to his detriment in this very close race.

I feel he is eminently qualified for this important post and that he would serve this country and administration well.

Sincerely yours,

Robert H. Michel
Republican Leader

RHM:plp

✓ cc: Michael K. Deaver

RESUME

BELDEN BELL

4215 Pickering Place
Alexandria, Virginia 22309
(703) 780-4904

Personal

Born 5/22/35
Married, 3 children
Health Excellent
Military - Honorable Discharge
Top Secret Security Clearance

Summary of Background

Deputy Assistant Secretary of State
Reagan Transition - State Team
Foreign Policy coordinator - Richard V. Allen
Senior Congressional staff (12 years)
GOP Congressional nominee '76 (Indiana-8)
Congressional Relations - Executive Branch (FEA)
Editor, journalist and author
Attorney (Dep. Attorney General of Indiana '60-'62)
Chairman - largest Hill GOP staff organization for 3 congresses

Immediate Past Position

Deputy Assistant Secretary of State - Congressional affairs management responsibilities; primary department liaison with House of Representatives on issues including Security Assistance, regional legislation, AWACs, Sinai peacekeeping; coordinated Secretary's appearances on Hill; Member constituent request response; speaker appearances with outside organizations; liaison with House leadership.

Past Employment Experience

Presidential Transition - Coordinator, State Department Transition Team, contributed to African, Latin American and Asian transition inquiry, served as liaison between Team and Richard V. Allen, national security advisor to the President-elect. After Team disbanding, served as executive assistant to Richard V. Allen at main Transition office.

Reagan - Bush Campaign - Coordinator, Foreign Policy and Defense Advisors from May '80 through Election. Assisted congressional liaison effort for Campaign during April '80. Served as liaison between foreign policy & defense division of campaign under direction of Richard Allen and central policy operation at Reagan-Bush headquarters. Liaison between Allen operation and congressional task forces on foreign policy and defense. Also served as executive assistant to Richard Allen, chief foreign policy and defense advisor to Governor Reagan. 4/1/80 to 11/4/80.

RESUME (CONTINUED)

Page two --

House Republican Study Committee - Deputy and Legislative Director. Shared administrative responsibilities, liaison with Members and senior staff, outside organizations and research groups. Staff specialist in foreign affairs areas dealing with Southern Africa, Central America and the Caribbean, and Taiwan. Also specialist in congressional operation, House ethics, FEC, public financing of campaigns and lobby reform. Assisted in coordination of floor strategy for 120 Republican congressmen for developing legislative initiatives. 1/1/77 to 3/31/80.

Congressional Candidate - Won 3-way primary contest for GOP nomination (Indiana-8); lost general election by .04%. 9/75 to 11/76.

Federal Energy Administration - Congressional affairs specialist working with House and Senate energy-related committees, their Members and staff, coordinating legislative efforts on behalf of the Administration in this area. Received Administrator Frank Zarb's Certificate of Meritorious Service and Honors award. 3/75 - 9/75.

Congressman Roger H. Zion (R. - IN) - Legislative Assistant; Total legislative, shared administrative and policy implementation responsibilities. Liaison with district party people, Member's committees, lobbyists and outside organizations. During this time elected for 3 congresses as chairman of Bull Elephants, largest Hill GOP staff group. 1/6 - 1/75.

Pre-Washington experience summary

Following graduation from law school and honorable completion of military obligation, had Indiana career as State Deputy Attorney General, '60-'62, engaged in private law practice, and served as journalist and assistant Tri-state editor for Evansville Courier, largest daily newspaper in Southern Indiana.

Education

Public elementary & secondary education in Iowa, Oklahoma and Indiana
Dartmouth College - Indiana University, BA degree - 1957
Emory University Law School, JD - 1959
Undergraduate concentration on political science, public administration, international affairs and economics.

Author

Nicaragua: an Ally Under Siege (1978) - co-author and editor;
Contributor - Human Events;
Columnist - Hoosier Viewpoint and A Different Drum '75 - '78

Other

American Observer - 1979 and '80 Rhodesia-Zimbabwe national elections.
State Department Representative - Commission on Nazi War Art.
Recipient - Eisenhower Fellowship - Republic of China (Taiwan) 1983

RESUME (CONTINUED)

Page three --

Reagan-Bush Campaign References

Richard V. Allen, Former National Security Advisor to the President
Congressman Jack Kemp (R.-N.Y.)
Senator John Warner (R.-Va.)

Other References

E. J. Feulner, Ph. D., President, Heritage Foundation, Washington D. C.
Former Congressman Roger H. Zion, Resource Development, Inc. Wash. D. C.
Bob Junk, AA to Congressman Elwood Hillis, 2336 RHOB, Washington, D. C.
Senator Steve Symms, (R.-Id.) U. S. Senate, Washington D. C.

Call

April 19, 1984

The Honorable Mike Deaver
Deputy Chief of Staff
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500

Dear Mike:

Thank you for taking the time out of your busy schedule to help on our guided tour for the Tatham's. They were thrilled to see your office, as was I, and to stand in the Oval office.

Please let me know if there is anything I can do to help in the upcoming campaign.

Sincerely,


Ken Rietz

dls

REPRODUCTION COPY

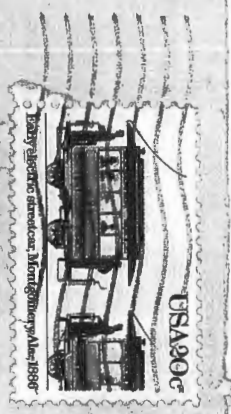
MR RAY MINTER
% DAVID GALLIGAN
TTT, INC
5451 BENSON HWY
TUCSON, AZ 85706

Personal

MR. MICHAEL DEEVER
DEPUTY CHIEF OF STAFF
THE WHITEHOUSE

WASHINGTON,

DC 20500



APRIL 21

DEAR MICHAEL —

file

ON A SERIOUS NOTE — I HAVE A "SUGGESTION" ON
HOW TO HANDLE MOST OCCUPATION OF A BUILDING
BY A TERRORIST GROUP.

