

WITHDRAWAL SHEET

Ronald Reagan Library

Collection Name Deaver, Michael: Files

Withdrawer

KDB 9/9/2011

File Folder JANUARY 1984 INCOMING (5)

FOIA

F97-066/19

Box Number 17

COHEN, D

6

ID	Doc Type	Document Description	No of Pages	Doc Date	Restrictions
118284	NOTE	TO M. DEEVER (WRITTEN ON BACK OF SHEET)	2	ND	B1
118285	LETTER	TO DEEVER RE THE ATTACHED (W/NOTATIONS)	1	1/27/1984	B1
118286	MESSAGE	FROM RICHARD WALKER	2	ND	B1
118287	MESSAGE	TO R. WALKER	1	ND	B1

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C. Closed in accordance with restrictions contained in donor's deed of gift.

THE WHITE HOUSE
WASHINGTON

January 23, 1984

MEMORANDUM FOR MIKE DEEVER

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

Mike, it has been suggested that the President host a private dinner with Henry Kissinger, Lane Kirkland and Bob Strauss. The purpose of the dinner would be to thank them for their help on the Central America Commission and to encourage their support throughout the legislative process. This would be a good stroke and, in the case of Kirkland, hopefully help on other matters.

Recognizing that scheduling is very difficult, these "stag" dinners have been very useful in the past. Let's discuss at your convenience.

CHARLES PASHAYAN, JR.
17TH DISTRICT, CALIFORNIA

129 CANNON BUILDING
WASHINGTON, D.C. 20515
(202) 225-3341



COMMITTEE ON
INTERIOR AND INSULAR
AFFAIRS

COMMITTEE ON
POST OFFICE AND CIVIL
SERVICE

CONGRESS OF THE UNITED STATES
HOUSE OF REPRESENTATIVES

January 24, 1984

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

no way

Dear Mike:

If it is at all possible, Chip would appreciate the President making an appropriate comment on the enclosed photo of a rather unique event.

Your assistance shall be appreciated!

Sincerely yours,

William H. Deaver
Administrative Assistant

*Returned
picture
with n.m.*

Enclosure

PLEASE REPLY TO:

THE WHITE HOUSE

WASHINGTON

January 25, 1984

MEMORANDUM FOR MICHAEL DEEVER

FROM: Larry Speakes

As you requested, I spoke to Loye Miller regarding the President's participation in the Gridiron program. All that is called for this year is for the President to make his customary remarks -- and no song and dance routine.



SUPERVISOR, THIRD DISTRICT
BRUCE NESTANDE
ORANGE COUNTY BOARD OF SUPERVISORS
ORANGE COUNTY HALL OF ADMINISTRATION
10 CIVIC CENTER PLAZA, SANTA ANA, CALIFORNIA 92701-4061
PHONE: 834-3330 (AREA CODE 714)

file Jan 25, 1984

Dear Mike,

I enjoyed our conversation. Thanks
for the time & the help with Joe Wright.

Let me know if there is any prospect
regarding the appointment issue we
discussed. Enclosed is a letter you
forwarded me - is the individual a
close friend? Also, would you be
interested in weekend accommodations
in Palm Springs on the weekend of the 17th.
Since I noticed your speaking with it on
Feb 17th Take care - Best with Bruce

THE WHITE HOUSE

WASHINGTON

January 10, 1984

RECEIVED
BRUCE NESTANDE

JAN 17 1984

Dear Don:

BM _____ RR _____ KC _____
TE _____ DW _____ ES _____
JR _____ GV _____ JS _____ SN _____
FILE: _____

Was happy to receive your letter yesterday but sorry to hear you are still without employment. I'll mention you when speaking with friends from Orange County and hopefully something will materialize for you. Keep me posted.

Your support for the President and your words of best wishes are truly appreciated.

Sincerely,

Mike

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

THE WHITE HOUSE

WASHINGTON

January 11, 1984

TO: Bruce Nestande
FROM: MICHAEL K. DEEVER
Assistant to the President
Deputy Chief of Staff

☐ Information

☒ Action

Could you please keep this fellow in mind for anything that might turn up as a job possibility.

