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3:15 P.M.

THE WHITE HOUSE  
WASHINGTON  
1-582

Mike:

Pete Roussel called and said he had a press inquiry about Pete Schabarum. He indicated he had a letter to the President hand delivered to the White House. Letter is attached, RR has not yet seen it. Helene has a copy of the letter to the President.

Do you want RR to see it?????

Press inquiry was did RR get the letter. I told Pete we just received the letter and RR has not had a chance to see it yet. Please let Pete know if you want him to have any other information on this.

Kathy O.



MICHAEL K. DEEVER

Pete

I did receive your letter about your interest in the Transportation spot but we were moving in the direction of Elizabeth Hale even then. Let me know if you have other interests. Sincerely, Mike

THE WHITE HOUSE  
WASHINGTON

Mr. Pete Schabarum  
Supervisor, First District  
Board of Supervisors  
County of Los Angeles  
856 Hall of Administration  
Los Angeles, CA 90012



PETER F. SCHABARUM  
SUPERVISOR, FIRST DISTRICT

## BOARD OF SUPERVISORS COUNTY OF LOS ANGELES

856 HALL OF ADMINISTRATION / LOS ANGELES, CALIFORNIA 90012 - 2757

(213) 974-4111

December 29, 1982

Honorable Ronald Reagan  
President, United States of America  
The White House  
Washington, D.C. 20500

Dear Mr. President,

Ten years ago you appointed me to the Los Angeles County Board of Supervisors. These years have been immensely productive and rewarding.

Today we have a three-man conservative majority for the implementation of policy and to control a budget that is larger than the budgets of forty of the states. Each election year, I have initiated ballot propositions, which the people have approved, returning more control to local governments and the individual citizens.

With the election of George Deukmejian as Governor, we will have stability, economic growth and a return to the philosophy of Ronald Reagan in Sacramento. Your New Federalism can now spring alive in California.

With the announced departure of Secretary Drew Lewis, I would greatly appreciate your consideration for appointment to that all important post.

You have my commitment that if selected I will do everything humanly possible to implement ongoing programs and to create policies and new programs that best represent the philosophy and direction of your Administration.

Your counselors and advisors are aware that Governor Deukmejian can protect the Los Angeles County conservative majority by his power to appoint my replacement.

There have been rumors regarding me and this position. I do not like to deal in shadows. If I can be of valuable service, Mr. President, I would humbly and gratefully accept and serve.

May you and Mrs. Reagan enjoy a wonderful New Year.

Sincerely yours,

PETE SCHABARUM  
Supervisor, First District



**COUNTY OF LOS ANGELES  
BOARD OF SUPERVISORS**  
856 HALL OF ADMINISTRATION  
LOS ANGELES, CALIFORNIA 90012

PETER F. SCHABARUM  
SUPERVISOR, FIRST DISTRICT

January 3, 1983

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

Dear Mike:

By way of expressing my genuine interest in being considered for the position of Secretary of Transportation, I am enclosing the following:

1. Copy of letter to President Reagan.
2. Copy of letter To Whom it May Concern as well as attached resume of my background and experience in a variety of business issues, not the least of which is the field of Transportation.
3. A copy of brochure entitled "Moving People" addressing the transportation needs of Los Angeles County, prepared in my office.

I would appreciate being advised as to what steps I need take to be formally considered by the President for this important position.

Sincerely yours,

PETE SCHABARUM  
Supervisor, First District  
PS/ic



BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

856 HALL OF ADMINISTRATION / LOS ANGELES, CALIFORNIA 90012 - 2757

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PETE SCHABARUM  
Supervisor, First District



BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES  
856 HALL OF ADMINISTRATION / LOS ANGELES, CALIFORNIA 90012

(213) 974-4111

PETER F. SCHABARUM  
SUPERVISOR, FIRST DISTRICT

January 3, 1983

To Whom it May Concern:

Your interest and support relative to my interest in the Secretary of Transportation position are truly appreciated.

In response to your need for background information, I am taking the liberty of enclosing herewith some biographical information which I believe will provide sufficient detail. The highlights include five years as a member of the California State Legislature where, among other committee assignments, I served that entire time as a member of the Assembly Transportation Committee. That Committee assignment provided the opportunity to gain substantial knowledge on State and Federal highway programs and other matters which fall within the jurisdiction of the Department of Transportation.

During the over ten-year course of serving as a member of the Board of Supervisors, I also served as a member of the Southern California Rapid Transit District Board of Directors and a member of the Board of the Los Angeles County Transportation Commission, both of which provided an indepth knowledge of the various programs and activities involved in the entire gamut of transportation. Serving as a member of the Board of Supervisors requires having a capacity to be a legislator, but also provides the opportunity to play a role in administering our various service programs as well as our work force of over 62,000 people. Therefore, I enjoy an extensive experience in dealing with a work force who have Civil Service status and who are, in our case, represented by no less than some 45 different public employee unions.

In sum, it appears to me that my background and experience provide me with an exceptional range of skills that would be most appropriate in serving in the Reagan Administration.

I hope the above and the enclosed are responsive to your request for information.

Again, many thanks for your help.

Sincerely yours,

PETE SCHABARUM  
Supervisor, First District

PS:la

Enclosure



**SUPERVISOR  
PETER F.  
SCHABARUM**

FIRST DISTRICT

# ...a biography

A native Californian, Supervisor Pete Schabarum has seen Los Angeles County evolve into a powerful economic and cultural megalopolis. As this County moved into national prominence, its voters have sought to find public servants with special values and qualifications. Pete Schabarum's principles are grounded in firm convictions about hard work, and a common sense approach to good government.

Pete was born in Los Angeles and raised in Covina. He was graduated from Covina High School; not too many years later he returned to Covina and now lives there with his wife, Gerry. Their three adult children, Laura, Frank and Tom, grew up in Covina.

Pete's brief departure from the Los Angeles area took him to the University of California at Berkeley where he earned a bachelor's degree and made his mark in athletics. He was an All-Conference football halfback and played in three Rose Bowls with the Berkeley Golden Bears. In 1951, he joined the San Francisco 49'ers for the 1951-53-54 seasons; he took time out to serve in the United States Air Force during the Korean War in 1952-53. In 1972 he was awarded the Distinguished American Award by the National Football League's Hall of Fame. Always physically active, Pete is an accomplished equestrian, a tennis enthusiast, a former surfer, an outdoorsman and fisherman.

After his professional football career, his business education and competitive nature led him to build Schabarum Companies into a leading independent commercial development company in Covina. That business prospered, but it wasn't enough for Pete. "I wanted to give something back to the community that had done so much for me," Pete reflected as he recalled the political journey that eventually led to the Los Angeles County Hall of Administration. That journey began in 1965, when he became the youngest Foreman in Los Angeles County Grand Jury history. His leadership on that panel resulted in a number of recommendations for local government reform.

From the Grand Jury, Schabarum was sent to the State Assembly by the voters of the East San Gabriel Valley in 1966, 1968 and 1970. There, Pete directed his energies toward stricter air pollution standards and welfare reform. Many of California's toughest anti-smog laws were written by Schabarum. As a State Legislator, Pete served on the Assembly's Transportation Committee, the Ways and Means Committee, the Revenue and Taxation Committee, the Government Organization Committee and others. He chaired the Air Quality Subcommittee.

When Los Angeles County Supervisor Frank G. Bonelli died in 1972, then Governor Ronald Reagan appointed Schabarum to fill the unexpired term. Pete was then elected by the people in 1972, re-elected in 1974 and 1978.

In his decade as County Supervisor, Schabarum has held to a firm tenet: provide for the people without spending excessive or needless amounts of money to solve problems. He has become known for his tough stance against government taxation and the inefficient use of public revenues. Pete has put his principles into action in many areas of County Government, and his successes have won high marks. For example, Pete has secured \$50 million in Federal grants for parks and recreation to reduce the County taxpayer's burden. Today, First District residents enjoy more local park acreage and facilities than the other four districts combined. He has also been a leading programmatic advocate: for government's contracts with the private sector, for equivalent services at less cost, for Operation Get Tough aimed at controlling gang violence, for crime prevention conferences to educate the public, for wiping out graffiti, for restricting billboard proliferation, and for lessening governmental rules and regulations which inhibit the growth of vital industries such as housing. He has accomplished these things by putting tax dollars to their best use. As the result, the First District has health clinics to better serve those who need help most, an excellent highway and street system with improved pavement, lighting and traffic signals, and a network of park and recreation areas second to none.

