

WITHDRAWAL SHEET

Ronald Reagan Library

Collection Name Deaver, Michael: Files

Withdrawer

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File Folder AUGUST 1984 OUTGOING [08/14/1984-08/31/1984] (3)

FOIA

F97-066/19

Box Number 22

COHEN, D

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ID	Doc Type	Document Description	No of Pages	Doc Date	Restrictions
118293	MEMO	ROBERT KIMMITT TO M. DEEVER RE LETTER FROM MR. KAY SUGAHARA (COPY OF DOC #118292)	1	8/7/1984	B1

The above documents were not referred for declassification review at time of processing

Freedom of Information Act - [5 U.S.C. 552(b)]

- B-1 National security classified information [(b)(1) of the FOIA]
- B-2 Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
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- B-7 Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- B-8 Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- B-9 Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

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

THE WHITE HOUSE

WASHINGTON

August 16, 1984

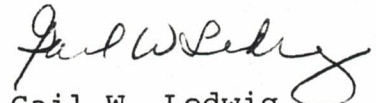
Dear Mr. Hellwege:

In the absence of Mr. Deaver, I wish to acknowledge receipt of your August 14, 1984 letter and the attached article. I will bring your correspondence to Mr. Deaver's attention upon his return to Washington.

I know he would want me to thank you for taking your time to write and apprise him of your feelings. Mr. Deaver will be happy to know of your strong support for President Reagan.

With best wishes,

Sincerely,



Gail W. Ledwig
Staff Assistant to
Michael K. Deaver

Mr. Richard L. Hellwege
3409 Prince William Drive
Fairfax, Virginia 22031

3409 Prince William Drive
Fairfax, Virginia 22031
August 14, 1984

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

Dear Mr. Deavers:

I was shocked when I read this ---. I think you will be also.
Why can't we get the American and indeed the free world press to
focus on a substantive issue like this instead of a jesting
remark of no importance made during a "mike" check.

Tell the President for me that he's doing a damned fine job. We
need him!

Regards,



Richard L. Hellwege

National Security Record

A Report from Washington on National Security Affairs

THE HERITAGE FOUNDATION • 214 MASSACHUSETTS AVENUE, N.E. • WASHINGTON, D.C. • 20002 • (202) 546-4400

NO. 71

AUGUST 1984

In this issue...

The Limitations of Arms Control p. 1

Arms control agreements are not a panacea. The restructuring of military forces may, in the long run, provide greater security for America.

The Metamorphosis of a Missile p. 3

The SS-20—is it or isn't it an ICBM?

Insiders Report p. 4

Delays at Radio Marti.

Turnover at the Voice of America.

Foreign Service Bonus System Attacked.

Upcoming Events p. 5

Aid to El Salvador Still in Doubt.

Liberals Supporting Aid to Afghanistan.

Fight Over the Pakistani Bomb.

Speaker Packs Defense Committee.

The Metamorphosis of a Missile

Wow Read This!!!
On April 2, 1984, a Soviet military commander at the Yurya missile complex near Kirov in the western Soviet Union ordered the launch of six SS-20 missiles on a polar trajectory toward the United States. That act fundamentally altered the strategic equation between the U.S. and USSR.

Presumably carrying dummy warheads, the missiles were destroyed over the polar regions of the Barents Sea north of the Soviet Union. But it was the first hard evidence that SS-20s might be targeted on the United States. The U.S. and NATO governments have been saying for eight years that the SS-20 is an intermediate range missile aimed at targets in Western Europe and the Far East, and the Soviets have encouraged that view.

It was in 1976 that a report by President Ford first revealed the SS-20, a new two-stage Russian missile which had been discovered by the "Big Bird" reconnaissance satellite. It was a quantum leap forward in Russian missile technology. With a solid-fuel propellant, the SS-20 can be fired very rapidly with a 95 percent launch reliability. A truly mobile missile mounted on its own launch vehicle that can be driven on standard roads, it can stay on the move and be hidden by camouflage or in any building, making it impossible to target with confidence.

The launch vehicle can fire a missile and then drive to a new location for a second firing, providing a multiple-launch capability, which further complicates U.S. and NATO targeting. But most significant is its great accuracy. With an advanced computerized guidance system, its three warheads are said to be accurate to within 300 yards of their targets, enabling them to strike discrete military facilities with a high degree of precision.