Thanks.

Mr. Don Willis
207 East Borrromeo Avenue
Placentia, CA 92670

do note

Mike Deaver
The White House
Washington, D.C.

Dear Mike:

My family and I want to wish you and yours a Happy New Year.

I hope the economy is better in 1984. It is very difficult finding employment right now. Even Federal employment is very slow at the moment.

If you hear from your friends in Orange county of any opportunities for me it will be appreciated Mike. As I said before, the best to you and your family this year. I hope the president is reelected because his policies are not the cause of the problems in our economy. The problems were caused through the years of regulations.

Thanks again Mike.....

Sincerely

Don Walker

DB/ How about B. Nestande?

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118284 NOTE

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118285 LETTER

1 1/27/1984 B1

TO DEAVER RE THE ATTACHED (W/NOTATIONS)

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Executive Registry

83-6286

December 7, 1983

Mr. William J. Casey
Director
Central Intelligence Agency
Washington, D.C. 20505

Attention: Betty Murphy

Dear Bill:

This letter is to clarify my telephone conversation of today with Betty Murphy in connection with the enclosed matters.

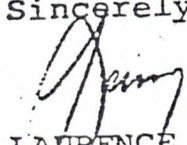
I represent Dr. Hi Soo Koo, Chairman of the Board, of the new Korean-American (Han-Mi) Hospital opening in May, 1984, in Seoul, Korea. I personally believe that my clients are prominent and substantial people who are diligently working to improve the quality of medical care in Korea and am very enthused about the project. Further, I have touched base with Bernard Lavin at the American Embassy in Seoul and he has visited the project.

Dr. Eliot Corday, a close personal friend of former Ambassador Theodore Cummings, and a world-famous cardiologist from Cedars-Sinai Medical Center is acting as a consultant to the new cardiology center and has requested that we have a background clearance to ensure that everything is in order. We will be seeking White House support to have the center named the Nancy Reagan Cardiology Center and therefore, prior to asking for Sue Cummings' involvement, and to avoid any potential embarrassment, it would be greatly appreciated if you could assist us in making sure everything is kosher.

I have enclosed all pertinent information about Dr. Koo, her husband, Dr. Du Bin Im, and the pending project.

Bill, your assistance in this matter is greatly appreciated.

Sincerely,


LAURENCE B. LABOVITZ
Attorney at Law

LBL/ab
Encl.

DCI
EXEC
REG

DR. DU-BIN IM

Date of Birth: September 7, 1933

Permanent Address: #155-3, Changshin-Dong, Chongro-ku, Seoul

Present Address: #150, Changshin-Dong, Chongro-ku, Seoul

Education:

- 1953-1957 College of Law, Seoul National University
(awarded B.A. Degree-Law)
- 1957-1965 Graduate School, Seoul National University
(awarded M.A. Degree)
- 1970-1973 Graduate School Chongang University
(awarded Ph.D.)
- 1974-1976 Studied International Relations as a Research
Professor at Keio University, Japan
- 1976-1978 Studied International Relations as a Research
Professor at University of Southern California
- 1978-1980 College of Law, Western States University
(awarded Juris Doctorate)

Experience:

- 1957-1960 Served as a Judge Advocate (Captain) at Army
Headquarters (ROK)
- 1958 Attended Military Judge Advocate General's School (USA)
- 1960-1961 Practiced as an Attorney at Law, Seoul
- 1961-1972 Public Prosecutor for the Ministry of Justice (ROK)
- 1964 Studied at Ministry of Justice (Japan) and U.S.
Department of Justice as a Trainee Prosecutor
- 1972-1974 Legal Counsel, Legislation and Judiciary Committee,
National Assembly (ROK)
- 1974-1980 Professor, Myongji University
- 1981 Practiced as an Attorney at Law, Seoul

DU BIN IM J.D., Ph.D.