SEW IN PANELS (LARGE) BLACK NYLON
WITH PROPER WEIGHTS ON BOTTOM —
DROP OVER THE BUILDING IN QUESTION
BY ONE OR TWO SMALL HELICOPTERS
AT ONCE —

1. SHUT OFF ALL UTILITIES AT ONCE TO THIS
BUILDING.



1. AFTER THE BATTERIES GIVE OUT, IT'S MOST FRUSTRATING
TO BE OVERLY EFFECTIVE IN 24 HR. DARKNESS —
NO FOOD, NO WATER, NO LIGHTS, PHONES, NO OUTSIDE LIGHT

LET ME HEAR WHAT "THEY" THOUGHT OF A SIMPLE, IN-EXPENSIVE, IDEA.

FURTHER, I AM AWAITING A LETTER FROM YOU AND
V.A. ALLOWING ME ENTRY TO A VA HOSPITAL FOR MY
THROAT TUMOR.

CORDIALLY,

RAY MINTER
% GALLIGAN
5451 BENSON HWY
TUCSON, AZ 85706

Federal Home Loan Bank Board



1700 G Street, N.W.
Washington, D.C. 20552
Federal Home Loan Bank System
Federal Home Loan Mortgage Corporation
Federal Savings and Loan Insurance Corporation

APR 20 1982

Mr. Ray E. Minter
7604 Fair Oaks
Suite 2095
Dallas, Texas 75231

Dear Mr. Minter:

Your recent letter to Michael Deaver at the White House has been forwarded to the Federal Home Loan Bank Board for my consideration.

The Bank Board appreciates your sharing your proposal concerning the future of the savings and loan industry and the U.S. automobile industry. Needless to say both of these industries are experiencing unprecedented difficulties as the battle against inflation and excessive federal budget outlays is waged. When considering any policy for the future a large number of factors must be taken into consideration and the welfare of the Country as a whole must take precedence. Your comments and suggestions will be included as part of this process.

Thank you for expressing your views. It is people such as yourself who make the American system of government work.

Sincerely,

John L. Butler
Director
Congressional Relations

HTSAC
JA, J
L

Mr. Michael K Deaver

Full

Our presidents are partly to blame for the social-political unrest that haunts the world because they have been mismanaging U.S. foreign policies for decades and president Reagan is no exception. The Moscow-Peking Axis powers, in particular the Russians, create the issues whether it be subversion, world terrorism, soviet aggression or soviet sponsored aggression, our presidents just do not have the courage to face up the foreign policies of the Moscow-Peking Axis powers for political reasons or because of self timidity. Mr. Reagan spent most of his political career talking about a soviet menace and the urgent need to face up to the soviet and their foreign policies. So the voters gave candidate Reagan a mandate to change U.S. foreign policies but little if anything has changed for the better. To be sure, he is beefing up our defenses but weapons no matter what type they may be will not save our friends and in the long run will not even save our own country if our presidents refuse to face up to our enemies and their policies. U.S. military strength did not save friendly South Vietnam. or mainland Nationalist China, or Cuba or Nicaragua or the Shah of Iran or Lebanon. No friendly third world government can or will be saved if the U.S. policy is going to be to pressure those friendly governments to come to terms with their internal and external enemies. Forcing these friendly governments to accept U.S. imposed social and political reforms and to give up lands under their control will be their undoing, not their salvation. The U.S. is forcing these friendly governments to accept U.S. imposed settlement on issues that our government or we as a nation would not accept if the Russo-Sino Axis tried to ram down our throats. The governments that I have in mind that are being pressured to accept U.S. imposed settlements are Israel, South Africa, Morocco, Turkey, Guatemala, El Salvador, the Philippines and South Korea. The Soviet Union stands strongly behind its friends and as a result the influence and power of the Soviet Union spreads and U.S. influence and power declines because the U.S. does not stand strongly behind its third world friends. The U.S. abandons its third world friends when the going gets tough or the U.S. is confronted by soviet threats and pressures. Why was Taiwan double crossed? Why is President Reagan under taking a pilgrimage to Peking paying homage to a country that has the worsy human rights record in the world? Deng Xiaoping and Zhao Ziyang took part in the revolution in which 40 or 60 million people had their lives snuffed out. Peking promised free elections in Tibet, then reneged and executed Tibetan political dissidents. I can't understand Mr. Reagans logic. He refused to allow Roberto d'Aubisson to

visit our country but on the other hand invited the brutal Peking dictator Zhao Ziyang to our shores and now is planning to visit China. People will never be appeased no matter what goodies are in the bag that Mr. Reagan is taking to Peking to present the communist dictatorship. Peking and Moscow are in cahoots against our country and our form of government. Moscow and Peking have a coffin ready made for Uncle Sam and want the unwary policy makers to dig their own graves and Uncle Sams also. When in Peking, Mr. Reagan should muster the courage to question the dictators on the issue of human rights and free elections in China. He should also question them about free elections in Tibet and about the reported execution of Tibetan political dissidents. Chinas leaders have no inhibitions about questioning U.S. foreign policies, so why should our president be reticent about questioning the leaders of China on issues? Chinas dictators should also be asked why don't they call for the reunification of Germany. If China and the U.S. are able to live with a divided Germany, well then the U.S. and China should be able to live with a divided Korea and a two China policy. Taiwan must not be sacrificed for any reason. Taiwan must not be negotiable. If Taiwan is dumped, the next burning issue for Peking will be South Korea. After Korea Peking will find something else to heat up the issue of friendly relations. The neutron war head should be built and deployed in South Korea for the purpose of discouraging Peking from sicking the puppet North Korea on South Korea. The democrats transformed a backward Russia into a world economic power and military monster and the chickens have come home to roost. One would think that Mr. Reagan and the republican China card players would have learned a lesson from the democrats experience with Russia. The U.S. never learns anything from past mistakes. Mr. Reagan is making a grave mistake in trying to appease Peking with concessions.

The U.S. has no right to tell the voters who they can or cannot elect as their president. How would we like it if Moscow and Peking meddled into U.S. elections? My guess is that d'Aubissons chief rival for the presidency is either a communist or a front for the communists. If you recall when Castro was overrunning Cuba he said he was a agrarian and not a communist. But when he took control of Cuba he stated that he was only fooling when he said he wasn't a communist. If you recall when Nicaragua was under going its revolutions, its leaders said they were only peasants and not communists. But when Somoza was ousted with help from Jimmy Carter some of the leaders in the revolution turned out to be communists. The same thing will happen in El Salvador when the insurgents seize power.

President Reagan must dump his no win foreign policy adopted from the Vietnam War if he wants his efforts to succeed in Central America or any place where our friends in the third world are under siege by forces friendly to the Soviets Union.