The SS-20 has been considered an intermediate range ballistic missile (IRBM) designed to strike targets in Western

Europe at ranges of 1,500 to 2,500 miles, carrying three nuclear warheads of 100 to 150 kilotons each (the Hiroshima bomb was 17 kilotons). But the Soviets can increase the range of the SS-20 by reducing the size or number of warheads. By changing from three warheads to one, or by deploying the SS-20 to the far north of the USSR, it can reach most targets in the United States. By comparison, the U.S. Pershing II missile being deployed in Europe as a counter to the SS-20 has a range of only 1,200 miles. It was deliberately limited in range to prevent it from reaching Moscow, so it would not be provocative to the Soviet Union.

Another way of increasing the range of the SS-20 is to add a third stage, which converts it into an SS-16 ICBM. The Soviets are believed to have from 100 to 200 SS-16s that can be loaded onto and fired from SS-20 launchers. Existing SS-20 IRBMs can be converted to SS-16 ICBMs by adding the third stage, a feat the Soviets are claimed to have accomplished in the field.

Because of its mobility, U.S. intelligence cannot say with assurance how many SS-20s there are or where they are. The most recent estimate is that there are about 400 launchers, but how many missiles are available to be fired by each launcher is unknown, although it is known that the Soviets have extra SS-20s for reloading.

This is a classic example of the weakness of SALT II. The SS-20 was not covered by SALT II because it was considered a medium-range weapon rather than an ICBM. But the multiple firing of SS-20s on a northern azimuth is the final evidence of its metamorphosis from IRBM to ICBM.

At an arms control seminar last September, Samuel Cohen,

Continued on page 4

The Metamorphosis of a Missile (Cont. from p. 3)

known as the father of the neutron bomb, asked "Is the SS-20 really an IRBM?" He answered "probably not," explaining that the Soviets did not need such an IRBM since they had

signed to "roll over" after launching and head for targets in Europe. But don't count on it!

It is time to accept the SS-20 for what it is — a highly accurate mobile missile with a dual capability of striking

THE WHITE HOUSE

WASHINGTON

August 16, 1984

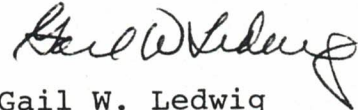
Dear Ms. Handler:

Mr. Deaver has asked that I acknowledge the receipt to your August 14, 1984 letter and the attached material for his consideration. You can be assured that he was happy to know of your interest in assisting our campaign effort. He has asked me to forward your letter to the Reagan-Bush '84 campaign, and I am sure you will hear from them if you can be of assistance to the effort.

Thank you again for your kind offer and for your continued support of President Reagan.

With best wishes,

Sincerely,



Gail W. Ledwig
Staff Assistant to
Michael K. Deaver

Ms. Ruby Handler
Abrams-Rubaloff & Associates
8075 West Third Street, Suite 303
Los Angeles, California 90048

DB / ~~pl~~
ack & forward
to campaign

Aug. 14, 1984

5:25 p.m.

Mr. Deaver,

As a long supporter of President Reagan, I would be honored if you would consider the addition of some occasional "magic" to the campaign!

This attached xerox copy is a poster for a film with the familiar White House.

At any rate, thank you for your time and keep up the good work.

Sincerely,

Gaby Handler

(213) 652-7011

THE WHITE HOUSE

WASHINGTON

August 17, 1984

Dear Ben:

Thank you for your kind offer of assistance to the President on his re-election effort.

Schuyler Baab is our campaign's liaison to voter coalitions. He will contact you shortly regarding your role in the general election period.

Again, thank you for writing and your kind offer to be of assistance.

With best wishes,

Sincerely,



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

Mr. Ben Fernandez
2005 North Tyler Avenue
Post Office Box 3225
South El Monte, CA 91733

THE WHITE HOUSE
WASHINGTON

july 24, 1984

Mr. Deaver:

Did you wish to acknowledge
or do you just want referred
to Lee Atwater?

Acknowledge _____

Refer to Lee ☒ _____

*get response from
me.*

THE WHITE HOUSE
WASHINGTON

July 24, 1984

Lee:

Would you do a response
to Ben from MKD.

Thanks.