ATTORNEY AT LAW

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118286 MESSAGE

2

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B1

FROM RICHARD WALKER

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118287 MESSAGE

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TO R. WALKER

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THE SECRETARY OF STATE

WASHINGTON

January 27, 1984

Bill, Cece and Karen — This is a very special tribute for a very special job well done. Thank you. Mike

Dear Mike:

Now that the dust has settled on Premier Zhao's very successful visit, I would like to commend the fine work of the Office of Presidential Advance, in particular its Director Bill Henkel as well as Cece Kremer and Karen Groomes, which made this one of the smoothest state visits I have seen. The State personnel who travelled with the Premier to San Francisco and New York have told me that both stops were virtually flawless.

I particularly appreciated the close cooperation and coordination between the White House advance office and those in State, such as the Office of Protocol and the geographic bureau, that made the total visit a success. I think that Bunny Murdock did an outstanding job on the Washington portion of the visit by working very closely with Bill Henkel's people.

The very successful management of the Premier's visit and the close working relationships developed between the White House advance office and the involved offices here at State make me optimistic that we will have a similar fine performance for the President's trip to China in April.

With warm regards,

Sincerely yours,



George P. Shultz

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

CASCADE MOUNTAIN



Le Hamburger Red

We could have called this wine Burger Red, but giving it a French name adds a touch of elegance, don't you think? Mais Oui!

William Wetmore

Produced and Bottled by Cascade Mountain Vineyard
Amenia, New York (914) 373-9021

Red Wine

Alcohol 11.0% by volume

CASCADE MOUNTAIN



a LITTLE WHITE WINE

Our Little Light White goes particularly well with a good time, so have one please!

William Wetmore

Produced and Bottled by Cascade Mountain Vineyard
Amenia, New York (914) 373-9021

Alcohol 11.5% by volume

Cascade

file

Mountain



Vineyards

Michael Deaver
Asst to President
The White House
Washington, D.C.

do note

1/25/84

Dear Mr. Deaver,

I wouldn't bother you with so minor a matter, but for the fact that it has been brought to my attention that the affairs of state are far better managed with a glass of Cascade Mountain Wine in hand.

Should budgetary concerns be a factor, I am enclosing the labels for our house wines which are very modestly priced. The Little White won first place and best of class in national competition last year and the Le Hamburger was the wine selected for the judges' dinner after the 1983 NY State Fair. I'm sure there are occasions when a little humor might be welcome.

Did you have a chance to try our New Harvest Red? Let me know what you think. I can take it.

All the Best,

Bill Wetmore
William Wetmore

File: 175.030
SSCN: 615
83-18922
WH ID: 178048

DC DEAU

Dear Senator Grassley:

Your letter of December 2, 1983, to President Reagan concerning security precautions during the State of the Union Message has been forwarded to this office for response.

Naturally, in light of the recent terrorist bombings at both the U.S. Capitol and the Marine compound in Beirut, Lebanon, the Secret Service shares your deep concern regarding the safety of our top government officials. Their primary responsibility is to protect the President and the Vice President of the United States, and, within their limitations, they take all precautions necessary to ensure their safety.

The Secret Service is voicing their mutual concern in this matter to the appropriate people who ultimately make the final determination of whom the President appears with on such occasions as the State of the Union Message.

Your thoughts and suggestions regarding these very important safety issues are greatly appreciated.

Sincerely,

Assistant Secretary
(Legislative Affairs)

The Honorable
Charles E. Grassley
United States Senate
Washington, D.C. 20510

T H E W H I T E H O U S E O F F I C E

REFERRAL

DECEMBER 20, 1983

TO: DEPARTMENT OF THE TREASURY
ATTN: DEPROSPERO, USSS

ACTION REQUESTED:
APPROPRIATE ACTION

DESCRIPTION OF INCOMING:

ID: 178048

MEDIA: LETTER, DATED DECEMBER 2, 1983

TO: PRESIDENT REAGAN

FROM: THE HONORABLE CHUCK GRASSLEY
UNITED STATES SENATE
WASHINGTON DC 20510

SUBJECT: IN LIGHT OF THE RECENT TERRORIST ACTIVITY
IN THE CAPITOL, STRONGLY URGES INCREASED
SECURITY MEASURES DURING THE STATE OF THE
UNION ADDRESS. UNDERSCORES HIS CONCERN THAT
"A TERRORIST ACT AT THIS EVENT COULD IN
ESSENCE LEAVE OUR GOVERNMENT WITH NO POSSIBLE
SUCCESSOR"

PROMPT ACTION IS ESSENTIAL -- IF REQUIRED ACTION HAS NOT BEEN
TAKEN WITHIN 9 WORKING DAYS OF RECEIPT, PLEASE TELEPHONE THE
UNDERSIGNED AT 456-7486.

RETURN CORRESPONDENCE, WORKSHEET AND COPY OF RESPONSE
(OR DRAFT) TO:
AGENCY LIAISON, ROOM 91, THE WHITE HOUSE

SALLY KELLEY
DIRECTOR OF AGENCY LIAISON
PRESIDENTIAL CORRESPONDENCE

THE WHITE HOUSE OFFICE

REFERRAL

DECEMBER 20, 1983

TO: DEPARTMENT OF THE TREASURY
ATTN: DEPROSPERO, USSS

ACTION REQUESTED:
APPROPRIATE ACTION

DESCRIPTION OF INCOMING:

ID: 178048

MEDIA: LETTER, DATED DECEMBER 2, 1983

TO: PRESIDENT REAGAN

FROM: THE HONORABLE CHUCK GRASSLEY
UNITED STATES SENATE
WASHINGTON DC 20510

SUBJECT: IN LIGHT OF THE RECENT TERRORIST ACTIVITY
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AGENCY LIAISON, ROOM 91, THE WHITE HOUSE

SALLY KELLEY
DIRECTOR OF AGENCY LIAISON
PRESIDENTIAL CORRESPONDENCE

ID: 178048 CORRESPONDENCE TRACKING WORKSHEET PAGE D01
INCOMING CORRESPONDENCE DATE 831202 RECEIVED DATE 831206
(PREFIX) (FIRST) (LAST) (SUFFIX)
THE HONORABLE CHUCK GRASSLEY
TITLE:

ORGANIZATION: UNITED STATES SENATE

STREET:

CITY: WASHINGTON

STATE: DC ZIP: 20510

COUNTRY:

SUBJECT: WRITES CONCERNING SECURITY MEASURES DURING
THE STATE OF THE UNION MESSAGE

AGY/OFF ACTION CODE TRACKING DATE
LADUBE ORG 831206

MO A 831216

STAFF NAME: PRESIDENT REAGAN
COMMENTS:

MEDIA: L OPID: GF TYPE IBA

CODES: REPORT INDIV: 1220

USER:

Deaver A 831219

99785 DeProspero/4555 A 831220

LA OGLE RST 840106
FYI

A840106 WS
C 840110

WS

December 16, 1983

Dear Senator Grassley:

The President asked me to thank you for your December 2 letter and your expression of concern regarding possible terrorist activity during the State of the Union Address.

We appreciate your concern in this regard. Rest assured that your letter has been shared with the appropriate security officials for close evaluation.

Thank you again for your concern.

With best wishes,

Sincerely,

M. B. Oglesby, Jr.
Assistant to the President

The Honorable Charles E. Grassley
United States Senate
Washington, D.C. 20510

cc: Mike Deaver w/copy of incoming for approp. action
cc: Bobby deProspero w/copy of incoming for approp. action
Rm 12, EOB

WH RECORDS MANAGEMENT HAS RETAINED ORIGINAL

MBO:CMF:KRJ:vml--

721 FEDERAL BUILDING
210 WALNUT STREET
DES MOINES, IOWA 50309
(515) 284-4890

206 FEDERAL BUILDING
101 1ST STREET S.E.
CEDAR RAPIDS, IOWA 52401
(319) 399-2555

United States Senate

CHARLES E. GRASSLEY

135 HART SENATE OFFICE BUILDING

WASHINGTON, D.C. 20510

(202) 224-3744

228 POST OFFICE AND COURT HOUSE BUILDING
320 6TH STREET
SIOUX CITY, IOWA 51101
(712) 233-3331

210 WATERLOO BUILDING
531 COMMERCIAL STREET
WATERLOO, IOWA 50701
(319) 232-6657

December 2, 1983

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

Dear Mr. President:

With the most recent terrorist activity in the Nation's Capitol, it has come to my attention that a possibility exists during the State of the Union Message for a major catastrophe.