Being a great communicator with a pleasant personality, he should make his case before our nation on TV and tell our people what the hell is taking place in the world. Saying little and getting involved in foreign conflicts with no end in sight isn't the right approach. The nation backed him on Grenada but will not back him if the people feel there is no end in sight when the U.S. gets involved in conflicts. During the Grenada operation, Mr. Reagan inspired a come back of patriotism in our nation but now that patriotism seems to be waning because of what the people see as a no win policy of endless involvement in Central America. Our People want to see positive results. I sense that our people are becoming accustomed to seeing the communist band wagon rolling on and the people are becoming less and less concerned over soviet expansionism even if it is in our back yard. The people are believing that the Red band wagon is unstoppable and nothing can be done about it.

On the issue of world terrorism: World terrorism to attain political objectives is a brain child of the Soviet Union. The soviets sponsored it, encouraged it and supported it. The U.S. will not end world terrorism by denouncing and condemning it. Neither will it be stopped by an occasion strike at a terrorist, or a strike at a terrorist hideout or by promising a monetary reward to an informer. The only way to deal with soviet sponsored terrorism and violence, short of war, is to use the economic-technological muscle of the U.S. to rein in the Soviet Union and its friends who approve of and support the foreign policies of the Russo-Sino Axis powers. No more U.S. aid and trade with the communist world and their friends. When they see who has been buttering their bread since the end of World War and they see that the Soviet Union and China are in no position to butter their bread, pressure will be brought upon the soviets to pull in their horns allowing the world to live in peace. If the soviets were forced to subsidize all of their friends and the communist world, the soviets would have that less money to spend on weapons and the undermining of peace. If the U.S. continues to underwrite the communist world and their friends, world peace will not be possible and the soviet band wagon will keep rolling on.

The U.S. must pressure the West European governments into cooperating with the U.S. in facing up to the soviets and their foreign policies. The NATO nations and Japan should be told that if they refuse to cooperate and if it's going to be business as usual with the Soviet Union, the U.S. will withdraw the bulk of its armed forces that are offering them and their vital interests, security. It's ridiculous that these nations are allowed to criticize U.S. foreign and economic policies while they are

depending upon the U.S. for protection. They want their cake and eat it too. That should be unacceptable to the U.S.A. They are very selfish, not caring about anybody else's interests and security except their own. If the U.S. isn't able to influence the NATO nations and Japan, then there is no hope to influence our real enemies.

The U.S. should not offer concessions to the soviet barbarians to take part in the Olympic games.

If socialists, greedy bankers, greedy businessmen, pacifists and cowards are going to be the force behind U.S. foreign policies, I can assure this administration that the U.S. will be doomed within a decade. The U.S. wouldn't be in trouble over its ears on foreign issues if Mr. Reagan hadn't reneged on the foreign policy he promised during the political campaign.

It's absolutely ridiculous that the soviets are able to assert themselves over all of Eastern Europe but the U.S. isn't able to assert itself over small nations like Cuba and Nicaragua in our back yard. The fact that the U.S. doesn't seem able to do so, points out the false notion that U.S. military power alone is all that is needed to provide security and freedom for our friends and for our nation. The soviets will continue pressing the U.S. on all fronts as long as they feel the U.S. is terrified of them and as long as they see that the U.S. isn't resisting in meaningful ways and as long as they see that the U.S. is willing to bear the burden of underwriting the communist world and their friends in the third world.

The Russo-Sino Axis powers want peace in the world and friendly relations with the U.S. on their terms only. The soviets will never agree on the reduction or elimination of nuclear, conventional or chemical weapons if the agreement stands in their way to world revolution and a communist dominated world. The soviets want military superiority. When they negotiate on any issue they do it in a way to get the upper hand.

And finally I want to add that North Korea and China want Korea unified on communist terms only. The U.S. must not get involved in any negotiations between North and South Korea. North Korea and Peking would love to get the U.S. involved because they know that would be the beginning of the end for South Korea.

For a new beginning-
before it's too late!

17APR84

File

Office of the President
The White House
Washington, DC

Attn: Mike Deaver

Dear Mr. Deaver:

THERE IT WAS ON PG. 447, National Geographic for APR84 -
. . . the "near-legendary vintage jeep...only recently retired...
the only motor vehicle personally driven by Mr. Reagan..."

HOW CAN WE GET THIS FOR THE MUSEUM? It could be displayed in "as is"
condition, but I presume you would prefer to have us restore it and
have in background a large picture of its "combat appearance".

Sincerely,

R. E. Anderson

R. E. Bob Anderson
1230 Noonan Dr.
Sacramento, CA 95822

PS - All Saints Memorial Church had a clean-up Saturday a week ago.
You would be pleased to see the yard and plantings.

AUTO HISTORY!

CALIFORNIA'S
crossroad
MAGAZINE

SPRING 1984

A quality antique automobile museum for Sacramento? One people would travel miles to visit ... just as they do the State Railroad Museum?

Yes? It's the dream of some car buff entrepreneurs in the area. And the plans are in the works.

During the summer of 1982 a couple of more-than-casually-interested men — Burl Waits, of the law corporation of Waits, Britt & Wallace, and Richard Ryder, former insurance agency owner who is now semi-retired and deep into the love of antique and special-interest automobiles — completed considerable research into the feasibility of establishing such a museum in the Sacramento area and discovered far more people in the area collecting, restoring and/or maintaining motor vehicles of historic and special interest than they had anticipated. Both incidentally, volunteer their expertise and time.

Interest snowballed, meetings were held, and in October of 1982 the California Vehicle Foundation they founded was incorporated as a non-profit, public benefit corporation. And just recently the organization has received official confirmation from the IRS of its tax-exempt status. The confirmation states in part that "donors may deduct contributions to you as provided in Section 170 of the (Internal Revenue) Code. Bequest, legacies, devises, transfers, and gifts to you for your use are deductible for federal, estate and gift tax purposes."

The State of California had recognized the Foundation's tax deductibility status a few months earlier. These two recognitions now enable the Foundation to search actively for grants and further public support for implementation of the museum they plan.