BEN FERNANDEZ

Economist

2005 North Tyler Avenue • P.O. Box 3225
South El Monte, California 91733
(818) 442-3193

July 18, 1984

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

Dear Mr. Deaver:

I would like to help out in Campaign '84.

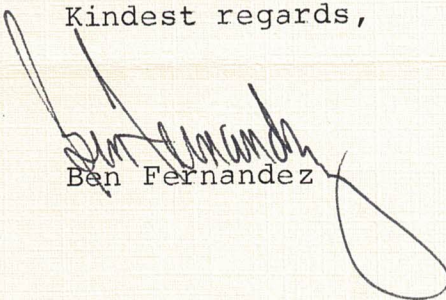
During Campaign '80, I travelled extensively throughout the United States on behalf of Mr. Reagan, and from every indication, I was very effective.

I am prepared to take time off from my business to once again support the President.

If we do not put all of our efforts behind the President's reelection bid, we may be in jeopardy. We must win. We cannot permit the Democrats to reverse the excellent start made by the President in slowing down the trend toward a social - welfare state.

As a volunteer, what can I do to help?

Kindest regards,



Ben Fernandez

BEN FERNANDEZ

Economist
2005 North Tyler Avenue • P.O. Box 3225
South El Monte, California 91733
(818) 442-3193

July 17, 1984

Mr. Ronald W. Reagan, President
The United States of America
The White House
Washington, D.C.

Dear Mr. President:

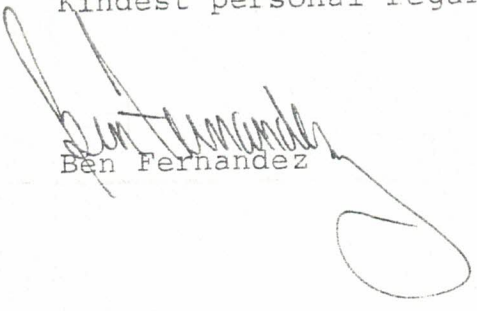
It is time for all of us to go to work.

As in Campaign '80 when I served as a surrogate speaker, I would like to offer my services again during Campaign '84.

We absolutely must win, for I fear a return to a social welfare mentality on the part of the Democratic candidate. Mondale must be stopped, and I would like the opportunity to stand at your side again as we battle to victory.

I stand ready to assist you in any way you deem necessary.

Kindest personal regards,


Ben Fernandez

THE WHITE HOUSE

WASHINGTON

August 17, 1984

Kay
Dear Mr. Sugahara:

Thank you for your letter of July 17, concerning your discussions at the Chinese Embassy about the U.S. election campaign and related matters.

Officials of our government have been urging the Chinese for some time to learn more about the American system, especially the U.S. Congress and the way it operates. The Chinese are now doing this and have raised the level of their effort to learn more about the U.S. Congress and to make contact with more individual Senators and Congressmen. They have asked a number of other organizations and individuals, in addition to your Institute, to give them advice or make recommendations on these matters.

We are also aware of their interest in the political conventions, their attendance at the Democratic convention in San Francisco, and their intention to attend the Republican one in Dallas, and we think that this, too, is a good thing. Obviously, the better they understand our system and we theirs, the easier it will be to work together and find solutions to our problems.

If your organization is going to be in regular contact with the Chinese Embassy, you might find it useful to stay in touch with the State Department, which follows Chinese interests and activities in detail.

Thank you again for your letter and your observations on the political scene.

Sincerely,

Mike

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

Mr. Kay Sugahara
Chairman
U.S.-Asia Institute
209 C Street, S.E.
Washington, D.C. 20003

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118293 MEMO

1

8/7/1984

B1

ROBERT KIMMITT TO M. DEEVER RE LETTER
FROM MR. KAY SUGAHARA (COPY OF DOC
#118292)

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THE WHITE HOUSE

WASHINGTON

August 17, 1984

Dear Mr. Chesshyre:

Thank you for your letter of July 26, 1984 requesting an interview with President Reagan.

As I am sure you realize, his schedule is extremely crowded at this time, but we will keep your request on file and hopefully be able to arrange something for you sometime in the near future. We will be in touch.

With best wishes,

Sincerely,

A handwritten signature in dark ink, appearing to read "Michael K. Deaver". The signature is fluid and cursive, with a prominent initial "M".