Meeting the needs of more than one million residents in the First District is a complicated task, yet Pete's approach to public service is simple: do the best job possible and get the job done without excuses. As the *California Journal* noted, "With Schabarum, what you see is what you get. There are no false fronts, no hidden meanings."



PETER F. SCHABARUM  
LOS ANGELES COUNTY SUPERVISOR, FIRST DISTRICT  
HALL OF ADMINISTRATION, SUITE 856  
LOS ANGELES, CALIFORNIA 90012  
(213) 974-4111

## CURRICULUM VITAE

Supervisor Pete Schabarum, born on January 9, 1929, resides in Covina, California, with his wife Gerry. They have three children. He is a tennis enthusiast and an accomplished equestrian. In 1975, he was awarded an Honorary Doctorate of Law Degree from Pepperdine University. Schabarum belongs to the Harrison Gray Otis Post of the American Legion in Los Angeles and to other civic and fraternal organizations.

### 1972 - Present

As a member of the Los Angeles County Board of Supervisors, Schabarum represents the one and one-half million citizens of the San Gabriel Valley and Southeastern Los Angeles County. He was first appointed to this position in 1972, while a State Assemblyman, by then Governor Ronald Reagan, and was returned to this office by the voters in 1974 and 1978. Following the 1980 General Election, Schabarum became the senior ranking member of the new conservative majority on the Board. Among other assignments, he serves on the Air Quality Management District, the Los Angeles County Transportation Commission, the Los Angeles Coliseum Commission and is a member of the Executive Committee of the California Supervisors' Association.

### 1967 - 1972

Elected for three terms, Schabarum served the people of the 49th District in the California Assembly. He earned prestigious assignments, including the Transportation Committee, the Ways and Means Committee, the Revenue and Taxation Committee, the Governmental Organization Committee; and he served as Chairman of the Air Quality Subcommittee.

### 1965

Pete Schabarum was the youngest person ever elected Foreman of the Los Angeles County Grand Jury. Under his direction, that panel began ongoing reforms of what had been an ever-expanding County bureaucracy. Schabarum steered the Grand Jury into a position of watchdog over both the size and effectiveness of County Government.

### 1955 - 1966

It was his success in private enterprise which led to his being urged to begin a public service career. As founder and President of Schabarum Companies, he built a highly competitive independent development firm specializing in the construction and operation of commercial properties.

### 1952 - 1953

Schabarum served in the United States Air Force during the Korean War.

## **1951 - 1954**

As a result of his collegiate football career with the Berkeley Golden Bears where he played on three Rose Bowl teams, Schabarum was drafted by the San Francisco 49'ers. He played professional football for three seasons in 1951, 1953 and 1954 as both halfback and fullback. In 1972, he received the Distinguished American Award from the National Football League's Hall of Fame.

## **1947 - 1951**

Pete Schabarum attended the University of California at Berkeley and was graduated with a Bachelor of Science Degree in Business Administration. He pursued postgraduate work through the University of California Extension Program at both the University of California at Los Angeles and the University of Southern California. This educational endeavor earned him designation as a Certified Property Manager, and membership in the Institute of Real Estate Management.

## **LEGISLATIVE INTERESTS**

### **Government Efficiency**

Beginning with his tenure on the Los Angeles County Grand Jury, Schabarum has been an architect in reducing self-perpetuating local and state governments. Under his leadership, Los Angeles County has seen the development of programs creating a partnership between government and free enterprise through private contracting. Local taxpayers have saved millions of dollars by this new linkage with the private sector. Schabarum was also instrumental in establishing the goal of a reduction of 10,000 public employees through a combination of a hiring freeze and increased utilization of private contracts. Schabarum has engineered a major reformation project of the County's Civil Service System. While preserving important employee protections, the 75,000 member County work force has been placed more directly under the management of the Board of Supervisors. In addition, he has focused on efforts to improve productivity and professionalism within the County work force by advocating management incentive programs, by a reduction of the duplication of services provided by the County and other units of local government, and by the application of a meaningful merit system.

### **Taxpayer Equity**

As one of the first elected officials in California to support Proposition 13, Pete Schabarum was merely continuing his longstanding advocacy of tax reductions. He was the author of two significant and successful tax savings ballot measures. These resulted in the removal from the County Charter of the requirement for paying the prevailing wage, and authority for the Board of Supervisors to contract with the private sector for the delivery of public services. In return, the taxpayers were guaranteed that both public employee contracts and the method of the delivery of services would be more reflective of current economic conditions. Schabarum is also an advocate of the extensive use of computer hardware as a more cost-effective means of providing public services.

### **Environmental Standards**

Schabarum's imprint may be seen on much of the air quality legislation in California. He was the author of legislation which allowed the creation of the first air basin-wide Air Quality Management District, and was instrumental in its implementation at the local level. His dedication to, and efforts towards, maintaining environmental standards have resulted in: State emission regulations more strict than Federal requirements, emission standards and test procedures for assembly lines, noise standards for automobiles and motorcycles, the requirement of air pollution control equipment on

motor vehicles, \$6,000 per day fines for violations of Air Pollution Control District regulations, the creation of a California Environmental Program Fund to collect air quality data and to maintain monitoring systems, the creation of vehicle emission inspection stations, and a methanol test fleet of County cars.

## **Transportation**

Working to improve California's immense transportation problems, Schabarum designed a complex program, "Moving People", which now encompasses numerous elements of the County's transportation network. This transportation plan unifies a formerly random system by involving the utilization of exclusive lanes on surface streets and freeways, a modern, more efficient fleet of buses, and vans and carpools. Schabarum's broad-based master plan has the flexibility of being able to work in conjunction with future plans for commuter trains, subways, feeder systems and a people mover.

## **Housing**

Schabarum, a practitioner of supply-side economics, was the architect of a phase-out plan for the County's Rent Control Ordinance. In tandem, he developed a detailed plan to reduce the red tape involved in the permit process for the construction industry. Those were two of the major elements in Schabarum's comprehensive program to increase the number of available housing and rental units. He has also sought and utilized alternative methods of financing to escalate the private construction of housing projects.

## **Parks and Recreation**

Through his position in government, Schabarum has asserted an unwavering commitment to the development and expansion of parks and recreational opportunities for the people of Los Angeles County. He has secured expenditures of more than \$50,000,000 for the establishment of a network of neighborhood and regional parks within the First Supervisorial District. Schabarum's use of State and Federal grant assistance programs has become so sophisticated that less than two percent of the First District's park acquisition and development budget now comes from the County's general funds; the remainder is from a variety of grants. Schabarum has consistently produced the highest level of park improvements among the County's Five Supervisorial Districts. With each designed to meet local needs, he has added or developed a total of 16 recreational centers, including the 1,100-acre Whittier Narrows Recreation Area, the 600-acre Santa Fe Dam Recreation Area, and the 2,000-acre Frank G. Bonelli Regional County Park. Schabarum has made the seven golf courses within his District part of the largest public golf system in the world, providing a significant recreational opportunity for Los Angeles County residents. He has also sparked the creation of hundreds of miles of riding, biking and hiking trails. His dedication to parks and recreation provides a legacy to the people of Los Angeles County for countless future generations.

## **Criminal Justice System**

Long before many government leaders began responding to the public's outrage over escalating crime rates, Schabarum was working to increase protection of the people. He is responsible for the placement of additional law enforcement officers in the eastern end of the County. He has worked to create an expanded system of facilities in which to house criminals. As part of his overall approach to the attack on crime, Schabarum has raised public awareness of the necessity to require accountability from every segment of our criminal justice system. In an attempt to halt the great increase in gang violence in Los Angeles County, he established Operation Get Tough, a program designed to track and monitor the activity of selected street gangs. There is a consensus among law enforcement that this hard-hitting program is one of the most effective methods of reducing gang violence.