Dozens of enthusiastic persons in the Sacramento area have contributed time, money and support, much of it the result of the Foundation's participation in more than 20 restored auto-

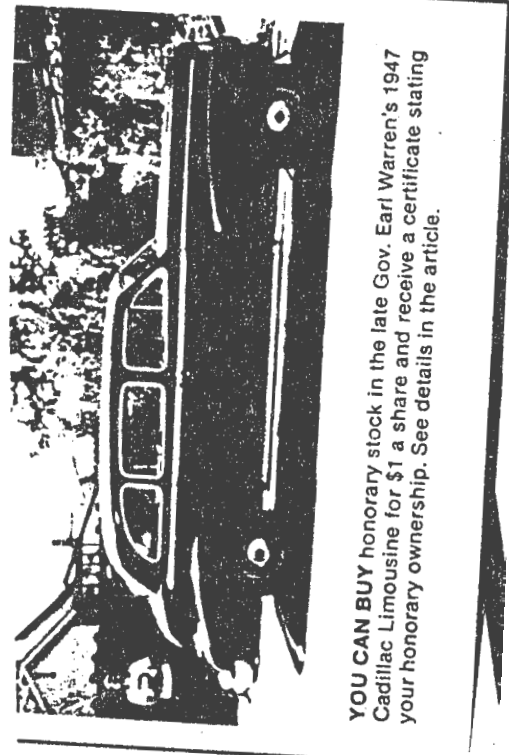
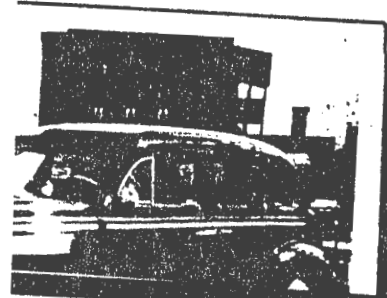
mobile events the past year. One outing attracting excellent turnouts, interest and support was a display of vehicles by Foundation members at the 30th Anniversary promotion of Arcade Square Shopping Center in Sacramento. Sandy Eisner, vice president and manager of Citicorp Savings' Country Club Branch, handled the promotion and called the Foundation for its cooperation. She continues to promote the proposed museum in her spare time.

Goals of the Foundation are to display the automobile as an art form; create an environment for housing the vehicles; establish a statewide registry of collectors' vehicles; store data; provide research/educational facilities, and build the newsletter.

The newsletter is already under way and features antique and special vehicle news, schedules of upcoming events such as antique car shows, and Foundation news. The advertising tells about vintage cars and trucks wanted, or for sale. One item promotes the sale of stock in Former Governor Earl Warren's 1947 Cadillac limousine at \$1 per share, for which an attractive stock certificate is given ... suitable for framing ... "a wonderful gift for that hard-to-buy-for someone special." (If you're interested, send check for the amount you wish, the name of the person whose name you want inscribed on the certificate, and the name and address of the person to whom it is to be mailed, to CVF, 5240 Fruitridge Road, Sacramento, CA 95820.)

Members of the Foundation have their eye on the old PG&E Building at I-5 and Richards Boulevard for their museum, and although disposition of the Building has not yet been made, they are making plans for the conversion of the Building into a California Vehicle Foundation Museum.

If you would like more information about the Foundation and how you can become involved, call Dick Ryder at 916/442-3424. □



YOU CAN BUY honorary stock in the late Gov. Earl Warren's 1947 Cadillac Limousine for \$1 a share and receive a certificate stating your honorary ownership. See details in the article.

is this beautiful like-new 1957 Continental Mark II handcrafted American production car. This "show" car is in the collection of its Museum by Allen Davidson of Torrance



Call

Dear Sir:

What gives President Reagan the idea that blaming Congress for his failures is a good enough alibi as a cover for his mistakes.

It was not Tip O'Neill who sent the American Marines to Beirut to get blown into kingdom come to please Menachem Begin, Ronald Reagan did that.

It is not Congress who is secretly mining harbors and other covert activities in Nicaragua but none other than President Reagan, there are far more, too many to mention.

Mistakes are forgiven, but cover-up alibis never, Richard Nixon Found that out much to his sorrow.

Yours truly,

Sonia Adelle

College Park, Maryland

THE ATCHISON, TOPEKA AND SANTA FE RAILWAY SYSTEM

114 SANSOME STREET, SAN FRANCISCO, CALIF. 94104

ROBERT E. WELK
VICE PRESIDENT-EXECUTIVE REPRESENTATIVE

April 17, 1984



Mr. Michael K. Deaver
Deputy Chief of Staff
and Assistant to the President
The White House
1600 Pennsylvania Ave., NW 20500

Dear Mike:

As a matter of information, I have executed the form addressed to prospective Delegates/Alternates in connection with the selection of Delegates and/or Alternates to the 1984 National Republican Convention.

Kindest personal regards.

Sincerely,





THE
HILL
PARTNERSHIP
INC.

RUSH N. HILL, II, AIA
LAWRENCE A. FRAPWELL
WOLFGANG J. HACK, AIA

April 12, 1984

Rush

Mr. Mike Deaver
The White House
1600 Pennsylvania Avenue
Washington, DC 20500

Dear Mr. Deaver:

One of the goals of THE HILL PARTNERSHIP, INC. is to continually be on the leading edge of technology to share "current science" opportunities with our clients and friends. Our engineering division would therefore like to take this opportunity to inform you of some recent developments that can have a positive impact on construction cost while at the same time minimizing operating expense on both new and existing facilities.

These savings lie in the area of electrical utility costs. Southern California Edison and San Diego Gas and Electric are currently offering substantial incentives that make cost feasible to install off-peak cooling or thermal storage plants. Thermal storage is a new technology used in decreasing and limiting electrical demand created by the air conditioning load on a building.

Electrical demand rates are decreased through storage of a cooling medium, usually water or ice, which is produced during off-hours when electricity is least expensive. The stored energy is then used when high cost demand charges are in effect. The result is lower utility charges to the building owner.

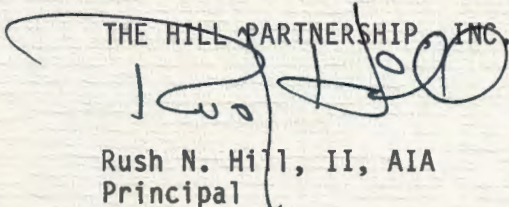
It is our understanding SDG & E is presently subsidizing thermal storage installations by offering construction funds that will assist the building owner in obtaining a three year simple pay-back. SCE is offering as much as \$25,000 of matching funds for engineering feasibility studies and funding of construction that produce attractive pay-back periods similar to the San Diego-based utility company. Both programs are for new construction as well as for existing facilities.