With the fact that the State of the Union Message gathers all 435 Congressmen, 100 Senators, including the majority and minority leadership of both houses, members of the Cabinet, the Vice President and all the Supreme Court justices, a terrorist act at this event could in essence leave our government with no possible successor.

I bring this matter to your attention for a two-fold purpose: One, that every possible security measure, both internally as well as externally, be provided for the security and safety of those on the House floor as well as those in the gallery. Two, that consideration be given that the Vice President not attend the State of the Union Message, so that there would be a leader in place should a catastrophe (God forbid) happen at this event.

I realize that we cannot cave-in to terrorist activity and ask that my request be viewed in that light. However, I feel it would be wise to make sure in this circumstance, as well as circumstances of a similar nature, that the necessary security measures be in place.

Committee Assignments:

BUDGET

LABOR AND HUMAN

RESOURCES

CHAIRMAN, Aging

FINANCE

CHAIRMAN, Oversight of the Internal

Revenue Service;

Estate and Gift Taxation;

International Trade

JUDICIARY

CHAIRMAN, Administrative Practice
and Procedure;

Immigration and Refugee Policy;

Constitution

SPECIAL COMMITTEE ON

AGING

Page 2
Senator Grassley

I have no reason to believe that such a disaster may occur at this event, but realizing that this is the only event in which every one of our major leaders is in attendance has brought me to the realization of what a catastrophe of major consequence could have in totally eliminating the proper line of succession and crippling the very existence of our form of government.

Thank you in advance and God Bless.

Sincerely,

A handwritten signature in dark ink, reading "Chuck Grassley". The signature is fluid and cursive, with the first name "Chuck" and last name "Grassley" clearly distinguishable.

Charles E. Grassley
United States Senator

CEG/rlc



[Handwritten signature]

January 27, 1984

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

Dear Michael:

The annual report of the United States Government Printing Office has gone to press today. It is prefaced by the Public Printer's message which in my opinion sums up my accomplishments of the last two years and nine months. There is an end and a bottom line to everything and I think it is somehow fitting that ink is being wedded to paper on this report on my final day in office.

It has been a pleasure working with you.

Sincerely,

[Handwritten signature of Danford L. Sawyer, Jr.]

DANFORD L. SAWYER, JR.
Public Printer



United States
Government
Printing Office

Washington, D.C. 20401

OFFICE OF THE PUBLIC PRINTER

January 26, 1984

PUBLIC PRINTER'S MESSAGE

Fiscal year 1983 was a period of sustained achievement and unqualified success at the Government Printing Office. Building upon last year's foundation, GPO has succeeded in providing better service at a lower cost to the taxpayer. This fundamental achievement, however, did not come easily. For the last two and one quarter years, we have addressed previously intractable long-term institutional problems. The solutions we have pursued were based upon sound private sector principles and were therefore sometimes controversial. Yet, this fiscal year's "bottom line" made it clear to all that the initiatives and programs I put in place are producing the intended result. Dedication to the President's goal of making the Government more cost-effective and efficient is paying handsome dividends.

By the end of fiscal year 1983, the quantifiable positive results of these efforts became apparent: GPO's financial condition is vastly improved, as net income is up in all but two minor areas; productivity has markedly increased; unit costs are down for the first time in four years; the increases in craft and industrial wages were the lowest since 1960; the sales program has recovered much of the \$20 million deficit it suffered between 1978 and 1981; we have lowered the sales prices of the vast majority of publications; and GPO's marketing efforts have arrested years of decline in the number of publications ordered. As a result, we project a reduction in the prices charged to Congress for most classes of work, and a decrease in GPO's appropriation request for fiscal year 1985. This record is truly gratifying, and we are proud of our many successes to date.