## **Juvenile Justice System**

Schabarum is dedicated to the idea that every effort should be directed at the rehabilitation of youthful offenders before they evolve into hard-core adult criminals. As a result, he drafted the Norwalk Pilot Project, a plan designed for the swift and sure treatment of youthful offenders. The project attacks the "revolving door" syndrome so prevalent within the juvenile justice system. Elements of Schabarum's program have been incorporated into State legislation, and the Norwalk Pilot Project has become a model of juvenile justice revision for local governments throughout California.

## **Public Health**

Upholding the principles of quality health care for the indigent, Schabarum has greatly improved comprehensive medical services for the poor of Los Angeles County. All local health centers have been remodeled to increase efficiency. Under his stewardship, public health programs have been strengthened or redesigned to become more responsive to community needs. Schabarum has developed First District health clinics to the point where they offer a variety of specialized acute care services for both children and adults.

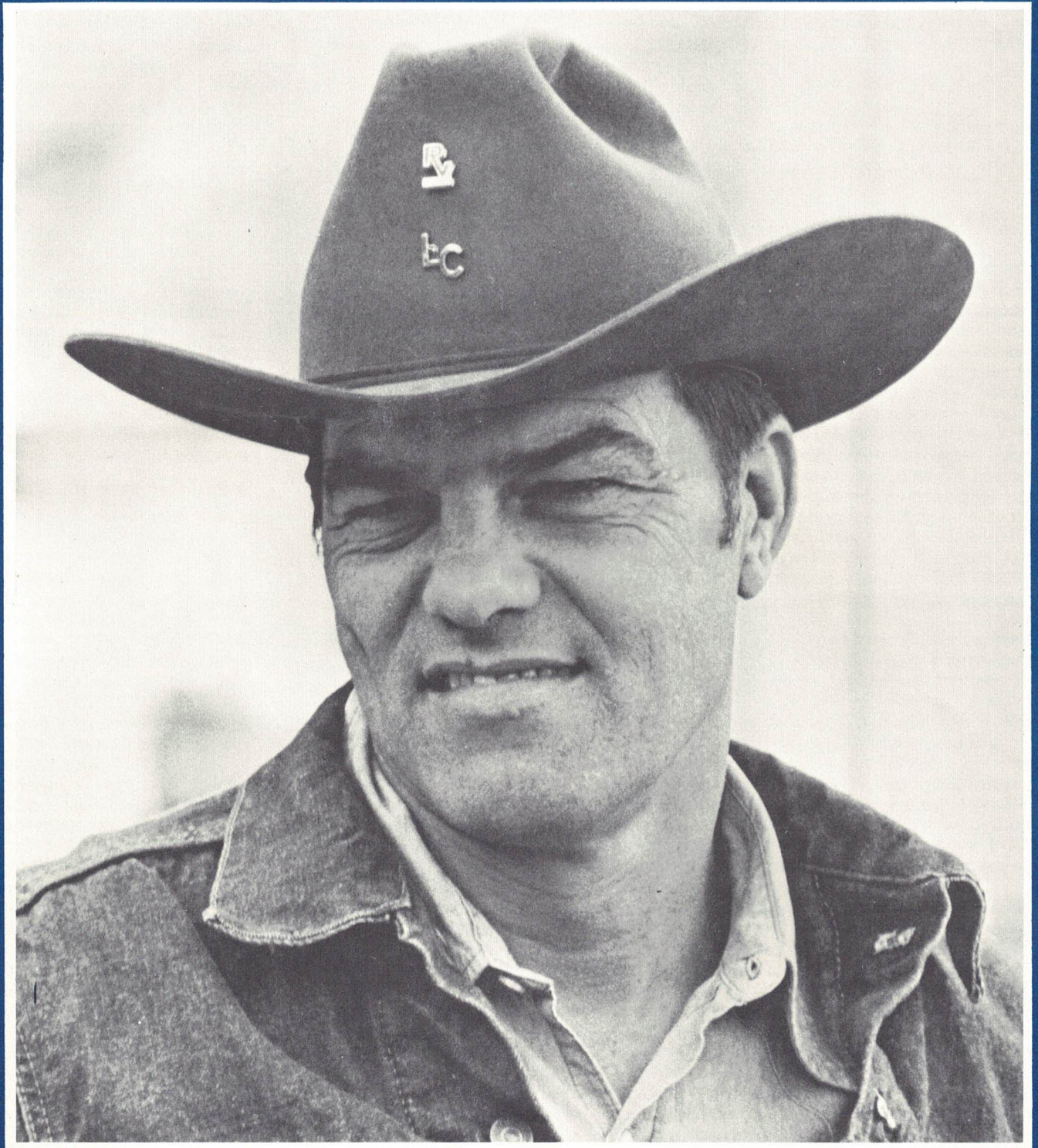
## **Pornography**

Schabarum responded to his constituents' growing concern over the unchecked proliferation of so-called adult businesses by devising a multi-tiered legislative program. Through a combination of modifications in existing zoning ordinances and business licensing procedures, he has been the local leader in efforts to eliminate this unwanted element in the community.

# California Journal

*The Monthly Analysis of State Government and Politics*

*June 1981 \$1.75*



**'Marlboro man'**

**Pete Schabarum - new boss of L.A. County**

# Pete Schabarum — fifth wheel turned boss of L.A. County

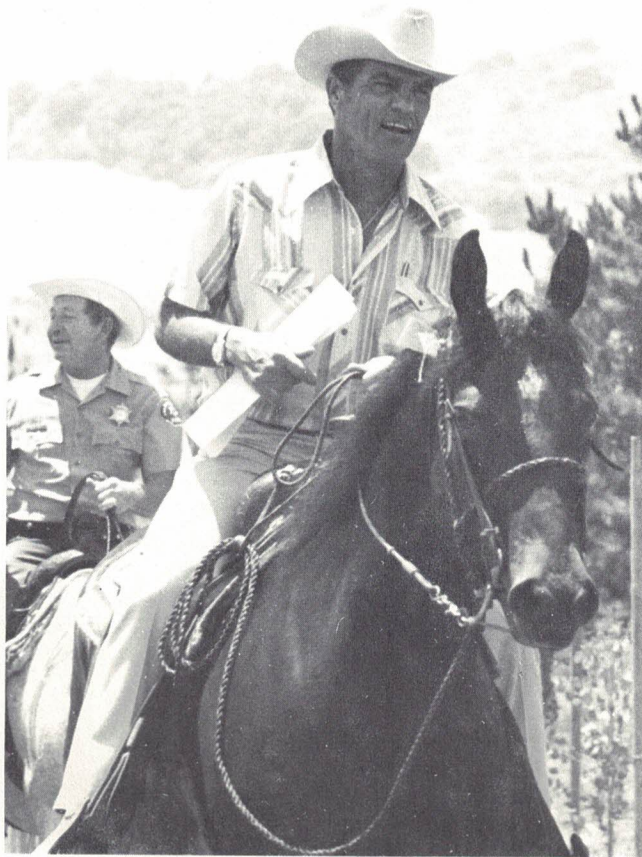
By TOBY SHOR

Suddenly, Supervisor Pete Schabarum is running Los Angeles County. Only a few months ago, the conservative Schabarum was a fifth wheel on a board that consisted of four liberals and moderates. But last November, as the nation took a turn to the right, Schabarum obtained two new allies on the board, and he was spurred into power in the state's largest county.

And Schabarum, known for his tenacity since his football-playing days, doesn't plan to stop there. He is already being mentioned as a likely candidate for governor in 1986 or 1990 — depending on the outcome of the 1982 election. Although in the minority through six years as an assemblyman and eight years as a supervisor, Schabarum has held uncompromisingly to his conservative views. He suffered the insults of his colleagues and the press, but the victories of Mike Antonovich and Deane Dana over incumbents Baxter Ward and Yvonne Burke gave him a working majority on the board and the possibility of winning higher office.

As a candidate for governor, Schabarum would have the advantage of substantial name identification in Northern California. After World War II, he was a star halfback at the University of California in Berkeley and later played for the San Francisco '49ers. One of his Berkeley teammates, Hall of Fame guard Rod Franz, says he always admired Schabarum because he worked unselfishly for the team even when he wasn't going to carry the ball. Later, Franz had to deal with Schabarum in the Legislature. As lobbyist for the East Bay Municipal Utility District Franz would seek a vote from Schabarum on occasion. Their old friendship got Franz in Schabarum's door — but little else. Schabarum always voted his conscience. And that was the conscience of a conservative.