April 12, 1984
Page 2

On a different topic, I've enclosed a copy of a recent magazine article concerning federal research grants available to small, high tech businesses. The second is one of my own which deals with manufacturing startup.

We at HPI urge you to take advantage of these opportunities and to contact us if you have any questions concerning how these programs might effect your business and profit.

Sincerely,

THE HILL PARTNERSHIP, INC.

Rush N. Hill, II, AIA
Principal

Enclosure

BUSINESS TO BUSINESS™

OCTOBER 1983

Manufacturing Start-Up: Thinking Ahead

by
Rush N. Hill, II

MANUFACTURING START-UP: THINKING AHEAD



By RUSH N. HILL, II

You have conceived a new product, paying close attention to its smallest detail. The prototype is built, with every aspect examined and cataloged, from the number of parts and how they relate to the ease of manufacture and assembly. Even maintenance and replacement schedules have been defined. The results of your test marketing seem especially encouraging and a number of orders are already pending. The bank shares your enthusiasm and has committed funds to establish the manufacturing line. Everything is set and you are now ready to begin production.

Up to this point the scientific process is thorough. Is there anything left to consider which may not relate specifically to your product yet be essential to your financial success? The answer is yes.

Your profitability will depend, in part, upon controlling manufacturing expense, and generating sales to a volume which covers costs, allows the repayment of debt incurred to start the operation, and leaves a profit.

If you do not control your manufacturing cost or are faced with initial start-up cost much higher than antici-

pated, undercapitalization can occur, profitability erodes, and financial failure may result.

Start-up costs are often underestimated or even forgotten. Every product has a different set of needs. If expensive equipment is involved, you usually research considerably and have a good idea of cost. However, other items must also be considered, items that have caused great financial hardship to large and small manufacturing entrepreneurs if ignored. They are:

- Availability and cost of energy (electrical and gas) for both the region and the specific building(s).
- Mechanical considerations for heating and cooling the space - equipment and people - with reference to product quality control and employee productivity.
- Space suitability for expansion and flexibility.
- Expansion capability of telecommunications.
- Productivity of personnel and related environmental considerations.
- Availability of qualified and trained labor.
- Availability of transportation for product shipping and parts receiving.

- Application of building and safety codes to operations.
- Proper levels of insurance to protect your capital assets.

Let's consider an example of a potential—and frequent—series of problems. You estimate a need for 1000 square feet for production. You plan to begin with one piece of manufacturing equipment or one line and later expand to two. Each line requires one person to operate, keeping raw goods fed and products removed. Final assembly is done by hand and quality control follows, each function requiring one individual. The machines generate "a little heat", "a little noise", and use "a little electricity". You budget for start-up accordingly:

Manufacturing line equipment	\$20,000
(Manufacturer says this price includes delivery, set-up, and everything else needed to place the item into operation)	
Misc. Equipment	5,000
(final assembly bench, QC table, desk, chairs, etc.)	
Tenant improvement cost for space	500

(Lights are already in, space is heated and should not require cooling, one small but adequate office already exists, therefore only minimal personal items such as production boards, schedule boards, etc. will be required)

Misc. Contingency500
TOTAL START—UP
BUDGET \$26,000

For the above expense, you borrow \$20,000 from the bank and take the additional \$6,000 from your pocket.

WHAT CAN GO WRONG?

You are now ready to "plug-in" your new equipment; however, no code approved outlet exists where you feel the machine should be placed. You call an electrician. Not only is there no plug, your equipment draws "just enough" power to require another breaker on an already full panel. The electrical cost for the plug and breaker equals \$500.

You move in furniture for final assembly and QC. The telephones are installed at a cost of \$200, not anticipated or budgeted.

During your first month of operation you discover the following:

- Your machine operator needs more light to correctly monitor his work. Your final assembly and QC people request more light as well. Total extra equals \$1,000.

- The noise of the machine is more than anticipated and your QC inspector says they need to be separated from the manufacturing space to keep up standards and production. Another room is required with its own lighting, heating, and electrical. The total cost equals \$1,000.

- Production begins to increase and suddenly you realize more room is needed for packaging, storage of finished goods, and shipping. More shelving is required and in order to keep dust off the final package (appearance is poor) yet another space is required. Total cost equals \$1,000.

- Now summer arrives and QC develops a problem. Your equipment goes down often and the manufac-

turer proves it's because of the heat in your space. In addition, your employees are often absent and turnover becomes a problem because of the poor quality of your manufacturing environment. You have no choice but to provide cooling and other amenities to compete for and keep employees. Total cost equals \$8,000.

- Orders are up and the second piece of manufacturing equipment arrives. You anticipate connect-up to be as before but find instead the electrical meter capacity has peaked. You are now faced with adding a new meter or replacing the existing one - both expensive tasks. Total cost equals \$5,000.

Within six months of beginning operation, you must now go back to the bank or reach deeper into your pocket for another \$16,700.

What else can go wrong? Because of the second production line and increased volume, a larger space is needed for receiving. In addition, the quality of your raw goods dropped and you need room for receiving inspection. You hire another employee for this task who places more financial demands on the operation. Still adding to your space problems, you have located a new computer and telecommunications system, which combined will solve most of your inventory control/order entry/P&L/balance statement problems. It is obvious you must expand into 1500 square feet. Your business is less than one year old, you've outgrown your space, and there is no more available in the same building. Moving loses almost all of your capital investment in the building.

In addition, the debt service has nearly doubled and now the rent will be at least 50% higher, not even considering the amortized cost of moving, down time for production, etc.

Almost as a final blow, production productivity is not as high as expected, and is often blamed on "environmental conditions". You are constantly facing one OSHA complaint after another - all solved by throwing money at them.

Unless your initial profitability calculations showed abnormally large

percentages of profit, you now face serious financial trouble. There exists a very poor return on investment and cash flow is terrible.

If there is comfort to be found in numbers, you should not feel alone. Your problems are often found in the corporate world of manufacturing. Even large corporations with lengthy histories of plant expansions fall victim to cost overruns and unanticipated expense. Those who do not fall victim to this type of misdirected planning make more profit and receive a higher rate of return on their investment.

The best tool available to protect yourself against unbudgeted cost and overruns is to provide as much attention to these types of details as you do to the invention of your product. Think of the manufacturing facility as an extension or integral part of the product, the two realistically cannot be separated. Your manufacturing space is just as important from the standpoint of cost and profitability as the marketability of your product.