The financial position of the GPO has greatly improved over fiscal year 1982, with net income increasing from \$4.13 million to \$10.9 million. I am particularly proud that in-plant printing operations, exclusive of materials management, produced a net income of \$1.1 million, a \$2.7 million improvement over last year's loss. Procured printing increased its net income from \$3.66 million to \$5.98 million. The publications sales program, after three years of losses totaling almost \$20 million, earned \$11.74 million net income in the last two fiscal years with \$6.81 million of that coming this year. GPO's regional printing facilities continued to produce a net loss, with this year's short-fall exceeding \$1.2 million. Of that amount, approximately \$1 million is attributable to the Departmental Service

Office located at the Navy Yard in Washington, D.C. Overall, those figures are extremely encouraging, and they clearly indicate that our many cost-cutting initiatives are producing the desired results.

The GPO's productivity gains for FY 1983 were equally noteworthy. The Production Department increased productivity by 9.5 percent, which was a major reason that unit labor costs declined by 3.6 percent. We achieved this unit cost reduction following three years of substantial and steady increases. In addition, the Printing Procurement Department increased productivity by 5.6 percent, the largest such increase since fiscal year 1975. The Superintendent of Documents showed a productivity gain of 10.6 percent, while GPO's regional printing plants reduced their productivity somewhat. Again, the figures indicate steady and substantial improvement.

It is not, however, a time to "rest on our laurels." Much remains to be done and many difficult problems persist. The prodigious gains of the last two and one quarter years could be easily reversed through inaction or a resumption of "status quo" management. We must continue to move resolutely forward, building upon what has been accomplished. GPO management must redouble its efforts to resolve completely GPO's core problems, excessive wage costs, overstaffing, and management inefficiencies. Only when these cease to be critical issues will GPO be able to perform its mission without unduly burdening the American taxpayer.

This year saw the continuation of concerted efforts to resolve the problem of excessive GPO craft and industrial wages. On June 3, 1983, the General Accounting Office (GAO) issued a lengthy and extensively researched report comparing GPO's pay and classification systems to other federal and private sector systems. The findings of that report confirmed the substance of what I have been stating since I became Public Printer in August of 1981:

- GPO craft and industrial workers were paid an average of 42 percent (from \$3,222 to \$17,879 per year) more than other federal employees in similar occupations;
- GPO craft and industrial workers were paid approximately 31 percent (from \$.36 to \$5.14 per hour) more than private sector employees in the Washington, D.C., area doing similar work;
- GPO employees earned a night shift differential of 15 percent on both the second and third shifts, whereas other federal workers earned only 7.5 percent on the second shift and 10 percent on the third. Private sector printing workers in Washington, D.C., earned, on the average, only 5 percent for the second shift and 10 percent for the third; and
- GPO's practice of linking all craft wage levels to the highly-paid compositors violated the accepted federal pay practice of maintaining pay differentials in keeping with work and performance distinctions.

Although my 1982 wage proposal which addressed these gross inequities was rejected by GPO's unions and the Joint Committee on Printing (JCP), 1983 saw positive action in Congress on this issue.

In late June, Congressman Jerry Lewis and Senators Steven Symms and Edward Zorinsky introduced legislation in the House of Representatives and the Senate, respectively, which would alter GPO's craft and industrial pay practices. The bills would "grandfather" the wage levels of all present GPO workers at their present levels while compensating newly-hired employees under either the General Schedule (GS) or the Federal Wage Schedule (FWS) pay scales. All employees would be classified and "grandfathered" craft and industrial workers would receive wage increases accorded GS or FWS workers. These bills would make GPO pay practices consistent with those practices in the rest of the Federal Government.