Schabarum, 52, has always acted as though his views were both realistic and right. As Barna Szabo, chief deputy to former Supervisor Jim Hayes, puts it, "Pete is either



right and wins or he's right and he loses." For years, the votes of Supervisors Ken Hahn, Ed Edelman, Burke and Ward made him a loser. But now he is a regular winner, because he has two colleagues who, he says, "both philosophically and fundamentally agree with me."

## A different person

Yet Schabarum is not the boss of a three-member organization. He helped the others get elected, but the most important factor is that they are conservatives like him. "He isn't out to set an example for the others to follow," says Szabo, "only to gain the two necessary votes

which are the tools he needs to be effective." Schabarum's close friend, Superior Court Judge Chris Markey, adds, "Since last November, he's a different person. Now he can talk to someone and advocate some programs. Before, he was the fifth wheel; his vote was nothing. Now, the board is not sitting still. It is moving on things that Pete has pioneered." As Schabarum sees it, he no longer has to put up with abstentions from Burke, investigations by Ward, "do-nothing liberal" programs from Hahn or requests for delay from Edelman. Now Schabarum is free to reform the county civil-service system and end county-financed health care for illegal immigrants.

Schabarum is the ideal model for the Marlboro man, facial scar and all. He's ruggedly handsome, with a dark tan and chiseled features. He's made a fortune developing real estate and married the daughter of a one-time Stanford football coach. He and the former Gerry Curtice are still married and have three adult children. Looking ahead to a future gubernatorial campaign, Schabarum can even point to his part-Mexican heritage (although his ancestry is predominantly German).

The philosophy of Los Angeles County's new leader is clear-cut — standard conservative Republican philosophy. He wants to reduce the size of government, make it more efficient and end its over-regulation of people's lives. He wants to make government operate on business principles and is unwilling to allow "the bureaucracy to go through its

rain dance." He has unquestioning faith in the private sector and wants as many county services as possible contracted out. He insists that the service be as good as the county's and cost no more. Also, he recognizes that it is impractical to contract out law enforcement or welfare work because of the need for maintaining the confidentiality of records.

As a land developer, he is also a prime opponent of the environmental movement. He favors a "fast track" system for the approval of construction permits. His rationale: "We have a severe housing shortage countywide, and before it gets better it may well get worse. We need to focus on reduction of the cost of housing by government regulation . . . EIRs (environmental impact reports) are not important for a lot of projects and not to the insane degree that they are now required."

While a conservative on most issues, Schabarum may be rated as a progressive in the field of transportation — his area of specialty while in the Legislature. He wants to use government incentives to increase the number of Californians in ride-sharing programs, and he presented a program to a symposium this year calling for an increase in exclusive busways, a start on the proposed Wilshire subway, research into commuter rail systems and use of Union Station as a key transportation interchange facility. He has also been a leader in smog politics and is one of the county representatives in the South Coast Air Quality Management Board.

#### Life after Ward

The key to Schabarum's overall success will be the level of commitment of the two new supervisors — Dana, who is a neophyte as a elected official, and Antonovich, an ambitious former assemblyman. Fortunately for Schabarum, they claim that they "independently" share his views. Now, Schabarum says, he need not resort to arm twisting or "a degree of histrionics and acting" to get his proposals off the drawing board. All three members of the conservative majority attribute the new "team spirit" on the board to the defeat of Baxter Ward (by Antonovich). Observes Schabarum: "Ward having left the board has changed the quality of decision-making and debate dramatically. The tension, backbiting and nonsense that caused the unacceptable public demeanor is gone." But didn't Schabarum also participate in these activities? "You bet your boots," he replies, indicating that if his opponents are going to sling mud, he can sling it right back.

Chairman Edelman is less convinced about the supposed cooperative nature of the new board. He is concerned about some of the actions the conservatives have taken, especially a new policy of removing appointed commissioners when newly elected board members come into office. Previously, commission appointments were made for a predetermined number of years, and a change on the board did not affect a commissioner whose term had not expired. The new policy states that commission members serve "at the pleasure of the supervisors. There are certain commissions where there's a need for independence and that principle of independence is threatened by the removal of people," says Edelman, who is also concerned with Schabarum's tendency to stampede votes, which he believes "short-circuits the process."

To sense how Schabarum feels in his new role as king-maker, one need only watch him on any given Tuesday as he reigns over the board meeting. The all-too-familiar scowl has been replaced by an affable grin as his eyes peer over his glasses with studied concentration. Appearing filled with himself, he cannot camouflage his euphoria. Still, he doesn't like talking about a conservative bloc under his control for fear it may alienate one of the other two conservative "indi-

viduals." Too much attention to Schabarum's dominance would not set well with Antonovich, who appears to have goals beyond the board. Although Antonovich vows that he and Schabarum are of similar minds on some of the issues, he seems almost obsessed with a need to tout his independence: "Supervisor Pete Schabarum's help was important, but I don't feel it had any significance relative to my winning the election." Most people in his district don't even know who Schabarum is, Antonovich insists.

The relationship between Dana and Schabarum appears to be very different. Recognizing the importance of Schabarum's financial support in his bid against incumbent Yvonne Burke, Dana rarely drifts from the senior member's wishes. Any direction from Schabarum seems to come as welcome relief to Dana, who routinely follows Schabarum's every action and word, admitting that in certain instances he looks up to Schabarum as a big brother.

#### His share of enemies

Where the current board will go under the stewardship of the conservative trio is a popular topic of speculation. Markey says, "It's like starting over fresh," and he declines to predict the board's future direction. But those who have felt Schabarum's wrath over the years feel more certain and less optimistic. Schabarum's strong positions and intolerant, uncompromising ways have helped him accrue his share of enemies.

Bill Robertson, head of the County Federation of Labor, claims Schabarum "represents the business and industry community, utilizing a 19th-century philosophy based on the 'trickle-down' theory. He (Schabarum) feels that the unfortunate people are parasites on society. He doesn't seem to have compassion for illegals or people who have to be on welfare." Robertson is concerned over both Schabarum's plans to contract privately for county services and the present contract negotiations for county workers. The labor leader thinks that contracts will go to those firms which give the largest campaign contribution to the supervisors in control, with no regard for the quality of the service or the loss of jobs for county employees. As for contract negotiations, Robertson says, "We can only look at his past performance. During the last negotiations Supervisor Schabarum tried to provoke a countywide strike, and if he really has the support of the two new supervisors, it certainly places this county in a very critical situation."

Former Supervisor Ward agrees: "He (Schabarum) represents a broad range of narrow interests . . . the developers, construction firms, private entrepreneurs, private contractors . . . (and) I've always felt developers get their money's worth from Mr. Schabarum."

Carlyle Hall of the Center for Law in the Public Interest, adds that "Schabarum is not their (developers') paid servant. He is one of them — he is a developer. He thinks like them. If you put him in a room with 10 of them, you wouldn't be able to tell the difference between him and the others. They don't have to pay him to do their bidding; he does their bidding because that is what he wants. He reacts to problems the way they do. He has an extremely narrow perspective."

Hall, along with environmentalists, are aghast over the possibility of uncontrolled growth in the county under the new "development-oriented" majority on the board. Hall believes there will be more unguided growth with only lip-service given to the current environmental regulations. "They won't be able to eradicate the regulations; they just won't enforce them," he predicts.

Schabarum gets "a little miffed" by the environmentalists' charges that he's "interested in pouring concrete over every stick of ground. I've put more parks and trails in my part of the county over the last eight years than the rest of

those characters have in 25. If that isn't being responsive to the left-wing environmentalists, I don't know what is. If I had my druthers, I'd just as soon put a wall around the whole state and have nobody else come in. I'm a closet 'no-growther.' I would have liked to have the population stay as it was in 1945 around here . . . with the orange groves and the truck farms . . . I loved the red car system; I used it . . . But I don't ever hear these folks (environmentalists) doing something like that, if we want to get right down to being serious about it."