Before installing equipment, think about every aspect pertaining to it, from setting the machine on the floor (will you need a specific thickness of concrete slab?) and plugging it in, to the heat and noise generated. Scan the interior of your future plant. Is there adequate ventilation to manufacture your specific product? Adequate height? Will you need electrical outlets on the floor? Emergency cut-off switches?

Plan for each stage of manufacturing by visualizing every one. Mentally map out how the departments will interact and how materials will flow from one section to another. Walk through the operation in the empty building if you have to. Too often in the excitement and optimism of starting a new facility avoidable oversights occur that eventually cost thousands of dollars. ■■

RUSH N. HILL, II, is president of The Hill Partnership, Inc. Newport Beach, one of the fastest growing architectural firms in Orange County.



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INNOVATIVE FUNDING FOR SMALL BUSINESS

By JOSEPH SCOTT

Small companies engaged in high-technology research and development are getting a boost from the federal government.

Throughout history small companies have developed more than half of America's innovations, including xerography, insulin, the vacuum tube, penicillin, the jet engine, the helicopter, air conditioning, the automatic transmission, the zipper, and the ice-cream cone.

The innovators have accomplished these feats almost without any assistance from the greatest research and development funding source in the United States: the federal government. Meanwhile, many of America's large corporations participate in research and development programs funded by the federal government to the tune of \$30 billion a year.

Things have begun to look better for the little guy, though, with the 1982 passage of the Small Business Innovation Development Act, establishing the Small Business Innovation Research Program (SBIR). The act requires several federal agencies to allocate small portions of their outside research and development budgets to small business. SBIR, which is under the jurisdiction of the U.S. Small Business Administration (SBA), is expected to provide more than \$1 billion through fiscal 1987 to small companies (with fewer than 500 employees) for high-technology research and development.

The program already is enabling research-

ers to work on such disparate developments as laser tree trimmers and striped-bass habitats in thermal-waste waters. If some of the thousands of projects under way bear fruit, Americans might be able to cut concrete with water, buy x-rays for one-twentieth of today's costs, clean up rivers with laser beams, and measure the gripping force of robots. Says James Sanders, SBA administrator:

"A basic purpose of the act is to strengthen the role of small innovative companies in federally funded research and development. The act also provides incentives to convert the research results from small science and high-technology firms into commercial applications."

The SBIR program provides applicants with as much as \$50,000 for six-month research projects that could meet some of the high-tech needs of any of 11 different federal agencies. Awards of as much as \$500,000 may be made to companies selected to carry over their research into developmental stages. A major purpose of the program is to put innovations into the marketplace and to create new jobs.

The federal agencies involved in SBIR are the Department of Defense, National Aeronautics and Space Administration, Department of Health and Human Services,

Department of Energy, National Science Foundation, Department of Agriculture, Department of Transportation, Nuclear Regulatory Commission, Environmental Protection Agency, Department of the Interior, and Department of Education.

SBIR is based on a prototype program initiated by the National Science Foundation in 1977. That year NSF awarded \$4.5 million to 21 small technologically based companies to pursue federal research objectives in microelectronics, computer technology, chemistry, and alternative-energy technology. Since that time those companies have attracted more than \$45 million in private venture capital, 10 times the initial government investment.

"When you consider the additional effects of that investment, one can only conclude that the program merited expansion into the other agencies," says Sen. Warren Rudman of New Hampshire, a member of the Senate Small Business Committee.

NSF records indicate that it has devoted nearly \$16 million to small business since the program's inception and that employment in participating companies has increased 125 percent.

If SBIR can match the performance of its pilot program, the SBA estimates that the \$1 billion federal seed money could lead to an

additional \$3 billion in private-sector funding. The result could be the creation of tens of thousands of new jobs.

There are those who say it's about time. Approximately half of all private-sector employment and 43 percent of the gross national product are generated by small business. Says Senator Rudman:

"Perhaps more importantly, small businesses have traditionally been among the leaders in fields involving innovation and technology. A study recently completed by the Office of Management and Budget found that from 1953 to '73 almost half of all major U.S. innovations came from firms with less than 1,000 employees. In addition, almost 50 percent of American economic growth comes from technology."

SBIR is the result of a bill drafted in 1978 by Senator Rudman. The Senate and House Small Business Committees began hearings on whether more federal support for small business would help the United States regain its edge in the world's technological marketplace. A note of urgency marked the proceedings. The number of U.S. patents awarded to domestic companies was on a steady decline, while those to foreign companies were increasing. Indeed, in 1980, 40 percent of U.S. patents were issued to foreign companies or individuals, up from 25 percent in 1970.

In June, 1982, the House and Senate overwhelmingly passed legislation for small-business research and development, and a month later the Small Business Innovation Development Act was born with a stroke of President Ronald Reagan's pen.

Still, the percentages of research and development monies earmarked for small business are small. For example, the Department of Defense was required to allocate 0.10 percent of its outside R & D budget last year,

Tens of thousands of jobs could be created.

increasing to 1.25 percent within five years. Says Robert Stevenson, Senator Rudman's press secretary:

"We are hopeful that they will expand in the future. We considered a higher percentage at first, but we decided to start out with a small program so that we would not create a tremendous bureaucracy."

Indeed, applications for SBIR funds must not be more than 20 pages long, and the SBA maintains that paper work is kept to a minimum.

"We want to prove our point that small, technologically based firms can meet federal

research objectives more efficiently than their larger counterparts," Stevenson says. His contention is supported by Donald Templeman, head of the SBA's special task force established to administer SBIR, who says:

"Small, highly innovative companies have made most of the major inventions in the past 50 years. These companies also create 75 to 95 percent of new jobs."

The lists of companies Templeman refers to read like an advanced studies curriculum at MIT, and their research topics often require research simply to determine proper pronunciation.

One company in Costa Mesa, California, for example, is working on resonant holographic absorption and refraction tomography for combustible diagnostics (for measuring gaseous flows), while in East Amherst, New York, a company is concentrating on electrosynthesis of polyols from formaldehyde (to get more products out of oil).

The Department of Energy recently released its first award recommendations, and among them was a company in Berkeley, California, whose researchers want to develop a laser tree trimmer, and another in Burlington, Massachusetts, whose employees are working on an infrared moisture monitor.