I am strongly in favor of the Lewis-Symms wage bills. They protect the wage level of all craft and industrial workers at the GPO, while instituting a long-range total wage reduction. The two-tiered wage structure embodied in those bills, with newly-hired employees paid less than existing employees, is a practice which has been adopted in a number of industries where high wage levels have driven many companies to the brink of bankruptcy. In the printing industry itself, the International Typographical Union has negotiated a number of two-tiered agreements with major newspapers throughout the United States. The advent of new printing technology has forced this adjustment, particularly in composing rooms. The printing industry is not alone, however, as the two-tiered wage pacts have been negotiated recently in the airlines, trucking, hotel, retail department stores, and retail food industries. The economic necessities of the marketplace have required a reevaluation and readjustment of excessive labor rates, both in private industry and at the GPO.

Compensation and benefits comprise over 70 percent of GPO's in-plant printing costs, as compared to less than 40 percent in the private printing industry. GPO must have reductions in wage levels if it is to compete successfully for the taxpayer's dollar. GPO employees and their unions must accept this fact. The Lewis and Symms GPO wage bills are a humane and effective solution to this previously intractable problem.

The excessive wage levels at GPO severely compound the economic impact of another GPO problem which I have been addressing since August of 1981, overstaffing. One of my first actions as Public Printer was to institute an agency-wide hiring freeze which has reduced GPO employment by 11 percent. GPO has realized cumulative cost savings in excess of \$28 million in salaries and benefits from this hiring freeze as of the close of fiscal year 1983. It is important to note that we achieved this staffing reduction almost entirely through attrition, and not involuntary separations. The benefits of the hiring freeze manifest themselves throughout GPO's operation, from unit cost reductions to increased productivity.

Despite these successes, however, a great deal more must be done to bring GPO staffing levels down to their optimum. Many GPO departments still labor under bloated employee rolls, notably the Production Department. GPO must continue to reduce manpower levels, and to permit exceptions to the hiring freeze only when absolutely essential for the needs of the agency, both short- and long-term. I foresee no set of circumstances which would justify

substantial outside hires into the production and procurement areas, particularly in light of GPO's many existing training and cross-training programs.

Plans have proceeded during this fiscal year for the relocation into GPO's main building of a number of operations now located in outlying, expensive rented facilities. These actions are now possible because the nearly-completed phaseout of GPO hot metal operations has freed for other use a substantial portion of the thirty-three acres which GPO has under roof in our main office. Of particular importance is the impending move of the Departmental Service Office, now in Washington's Navy Yard, which will be renamed the Rapid Response Center to emphasize its quick turnaround capabilities. It will remain a distinct unit within GPO, and a good deal of its inefficient equipment will be replaced. GPO's customer agencies are supportive of the move and our efforts to upgrade the level of service. Once accomplished, the almost \$1 million loss suffered by DSO this year will be reduced by at least the \$793,000 annual savings in rent, automatic data processing, and heating costs made possible by relocating. Without this savings, we will have no choice but to raise DSO's rates charged our customer agencies. This move must be approved by the Joint Committee on Printing, and we await that approval.

GPO is also awaiting JCP approval to move the Library and Statutory Distribution functions located at the Eisenhower Center in Alexandria, Virginia, into main GPO. This would result in an additional \$305,000 in annual rental savings. The immediate and continuing cost-avoidances made possible by the relocation of these facilities, and the productive use of idle space in the main office, will show impressive returns for years to come.

During this fiscal year, continuing improvements to GPO's management systems remained a top priority. Chief among the classic management inefficiencies which we corrected was a severe lack of inter- and intra-departmental communication. Managerial control, guidance, and direction were not adequate. Drawing upon tested private sector remedies for this situation, we reinstituted a series of management conferences. This series started with a gathering of GPO's top 50 managers at the Xerox Conference Center in Leesburg, and included later meetings of the procurement, production, and Superintendent of Documents divisions at various local sites. Representatives of the JCP, the GPO Appropriations Committee, the Public Printer, top managers, and line supervisors met and held discussions ranging from basic policy to particular problems and issues. These conferences, which will become an annual activity, have fostered much greater understanding of this agency's policies and intradepartmental matters. This new awareness and dedication are reflected in GPO's much-improved financial and productivity figures.