As for Pete Schabarum the man, Hall says, "Schabarum is a 20th century cowboy with 19th century ideas" . . . He certainly projects the rough-rider image, rugged individualist with a "public-be-damned-I'm-going-to-do-my-thing" philosophy. With Schabarum, what you see is what you get. There are no false fronts, no hidden meanings. He has no patience for what he calls "doctrinaire crap or generalizations that make things too simplistic." His candor sells well in the First District in the conservative San Gabriel Valley, from which he was re-elected in 1974 with 71 percent of the popular vote and in 1978 with 57 percent in the face of four opponents.

His strong opinions are legendary in Los Angeles — from his intolerance of gays and prostitutes to his hatred for billboards. He wants to bring back what he calls "old family values" and put religion back in the schools. The crime problem results from the declining morality of the times, he says.

#### **'Tough and crusty'**

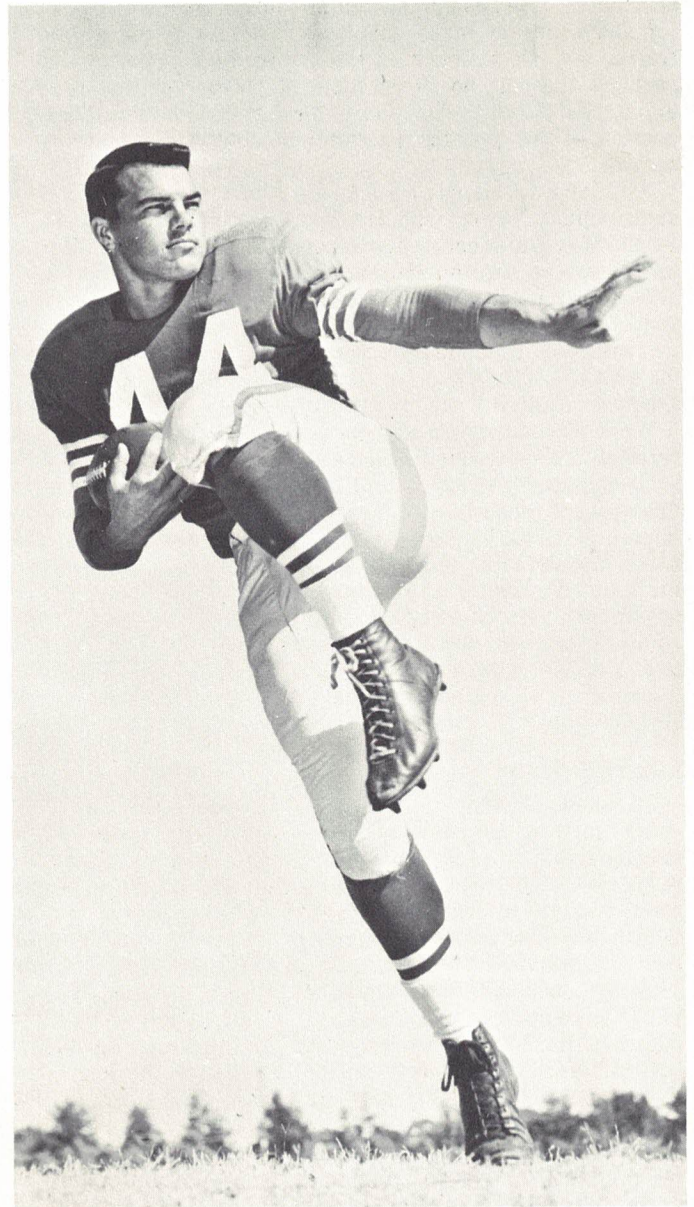
Not surprisingly, Schabarum has much praise for President Reagan, whose political course "is right down my alley." Also predictably, he believes the legacy the Brown Administration will leave behind will be utter chaos: "He has made a shambles of our state transportation and highway system, a shambles of our mental health system, a shambles of our health system, and he is making a shambles of the justice system."

Schabarum's critics say he is vindictive, abrasive, stubborn, uncompromising, with a violent temper and no compassion for the poor. Schabarum answers simply, "I'm a tough, crusty kind of guy, and I may get motivated and pumped up on occasion. But it gets the job done . . . and on the inside I'm really a softy."

Schabarum has a hard time understanding anyone or anything different from himself. As a self-made millionaire, he figures he pulled himself by the bootstraps, so why can't everyone else?

Both friend and foe agree Schabarum "does his homework" and is probably the best prepared of all the board members. As Judge Markey says, "You will not talk to Pete about a subject on which he is not well conversant with respect to the county. And if he doesn't know about it he'll soon find out. He does his work, makes up his mind, sticks to his position and he won't compromise. (And because of this) he is probably not a good politician."

Most politicians need to compromise their way to the top, but Schabarum may be the exception. Although he insists that he intends to concentrate on changes within the county, this is a man with higher ambitions. He is keenly aware that the imprint he makes on the county over the next few years could indeed propel him into the governor's office during the decade ahead. 🏠





THE WHITE HOUSE  
WASHINGTON

*file*  
4 May 1983

Dear Mr. Deaver;

I have talked to Mr. Schumacher.

I respectfully ask that the discussion between you and I concerning his possible assignment to the State Department remain between us until you and myself have had the opportunity to contact State after your return from California.

His relocation to State can be most beneficial to the Presidential Archives, in the long term and, to the Secretary in the short term.

I do not wish to prejudice this possibility from an amalgum of viewpoints.

Thank You.

Very Respectfully

*Billie*  
Billie Shaddix

KATHLEEN MARIE SHANAHAN

SUMMARY OF QUALIFICATIONS

Comprehensive training and experience in program design, implementation and evaluation, both in administration and budget analysis. Excellent written and verbal analytical skills. Work well with and enjoy people at all levels.

WORK EXPERIENCE

- May 1982 - Present      NATIONAL SECURITY COUNCIL/THE WHITE HOUSE  
STAFF ASSISTANT on projects ranging from Public Diplomacy for the Williamsburg Summit to caretaker of Presidential Files to Computer Analyst, tracking of all classified documents in the White House. Performed administrative functions dealing with security and travel. Familiar with internal White House operations and Cabinet agencies. Top Secret and codeword security clearances.
- Nov. 1981 - May 1982      ASSISTANT/ARCHITECT OF THE CAPITAL  
Worked as transportation specialist in US Capital. Job provided education on legislative processes.
- March 1981 - June 1981      COMPREHENSIVE PRENATAL PROGRAM-PATIENT ADVOCATE  
Developed nutrition education for pregnant women in 12 San Diego community clinics.
- Sept 1979 - June 1981      HOUSING AND FOOD INTERN, UCSD Housing Office  
Designed, implemented, and evaluated innovative programs for all campus residents. Worked on budget for UC Regents.
- March 1980 - June 1980      TEACHING ASSISTANT, UCSD Biology Department  
Instruction of undergraduate nutrition course. Prepared and graded mid term and final examination. Rehired as head Teaching Assistant, Jan-March 1981.
- Sept 1978 - June 1979      RESIDENT ADVISOR, UCSD Revelle College  
Established social community for 75 college students.
- Summer 1978, 1979, 1980      POOL MANAGER, City of Ventura Recreation Department  
Organized and supervised summer aquatic program for city. Managed budget and reported to city council.

EDUCATION

- Sept. 1976 - March 1981      UNIVERSITY OF CALIFORNIA, SAN DIEGO, Revelle College  
B.A. Nutrition-Biochemistry, minor in Economics  
Top 7% graduating class. Earned 65% college expenses.

ACTIVITIES

Deans Honor List, Outstanding Senior Award, Sorority President, College Government Representative

ADDRESS

814 N. Edgewood Street, 1B  
Arlington, VA 22201  
W: (202) 456-2585      H: (703) 525-1189

22  
KATE ANN SHANAGHAN

2305 COMMONWEALTH AVENUE  
ALEXANDRIA, VIRGINIA 22301  
(h)202-548-0895  
(o)202-724-0906

WORK  
EXPERIENCE

1983 SUMMIT OF INDUSTRIALIZED NATIONS, Washington, D.C., February 1983 to present. Program Assistant to the Director of Operations. Assigned to special projects which included the implementation of the accommodation, communication and transportation plans. Diagramed in detail all sites to be used during the Summit conference and recorded all physical arrangement requirements for each site which included furniture, food and refreshments and all communications equipment. Assisted various delegations with the drafting of the joint statement. Developed the phone directory used during the Summit Conference. Maintained a smooth flow of information between the office of the Director of Operations and the various divisions which reported to that office. Advanced training in the use of the Wang word processor and experience with the Digital VT101 Computer.