The National Science Foundation has awarded research funds to a company in Na-



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tick, Massachusetts, whose principals want to develop a "Sinosetter." Through computerization of the Chinese language, the Sinosetter would "significantly facilitate the research and processing of the Chinese language in the United States," according to its developers.

There is something for everyone in the myriad research projects under way. For instance, you may have a robot that hasn't been performing up to par. The solution may lie with the researchers at a Hyattsville (Maryland) company who are working on a system that "could significantly improve the operation of industrial robots."

Meanwhile, there is a company in Great Mills, Maryland, with plans to reduce the number of operations needed by patients in the areas of obstetrics, cardiology, ophthalmology, and internal medicine. Using three-dimensional ultrasonic data processing, investigators there hope to develop a "diagnostic tool that offers an alternative to radiological and surgical procedures."

Indeed, many small-business proposals deal with medical subjects. Researchers at a company in Laguna Beach, California, are trying to develop an image-transformer sight aid for patients suffering from macular degeneration, a condition that renders the central part of the retina useless. A company in Kentfield, California, has investigators looking into a "new communication channel utilizing the sense of touch." Their "low-cost, wearable, high-resolution tactile communication system" would provide "sensory aids" for the deaf and blind.

If all this has you wandering aimlessly in unfamiliar territory, fear not. There is a company in Menlo Park, California, whose investigators are working on a "hand-held device for computer-assisted position identification in natural terrain." Obviously, the U.S. government might be interested in buying a few of these gadgets for foot soldiers and pilots, but the company anticipates commercial applications as well, as the device may be used by hikers and backpackers.

The SBA has listings of more than 20,000 small companies involved in high tech. The roster seems to support Sanders's contention that "almost every energy-related innovation of the past century has come from small business."

Sanders's boss put it more succinctly when he signed the Small Business Innovation Development Act into law. Said President Reagan: "Small business is a tonic for what ails this country."

Now that the federal government is spiking that tonic with some hard stuff, the prognosis seems vastly improved. V

Joseph Scott is a free-lance writer based in New York City.

~~Wed 17th~~

Wed 18th

17th

THE WHITE HOUSE
WASHINGTON

Dave

Mrs. Deaver:

Mr. Martin from Helena, Montana called

He would like to send you a ham like the one he sent for Christmas for Easter.

Would you like to receive one?

Yes No

would love one

I told him I would call him tomorrow. He also intends to send to the President, the VP and Dave Fischer.

406/458-5331

28nd

Thank you.

North west
As line
Clo Dick Grosser
Fischer
Meyers
Deaver
Buch
Dove

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Account No.

ACCOUNTING INFORMATION

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to	By first Carrier	Routing and Destination	to	by	to	by
DCA	ANA					

Currency	CHGS Code	WT/Val PPD	Other COLL	Declared Value for Carriage	Declared Value for Customs

Airport of Destination
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Flight/Date For Carrier Use Only Flight/Date

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Total Prepaid	Total Collect

Signature of Shipper or his Agent

Currency Conversion Rates	Total Collect in Dest. Currency

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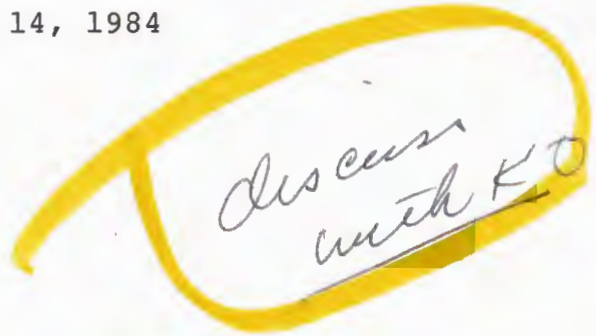
For Carrier's Use only at Destination	Charges at Destination	Total Collect Charges

012- 1339 6876

THE WHITE HOUSE

WASHINGTON

March 14, 1984



MEMORANDUM

TO: MICHAEL DEAVER
FROM: KATHY OSBORNE *KO*
SUBJECT: AUTOGRAPHED PHOTO REQUESTS

The attached draft over Jim Baker's name is several months overdue per your suggestion in September. Bill Sittmann and Gahl Hodges and I tried many times unsuccessfully to all get together with the Calligraphers to try to iron out some of the problems before I tried to put together this memo, however, during this long lapse in time the problems (with the calligraphers) have disappeared and Bill and Gahl and I don't think it is necessary for us to get together with them.

I hope the attached memo is what you had in mind.

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

September 28, 1983

KO
I agree.
Prepare
memo for
JAB's signature
& give to me.

TO: MIKE DEAVER
FROM: KATHY OSBORNE
SUBJECT: AUTOGRAPHED PHOTOS OF THE PRESIDENT

We seem to have a problem convincing the staff the importance of going through the "system" regarding requests for autographed photos of the President. The following are some of the reasons for having all requests go to Loesje Edwards initially:

- 1) We don't let anything go out with RR's signature if we don't think it is a good reflection of the President, i.e., tasteless wit books about him, bad photos, junk items.
- 2) By having all requests go through Loesje, we prevent duplications such as an event with RR involved, staff might call photo office for some particular photos to be signed, and the social office might be requesting the same ones -- going through Loesje, we would catch this.
- 3) With this system we prevent people from abusing the privilege of getting signed photos. We don't care how many they ask for but they can't all always be signed personally by the President.
- 4) We make photostatic copies of all photos RR signs so we can keep track to prevent duplications and, this verifies that it is a personal signature in case it is in question.
- 5) It is no problem when you or EM or JAB give me photos directly for RR to sign. I never question any of you -- I just make a copy of it so we have it for our files. If any photos are given to RR while on the plane or in hotel rooms by our staff (including senior staff), I can't prevent the possibility of having the same photo sent out by the social office or staff member in charge of a specific event asking us to have RR sign possibly the same photo -- or we might have it autopenned or faked and the person might receive two of the same photo signed two different ways.

Today I discovered that Ed and Ursula Meese asked Robin Gray some time ago to sign photos for them without going through Loesje or me. I would not be so presumptuous to ask Robin not to do it because it would put him on the spot, but I am also reluctant to ask Ed to run them by me to prevent the above problems. Do you think a general memo to all staff listing all the reasons (I could probably come up with several more) for going through the system would help?