We have also proceeded with the Quality of Worklife Program (Quality Circles), despite GPO's unions' refusal so far to participate. This Quality Circle Program is another management technique which the private sector has utilized to great success, and which a number of Federal agencies have adopted. The primary beneficiaries of the Program are GPO employees themselves. Their sense of achievement and self-worth, and their knowledge of

their jobs, should all be enhanced by their participation. We will continue to solicit the participation of all GPO employees.

While accomplishing the financial and management improvements already discussed, GPO also assisted the Office of Management and Budget (OMB) in a survey and review of the over 1,000 printing and duplicating plants in the executive branch. This review encompasses both civilian and military agencies, and the results, so far, have been startling. Many of the plants are overstaffed, their equipment is under-utilized, and they are producing readily procurable work. Unit costs in many of these plants far exceed in-house GPO unit costs, or the price of commercially procuring this work. Based upon the reports already received, OMB has already recommended closing 229, for a savings to the taxpayer of over \$51 million. As the plants continue to report, the number of plant closings is expected to increase significantly. It is estimated that close to 45 percent of the employees affected by these closings will either retire or be retained within their agencies. The Printing Industries of America, Inc. (PIA) has agreed to perform placement services for the remaining employees with private sector printing firms, whenever possible. Most of the work formerly processed in the closed plants will be purchased from the private sector by GPO's main and regional procurement offices, which stand ready and able to perform this additional work.

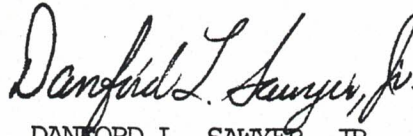
This OMB-GPO-PIA effort is of singular importance. It is an excellent example of cooperation between the legislative and executive branches of the Government and the private sector, in an effort to reduce the cost of Government-wide printing. I heartily endorse this cost-cutting initiative, and am proud that GPO is a part of it.

As with all things worth achieving, GPO's many improvements have not come without difficulty. There have been times when GPO management has been in disagreement with GPO's employees and their unions on certain fundamental issues. What must be recognized by all concerned, however, is that my goals for the GPO are a direct result of the desires of the American public. In 1980, President Reagan was elected by an overwhelming majority of the people. He had pledged to reduce the size of Government, and to make it more cost-effective and efficient. When the President appointed me Public Printer, he directed me to manage this agency in a business-like fashion, in accordance with his mandate from the American people.

The concerns of GPO's employees and our unions, quite naturally, are much more personal and parochial and they reacted to many of my management initiatives solely from that perspective. While I am deeply concerned with the welfare of GPO employees, I am also charged with managing GPO for the good of the public at large. Therefore, the basic premises from which management and labor address issues are very different, as are the results we seek.

GPO employees must begin to realize that excessive wages, antiquated production methods, and overstaffing can drive GPO out of the marketplace altogether. Many companies in America's basic industries which labored

under these same handicaps have recently gone out of business in the face of more efficient, and in some cases, non-union competition. The American public will not allow the GPO to continue to produce work at twice what it costs in the private sector. I am certain that this realization will lead to a new-found willingness to cooperate on these difficult issues. The continuation of GPO as an institution depends upon it.

A handwritten signature in cursive script, reading "Danford L. Sawyer, Jr.".

DANFORD L. SAWYER, JR.
Public Printer



THE PROJECT HOPE HEALTH SCIENCES EDUCATION CENTER, MILLWOOD, VIRGINIA 22646/(703) 837-2100

Office of the President

January 28, 1984

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

Dear Mike:

I am off to Grenada this morning where Project HOPE has been asked to restore the health care delivery system following the military phase out. We already have twenty people there and I believe the success of this effort will be a great credit to the Administration as well as to our country.

I will, therefore, be away when the President makes his announcement this weekend. I just wanted you to know I am prepared to do anything I can to assist in his reelection. I will try to touch base with you when I return at the end of February in the event I can be of help.

Sincere personal regards,

Bill

WBW:fhs

William B. Walsh, M.D.