CONNECTICUT REPUBLICANS, Hartford, Connecticut, February 1980 to February 1983. Secretary to the Republican State Chairman. Responsible to the State Chairman and the Director of Operations for scheduling, correspondence, and other clerical duties. Involved in the production of various manuals: voter registration, absentee ballot, and an information guide distributed to all elected Republican officials throughout the State.

Special  
Projects:

1982 Republican State Convention - assisted in the accommodations, advance, press, and operational planning.

1981 Inauguration - involved in the planning and arrangements for 300 guests to the Inauguration. This included housing, transportation, tickets, meals, and special day and sight-seeing trips for all in attendance.

1980 National Convention - arranged for the housing, transportation and special requests of 600 delegates and guests from Connecticut to Detroit. Arranged special events and sightseeing trips for those in attendance.

Assisted in the planning of 7 major fundraising dinners, with attendance of 700 persons, for the State Party. Details included invitations, seating, and advance for guests speakers.

Supplied support services for the Republican National Committee Field Staff personnel, assigned to Connecticut. Managed the 1982 budget for the coordinated funds from the Campaign '82 program, Republican National Committee.

EDUCATION

University of Connecticut, 1974 - 1978  
Course of study - Mathematics

REFERENCES

Available upon request.

THE WHITE HOUSE

WASHINGTON

June 4, 1984

file

MEMORANDUM FOR MICHAEL K. DEEVER

FROM: BECKY NORTON DUNLOP *BNB*

SUBJECT: Robert Shirilla

Attached is a file which Robert Shirilla sent to our office. He indicated an interest in serving in your particular office following the President's reelection. I wanted to bring this to your attention, so that you might have it on file for future reference.

Thank you.

Robert M. Shirilla  
Vice President

Deposit Products  
74 New Montgomery (6)  
San Francisco, CA 94105  
(415) 477-2052

**Resume**

**&**

**Recommendations**

**White House Staff**

**Robert M. Shirilla**

## RESUME OF ROBERT M. SHIRILLA

- education**  
1973 – 1975
- HARVARD BUSINESS SCHOOL** **BOSTON, MASS.**  
Received MBA degree with **Honors**. Awarded the **Harvard Business School Corning Fellowship**.
- 1967 – 1971
- UNIVERSITY OF CALIFORNIA** **LOS ANGELES, CALIFORNIA**  
Received BA degree in Economics, **Magna Cum Laude**. Member of nine National Honor Societies. **President**, Theta Chi Fraternity (social fraternity). Army ROTC, Company Commander. Received 3 Scholarship Awards.
- business experience**  
7/83 – Present
- CROCKER BANK** **SAN FRANCISCO, CALIFORNIA**  
**Vice President:** Manage a \$3.0 Billion Deposit Product portfolio & customer base of 2.0 million. Developed a segmentation strategy, direct mail promotions, sales program, simplified product line & introduced two new products halting a share erosion. Initiated & serve as Chairman of Task Force on Relationship Banking. Completed bank-wide cost study & pricing strategy. Developed electronic banking & debit card strategy, re-positioned Crocker in promotion & media campaign, & completed statement redesign.
- 1/82 – 7/83
- CITICORP / CITIBANK** **NEW YORK & LOS ANGELES**  
**Vice President of Planning & Development:** Promoted to Vice President. Implemented a Business Building program, introduced three new products. Negotiated contracts with Western Union providing 10,000 locations to obtain cash & a nation-wide phone service, introduced a network of ATM's & a package of financial services. Introductions included marketing programs to cardholders, sales force & distribution network. Structured financial, marketing, regulatory, organizational & legal relationships during negotiations.
- 7/81 – 12/81
- Director of Strategic Planning:** Established & managed a Business Development Division within Diners Club. Directed a senior management task force & developed a corporate strategy & marketing programs for Diners Club & Carte Blanche including positioning, advertising, pricing, promotion & a distribution strategy.
- 7/80 – 7/81
- HUNT WESSON FOODS, INC.** **FULLERTON, CALIFORNIA**  
**Senior Marketing Manager, Wesson Oil Products:** Developed the marketing strategy and completed national introduction of Sunlite oil. Recovered the investment achieving a market share exceeding Procter & Gamble. Directed a 400-man Sales Force during introduction, gaining distribution in 30,000 retail outlets.
- 7/79 – 7/80
- Senior Marketing Manager, Hunt's Tomato Products:** Promoted to Senior Marketing Manager. Managed Hunt's Tomato Paste, the company's largest profit contributor with sales of \$100 Million. Developed & executed a strategy & marketing programs & redesigned the distribution system increasing Hunt's share leadership.
- 7/78 – 7/79
- Marketing manager, Hunt's Snack Pack:** Promoted to Marketing Manager. Directed R & D in development of new flavors and gained national distribution increasing share from 52% to 58%.
- 6/77 – 6/78
- Product Manager, Hunt's Prima Salsa:** Completed the national introduction of Hunt's Prima Salsa Spaghetti Sauce as the first national competitive threat against the market leader Ragu. Directed R & D and Plant Operations in a product reformulation that significantly increased brand profitability.
- 9/75 – 5/77
- GENERAL FOODS CORPORATION** **WHITE PLAINS, NEW YORK**  
**Assistant Product Manager, Shake 'n Bake:** Developed and executed a regional marketing plan reversing a declining share. Managed an advertising and promotion budget of \$15 Million.
- summer 1974
- BOSTON CONSULTING GROUP, INC.** **BOSTON, MASS.**  
**Consultant:** Developed a ten year plan for a \$500 Million chemical corporation. Specific recommendations included market segments in which to compete, acquisition strategy, pricing strategy, capital structure and divestment strategy for subsidiary companies. Reported directly to the Chairman.
- military  
9/71 – 9/73
- UNITED STATES ARMY** **FORT BRAGG, NORTH CAROLINA**  
**First Lieutenant, Military Intelligence:** Served on the General Staff, 82nd Airborne Division. Developed US contingency plans & Strategic Intelligence Estimates & directed a personal staff of 20 intelligence specialists.
- 975 – 1983
- COMMUNITY ACTIVITIES** **NEW YORK & LOS ANGELES**  
**Chairman:** Hugh O'Brian Youth Foundation, March of Dimes Advisory Committee. **Board of Directors:** March of Dimes, Los Angeles & New York Junior Chamber of Commerce, American Management Association. **Listed in:** Who's Who in Finance & Industry. Who's Who in the West, Directory of Distinguished Americans. **U.S. Army Reserves;** Major, Military Intelligence. **Personal Interests:** Snow Skiing, Golf, Tennis.



<u>NAME</u>	<u>POSITION</u>	<u>ADDRESS &amp; PHONE</u>
Robert Buckingham	President	Krupp-Taylor, Inc. 12800 Culver Blvd. Los Angeles, CA 90066 Phone Number - (213) 306-364
Richard Edler	President	Doyle, Dane, Bernbach, Inc. 5900 Wilshire Blvd. Los Angeles, CA 90036 Phone Number - (213) 937-510
Richard Goldwater	President	Credit Card Services Corp. Prevention, Inc. 510 King Street Alexandria, VA 22314 Phone Number - (703) 838-522
General George W. McGrath, Jr.	Major General, Retired Senior Partner	Sage, Gray, Todd & Sims Two World Trade Center 100th Floor New York, NY 10048 Phone Number - (212) 839-9150
Steve G. Rothschild	Vice President	Del Monte Food Corp. One Market Plaza San Francisco, CA 94105 Phone Number - (415) 442-4000
Gary F. Thompson	President	Emett & Chandler 1800 Avenue of the Stars Suite 1410 Los Angeles, CA 90067 Phone Number - (213) 553-4600 553-2711





**Hugh O'Brian Youth Foundation**  
 10880 Wilshire Boulevard, Suite 1500 • Los Angeles, California 90024  
 Phone 213/879-5252

May 12, 1981

GOVERNORS  
 ADVISORY  
 AHMANSON  
 FOUNDATION  
 COLLINS  
 VICE OFFICER  
 OS  
 L, INC  
 UTT  
 E.O.  
 OS COMPANY  
 ELLINGHAUS  
 EPHONE &  
 MPANY  
 ES  
 E.O.  
 STRIES, INC  
 KEOUGH  
 PRESIDENT  
 A COMPANY  
 KINLEY  
 ERLO  
 PRESIDENT  
 IFC CORP  
 EILLY  
 LY  
 ENCE  
 Y  
 OC  
 MASETTI  
 PRESIDENT  
 OUP  
 RIC COMPANY  
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 S MANAGEMENT  
 K  
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 Y  
 UTH FOUNDATION

Mr. Edwin Meese, III  
 Counselor to the President  
 The White House  
 1600 Pennsylvania Avenue  
 Washington D.C. 20500

Dear Ed,

I am aware that the Administration continues to search for top talent from the private sector to serve on the White House Staff. I would like to take this opportunity to recommend a truly outstanding individual, Bob Shirilla, to serve on the Staff. I met him over four years ago and know him well. In 1977 he initiated the Hugh O'Brian Youth Foundation in California, and served as State Chairman. I feel it would be in the interest of the Administration to tap such a talented individual.