THE WHITE HOUSE

WASHINGTON

March 14, 1984

MEMORANDUM

FROM: JAMES A. BAKER III
TO: WHITE HOUSE STAFF
SUBJECT: AUTOGRAPHED PHOTO REQUEST SYSTEM

The Central System of having all autographed photo requests directed to Loesje Edwards has been bypassed in the last several months. In order for this system to work efficiently and expeditiously, it requires the cooperation of all staff members. Loesje and Kathy Osborne work closely together on these requests to insure against duplication and repetitious requests. This system was established to:

- 1) Prevent mistakes in calligraphied names.
- 2) Prevent duplications in photos of one particular event, i.e., Social Office may request some photos and staff member involved in that particular event may request same photos so recipient may receive photos signed both with the autopen and possibly by the President.
- 3) Prevents anything going out with RR's signature that is not a good reflection of the President, i.e., tasteless wit books about him, bad photos, junk items.
- 4) Preventing staff from abusing the privilege of getting photos signed by the President. Not all photos can be personally signed by him. Xerox copies are made of all personally signed photos so Loesje Edwards can keep track to prevent duplications and to verify a personal signature in case it is ever in question.
- 5) Prevents staff from suggesting inscriptions other than "With best wishes," or "With appreciation and best wishes," such as suggesting something witty because of an especially candid shot. The President should be able to use his humor on an inscription at his discretion. Any other variation other than the two suggested inscriptions should only be suggested and/or approved by the President's personal office or Loesje Edwards (i.e. terminally ill, members of the President's fraternity TKE, military personnel, special friends of the administration).
- 6) Prevents inventive autograph seekers from getting several autographs by directing their request to several offices at one time.

In order to keep track of all the photos going out each week (almost 600 a week) we must adhere to the policy of authorizing photos through Loesje Edwards' office before calligraphy is inscribed. This will protect the interest of every office that requests photos, as well as keeping our system working smoothly and efficiently.

Presidential photos are greetings that the President has supposedly seen and personally signed to the many supporters that write to him. Even though they are autopenned they represent the Reagan Administration and should be done with the utmost regard to the Office of the Presidency.

DB
elt me
rel

THE WHITE HOUSE
WASHINGTON

4/9 To MKD
What do you say
we take a look at
the tape at a convenient
time?
JAB

MEMORANDUM FOR JAMES A. BAKER, III
FROM: MARGARET TUTWILER
DATE: APRIL 6, 1984
SUBJECT: KEYNOTE SPEAKER FOR THE CONVENTION

Please find below the results of my discussion with Maureen Reagan regarding her recommendations for a woman keynote speaker at the Republican National Convention.

Maureen highly recommends a woman from Rhode Island named Arlene Violet. Ms. Violet, previously a Catholic nun, is currently running for Attorney General. She ran an unsuccessful race for AG earlier in her career, gathering 40% of the vote.

Maureen feels she is one of the most dynamic woman she has ever heard and was very enthusiastic about her for keynote speaker. Additionally, she thought the idea of a woman for keynoter was fabulous.

We have received a 5 minute video of Arlene Violet from Fred Biebel's office. It is available for you to see at your convenience. WHCA will be awaiting your call to view it in your office.

Thank you.

THE WHITE HOUSE

WASHINGTON

April 26, 1984

File

Information given to B.S.

MEMORANDUM FOR MIKE DEEVER

FROM: M. B. OGLESBY, JR. *he*

Mike, the attached letter was hand-delivered today to my staff for forwarding to you. It is my understanding that a copy of this correspondence has been provided to Jim Hooley by Murkowski's staff in Alaska.

Unless otherwise advised, we will assume that your decision on this matter will be relayed directly to the Senator and/or his staff. We will, however, be happy to talk with the Senator regarding this or help in any way possible.

FRANK H. MURKOWSKI
ALASKA

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United States Senate

WASHINGTON, D.C. 20510
April 25, 1984

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101 12TH AVENUE, BOX 7
(907) 456-0233

Mr. Michael Deaver
Deputy Chief of Staff and
Assistant to the President
1600 Pennsylvania Avenue
Washington, D.C. 20500

Dear Michael:


It is my hope that serious consideration will be given to the attached letter from Bishop Whelan, S.J. of Fairbanks. This letter requests that the President greet the assembled crowd at the Fairbanks airport prior to the arrival of Pope John Paul II.

This will be the only opportunity for those thousands of Alaskans assembled to greet the President during his 32 hour stay in Fairbanks. Many will be bringing their children to witness this historic event and will be greatly disappointed if the President does not give an acknowledgement of some kind. The crowd will have already been cleared through security and a short greeting from the President prior to the Pope's arrival would be welcomed by all Alaskans -- many of whom will have assembled on the site by 6:00 a.m. that morning.

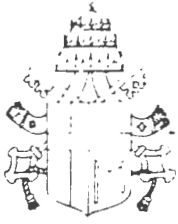
I think you would agree that Bishop Whelan's letter addresses the sensitive issue of protocol and that the Fairbanks Visit Committee wholeheartedly supports the Bishop's request.

Thank you for your consideration.

Sincerely,



Frank H. Murkowski
United States Senator



Fairbanks Welcomes
POPE JOHN PAUL II

May 2, 1984



April 23, 1984

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

Dear Mr. President,

On May 2, 1984, you are cordially invited to address the people of Fairbanks, Alaska on the occasion of Pope John Paul II's re-fueling stop in the United States.

We are delighted that you have made this occasion one of historical significance by having a personal meeting with His Holiness. It is the feeling of the Papal Visit Committee that the expected crowd of thirty to forty thousand people would appreciate even a brief talk from our President before the arrival of Pope John Paul II.

Given the circumstances, we do not feel it would be improper protocol. We consider it an honor to have you present here, and welcome you most sincerely.

Respectfully yours,

Robert L. Whelan SJ
Robert L. Whelan, S.J.
Bishop of Fairbanks



Fairbanks Welcomes
POPE JOHN PAUL II

May 2, 1984



April 23, 1984

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

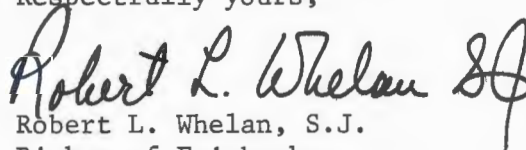
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Given the circumstances, we do not feel it would be improper protocol. We consider it an honor to have you present here, and welcome you most sincerely.

Respectfully yours,


Robert L. Whelan, S.J.
Bishop of Fairbanks