The attached resume reflects an individual who has achieved the highest levels of excellence in business, the academic world, the military and the community. I would like to provide a few comments which go beyond the record. I speak from personal experience in the comments which follow.

Bob's thinking reflects an insightful and mature understanding of the tough issues facing our nation. He views problems in broad terms, and can quickly get to the heart of a problem and see the major issues.

He brings to the task a sense of realism, and an ability to orchestrate people and ideas within a large organization. Bob is always a team player. He is articulate, well-poised, easy-going and has confidence in himself. He deals effectively with people and under pressure can deliver results, while maintaining a sense of humor.

(2)

Bob Shirilla is a longtime supporter of President Reagan, and is philosophically committed to the ideals and goals of the Administration. His ability, respect for excellence, and high personal standards personify the Reagan Administration. He would be an asset to the White House Staff. I have spoken with Bob and I know that he would be interested in serving the Reagan Administration.

I would personally like to see Bob Shirilla have the opportunity to serve on the White House Staff. I know him well, and the match would be ideal. After you have had a chance to review his resume and meet him, I am sure you will agree. In the months ahead, I am confident you will find him making positive contributions to President Reagan's Administration, and a solid team player.

I forward this recommendation with my fullest support.

Best Regards,

Hugh O'Brian

Attachment

510 King Street • Alexandria, Virginia 22314 • (703) 838-5363

Richard Goldwater  
President

October 28, 1982

Mr. Dick Kinser  
The White House  
White House Personnel Office  
Washington, D.C. 20500

Dear Mr. Kinser:

Bob Shirilla worked for me as a member of my Senior Staff when he initially joined Citicorp as the Director of Planning for the recently acquired Diners Club and Carte Blanche corporations. He made a successful transition from manufacturing to banking and his success is witnessed by a rapid promotion to Vice President. Bob brought the following skills to my management team:

First, an analytical mind. He has an ability to take apart complex issues and treat them as logically identifiable parts of a larger problem. He thinks in broad terms and can easily identify key issues and provide focus for a senior management team.

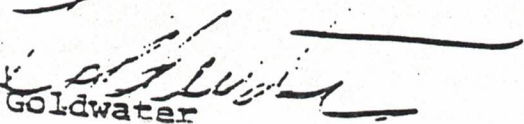
Second, he is an excellent manager. This enabled Bob to move from one complex problem to another and handle a tremendous workload. He was able to provide direction to, and coordinate with, a number of staff groups as well as a creative team at an advertising agency and insure that all were moving in the same direction. In working with advertising agencies Bob was able to manage the process of creating advertising that successfully communicated with the American consumer.

Finally, and most importantly, he mastered the art of compromise. Bob orchestrated people and issues and knew when a tactical short term trade-off would have to be made to preserve the strategic integrity of his programs. This sensitivity enabled Bob to move programs from concept to reality.

He is thorough with respect to analysis, planning and execution, concise in all communications, well-poised and able to manage consensus. He is a solid team player.

Bob has a proven record of achievement under demanding circumstances. He would be an asset to the White House Staff.

Sincerely,

  
Richard Goldwater

# Emett & Chandler Insurance Services, Inc.

GARY F. THOMPSON  
PRESIDENT

29 October, 1982

Dear Mr. Kinser:

I met Bob Shirilla when he first joined Citicorp as Director of Strategic Planning and know him well. Prior to my current position as President of Emett & Chandler Insurance Services, Inc., I was Vice President of Frank B. Hall, a consulting firm which worked closely with Bob Shirilla and Citicorp. During this time I saw Bob move very quickly ahead of his peers to become Vice President for the combined corporations of Diners Club & Carte Blanche.

Pragmatism and a political sensitivity have been crucial in his success. He is able to identify key individuals not only within his own organization but also within the firms with whom Citicorp conducts business and carefully manage a negotiating process. He was able to master the intricate financial, operational, legal, regulatory and marketing relationships putting him at a competitive advantage in a negotiation. This ability allowed him to move policy from the drawing boards to a business relationship.

He is extremely bright in both an analytic and strategic sense and can quickly define core issues. Bob is an able manager and can stay on-top of the

ESTABLISHED 1929

machinery and bureaucracy of a large corporation. He is articulate, communicates clearly and presents himself well.

I recommend him for the White House Staff with my fullest support.

Sincerely,

*Gary F. Thompson*

GFT/aka

Mr. Dick Kinser  
The White House  
White House Personnel Office  
Washington, D.C. 20500

bcc: R. Shirilla ✓

RICHARD B. EDLER  
DIRECTOR AND CHIEF OPERATING OFFICER

October 29, 1982

Mr. Dick Kinser  
The White House  
White House Personnel Office  
Washington, DC 20500

Dear Mr. Kinser:

I worked closely with Bob Shirilla during his four years at Hunt-Wesson. At the time, I was with Botsford Ketchum, a California based advertising agency with Hunt-Wesson as one of our clients.

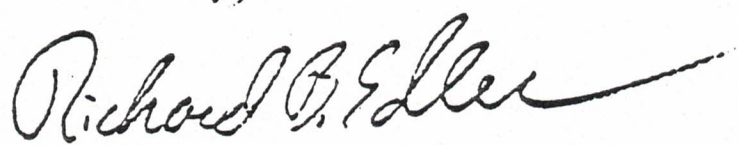
Bob had an excellent grasp of business strategy. He was able to translate broad strategy into specific marketing plans to execute that strategy. He had an understanding of the key points of leverage in a business and carefully managed these in the market. This enabled Hunt-Wesson to intelligently apply limited dollar and manpower resources where they would result in the greatest competitive advantage.

Bob was able to structure consumer research to produce data which provided an in-depth understanding of products, markets and consumer dynamics. He was able to extract from data trends and conclusions which provided the basis for strategic direction, product development and advertising. Through advertising, he was able to develop a dialogue with the consumer.

Bob is intelligent and a first-rate manager. He does not allow complex problems to overwhelm him. He manages events and does not allow himself to be carried along by them.

On a separate but important note, I believe it is essential that the continuation of the current Republican direction be driven not only by extremely bright and capable people, but by fundamentally good people. Bob represents the kind of personal warmth and sensitivity to others which fully rounds out his character and compliments his business expertise. Accordingly, I recommend Bob unusually highly for a position in this administration.

Sincerely,



SAGE GRAY TODD & SIMS

TWO WORLD TRADE CENTER

100TH FLOOR

NEW YORK, NEW YORK 10048

(212) 839-9150

CABLE "ZAGRAY"      TELEX (WUO) 12-8239

October 27, 1982

Mr. Dick Kinser  
The White House  
White House Personnel Office  
Washington, D.C. 20500

Dear Mr. Kinser:

I understand that Bob Shirilla is being considered for an assignment on the White House staff. Since I have known Bob on a close association basis for the last several years I am pleased to give him my heartiest recommendation.

Bob Shirilla served as my Senior Aide-de-Camp from 1975 to 1977 while I was Commanding General of the 77th United States Army Reserve Command. He was one of the finest officers with whom I had the pleasure of serving.

Bob's command presence and poise were important in his ability to deal with senior and general-grade officers. Under the pressure of time and the sheer complexity of tough organizational issues Bob was always relaxed and this enabled others to work effectively with him. This, coupled with mature judgment and a broad perspective on difficult issues, allowed him to work effectively with senior officers, his peers and enlisted men.

When thrust into a demanding situation and faced with complex problems he quickly got to the heart and core of a problem and through a disciplined mind developed solutions and smartly executed against them. He knew the effects a recommendation would have on subordinate commands of the division, major staff support groups and on our higher headquarters. His recommendations were sound and took a pragmatic view toward execution.

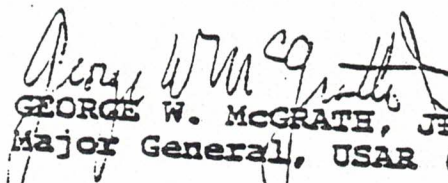
His military bearing, command presence and broad organizational perspective earned for him the respect of my Senior Staff and Commanders, while he himself was a Junior Captain.

Mr. Dick Kinser  
Page Two

October 27, 1982

His academic, military and business success would be continued in government and on the White House Staff. He would make a meaningful contribution to the Reagan Administration and a valued member of the White House team.

Sincerely

  
GEORGE W. McGRATH, JR.  
Major General, USAR (Ret.)

GWM:et

✓cc: Bob Shirilla  
300 High Point Drive  
Condo #613  
Hartsdale, New York 10530



October 29, 1982

October 29, 1982

Dear Mr. Kinser:

I am pleased to write this reference letter for Bob Shirilla of Citicorp.

Our firm has played a major role in the marketing of Carte Blanche and Diners Club cards since 1967. I've had the pleasure of working with Bob for a little over two years.

Perhaps Bob's most noteworthy accomplishment is his rapid rise within the Citicorp organization - one of the toughest and most competitive corporate environments in American industry. His entry level was as a junior Executive in early 1981 and his performance virtually outstripped his peers. He is currently Vice President of the combined Diners Club and Carte Blanche Corporations, having attained that position in a remarkably short time.

He is academically bright, with a strong marketing instinct and works well with people as part of a team. His communication and management skills are superb and he is quick to achieve the respect of those both above and below him.

... continued ...

Page 2  
October 29, 1982

Bob is a decision-maker, action-oriented, and a deep-thinker. I have been impressed in numerous meetings, with his ability to analyze problems in a broad sense, without losing total attention to nuance or detail. The senior Executives at Citicorp were quick to see the talent and leadership within Bob.

As a strong Reagan supporter myself (and having discussed politics with Bob) I can attest to his loyalty and sensible, conservative viewpoint.

I have great admiration for Bob's ability; there is little more I could say, other than I fully endorse whatever role he might play at the White House.

Sincerely,



jd1

Mr. Dick Kinser  
The White House  
White House Personnel Office  
Washington, D.C. 20500

Del Monte Corporation, One Market Plaza, Box 3575, San Francisco, CA 94119

S. G. Rothschild  
Vice President  
Dry Grocery & Beverage Products Group

November 2, 1982

Mr. Dick Kinser  
The White House  
White House Personnel Office  
Washington, D.C. 20500

Dear Mr. Kinser:

I had the opportunity to work with Bob Shirilla while I was a Director of Marketing at Hunt-Wesson. At the time, Bob was just beginning his business career, and worked under me as one of several Product Managers in the New Products Group.

Bob was hardworking and highly respected. He operated effectively within a complex business environment. He was able to manage the many pieces of comprehensive projects and insure that production, distribution, research and development and the efforts of a national sales force all came together in a timely manner. He was always on top of a complex management process while never losing sight of a brand's strategic focus.

In a demanding marketing environment Bob displayed excellent judgment in product positioning and advertising and an ability to develop effective communication. This is the essence of marketing, and the ultimate test in a competitive marketplace, and Bob excelled at this.

He was always able to persuasively sell his recommendations to senior management. He recognized that some give-and-take was at times necessary to maintain the essence of his recommendation and garner the necessary internal support. This quality made him an integral and valued partner on my management team.

Bob is bright and can bring direction to the fluid process of strategy development. He can think and perform under pressure.

I strongly recommend him for the White House Staff.

Sincerely,

16 November 1982

Mr. Dick Kinser  
The White House  
White House Personnel  
Washington, D.C. 20500

Dear Mr. Kinser:

It has recently come to my attention that Major Bob Shirilla is being considered for a position on the White House Staff. I have known Bob since 1975 and would like very much to provide a few personal comments on his behalf.

I am personally delighted, but not surprised, to have learned that Bob is willing to leave, for a few years, private industry, where he has had an enviable record of success, to serve his country and the Reagan Administration. I say I'm not surprised because he is a man driven by a respect for excellence and a commitment to making our nation a better place to live. His commitment to the community and state in which he lives is witnessed by having served as Chairman and on the Boards of Directors of numerous organizations. His commitment to the country is witnessed by his active participation in the US Army Reserves following his graduation from the Harvard Business School.

I personally selected Bob Shirilla as my Senior Aide-de-Camp while I was Commanding General of the 77th United States Army Reserve Command. He was also selected as Senior Aide by the previous commander.

As a Junior Captain Bob possessed management skills and an ability to develop policy commensurate with my senior staff and commanders all of whom held senior positions in private industry. He was able to mobilize and plan the complex timing, sequencing and marshalling of manpower, materiel and division-wide resources necessary to get a job done. He had the ability to view the workings of a major Army command to include logistics, allocation of resources, strategy and policy, through the eyes of a Division Commander.

Captain Shirilla was pragmatic and consequently sensitive to the political trade-offs that would have to be made within the staff and command to generate the necessary support to translate policy into working programs and achieve measurable results within my command. All of this enabled me to give him assignments beyond the scope of Senior Aide and rely on him as I would rely on a Chief of Staff.

As a young Captain he quickly caught the attention of my Senior Staff and Commanders as an officer who would quickly move ahead of his peers and did. He was promoted from Lieutenant to Captain to Major in less than five years.

I might add that Bob's military career is most distinguished. As a Lieutenant he served on the General Staff of the elite 82d Airborne Division and was the only Lieutenant on the staff. This is a coveted assignment for any career officer. As a Captain he served as a Company Commander of an Army Security Agency Company which is an assignment reserved for only a few select officers in Military Intelligence. These assignments were in addition to serving as the Senior Aide-de-Camp which is a position reserved for the finest officers within a given command.

Bob was First on the Commandant's List at the United States Army Infantry School and as a paratrooper is a graduate of the U.S. Army Airborne School. I personally awarded him the Meritorious Service Medal shortly after he was promoted to Captain. This is an award generally reserved for senior officers.

Finally, in 1980 Captain Shirilla was selected by the United States Army Reserves as Outstanding Junior Officer. He has also received other numerous awards from the Reserve Officers Association.

The Senior Aide to the Commanding General of an Army Division or an Army Reserve Command is a highly visible position. Command presence, appearance, an ability to crisply articulate and intelligently discuss key issues facing a command and the US Army as a whole and an ability to effectively interface with senior officials in the Departments of the Army and Defense are all important. As a young Army Captain Bob possessed all these traits. Furthermore, he was effective, comfortable and I personally believe he enjoyed working at this level.

Captain Shirilla represented my command and served as an effective spokesman in a superb fashion. His academic credentials, to include a Harvard MBA, an enviable record of achievement in the corporate world, community and state leadership to include serving as Chairman and on the Boards of Directors of numerous organizations all in addition to a brilliant military career reflected favorably upon the command.

In closing I would like to add a brief personal note. In a demanding situation I've seen Bob maintain a sense of humor and an understanding of his fellow officers while not losing sight of the pressures of time and tough complex decisions. This enabled him to bring cohesion to a team under pressure while still being demanding of himself and others and always maintaining the highest of personal standards.

I personally enjoyed serving with Bob and would welcome the opportunity to serve with him again. When he moved back home to California in 1977 the Division not only lost a fine officer,

it also lost a friend. Should Major Bob Shirilla join the White House Staff the Reagan Administration would gain an able and proven executive and a team player loyal to President Reagan.

I strongly recommend Bob for the White House Staff with my fullest support.

Sincerely,

Frederick J. Scheer  
Major General, USAR (Ret.)