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

Mr. Robert Chesshyre
Chief U.S. Correspondent
The Observer
Washington Bureau
1331 Pennsylvania Avenue, N.W., Suite 508
Washington, D.C. 20004

THE WHITE HOUSE
WASHINGTON

August 7, 1984

MEMORANDUM FOR MICHAEL DEAVER

FROM: Larry Speakes

The attached Robert Chesshyre letter seeks an interview in Dallas or the week after. As you know, we will have to turn him down.

THE WHITE HOUSE
WASHINGTON

August 7, 1984

THE WHITE HOUSE

WASHINGTON

August 7, 1984

MEMORANDUM FOR MICHAEL DEAVER

FROM: Larry Speakes 

The attached Robert Chesshyre letter seeks an interview in Dallas or the week after. As you know, we will have to turn him down.

WHITE HOUSE CORRESPONDENCE TRACKING WORKSHEET

- ☐ O - OUTGOING
☐ H - INTERNAL
☐ I - INCOMING

Date Correspondence received (YY/MM/DD) 84, 07, 30

NAME OF CORRESPONDENT: Robert Chesky

☒ DC Mail Report User Codes: (A) _____ (B) _____ (C) _____

SUBJECT: Request to interview Robert
Reagan

ROUTE TO:	ACTION		DISPOSITION	
Office/Agency (Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response	Completion Date YY/MM/DD
<u>DO S, H</u>	<u>C</u>	<u>84/07/30</u>		<u>C 84/07/30</u>
<u>PSSPEAK</u>	<u>C</u>	<u>84/07/30</u>		<u>S 84/07/31</u>

ACTION CODES:		DISPOSITION CODES:	FOR OUTGOING CORRESPONDENCE:
A - Appropriate Action	I - Info Copy Only/No Action Necessary	A - Answered	Type of Response = Initials of Signer
C - Comment/Recommendation	R - Direct Reply w/Copy	B - Non-Special Referral	Code = "A"
D - Draft Response	S - For Signature	C - Completed	Completion Date = Date of Outgoing
F - Furnish Fact Sheet to be	X - Interim Reply	S - Suspended	

COMMENTS: pls give guidance. Thanks.

THE WHITE HOUSE
WASHINGTON

July 30, 1984

TO: Larry Speakes/Bob Sims

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

☐ Information

☒ Action

MKD would like your guidance
on this request.

Thanks.



THE OBSERVER
(LONDON)

Washington Bureau
SUITE 508
1331 PENNSYLVANIA AVE., N.W.
WASHINGTON, D.C. 20004
TELEPHONE: (202) 737-1130

July 26, 1984

244108

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

Dear Mr. Deaver:

I wrote to you at the time of the President's visit to Europe earlier this year in the hope that it might be possible to have an interview with him. At that time you said that his schedule was too tight, and I replied that I would contact you later in the year in the hope that there might be another opportunity. This is what I am now doing.

Would there be any chance of an interview with Mr. Reagan either shortly before the convention or during the week between Dallas and Labor Day. As I said in my previous letters - I also wrote to David Gergen last year - a major interview with the President would obviously be read avidly by British readers, and by readers of the worldwide network of papers that take our syndication service. This is particularly true now on the eve of the Presidential election, when worldwide attention is focused on the United States.

I would wish to talk both about questions that are of particular concern to the British, as well as ask the President about his feelings and expectations for the coming campaign.

I look forward to hearing from you,

Yours sincerely,

Robert Chesshyre

Robert Chesshyre
Chief U.S. Correspondent

THE WHITE HOUSE

WASHINGTON

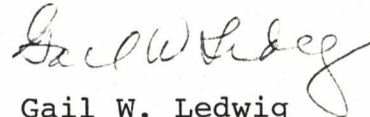
August 17, 1984

Dear Mrs. Perlmutter:

Mr. Deaver has asked me to acknowledge the receipt of your letter to Mrs. Wick dated July 26, 1984 which was brought to his attention. He was delighted to know of your interest to become involved in the Reagan-Bush '84 effort. He has asked me to forward your correspondence directly to the campaign. You can be assured your many talents and your abilities will be given every consideration. I am sure you will be hearing from the campaign very soon as to how you can contribute.

Thank you again for your interest in participating in the campaign.

Sincerely,



Gail W. Ledwig
Staff Assistant to
Michael K. Deaver

Mrs. Kathryn Finley Perlmutter
2345 Egandale Road
Highland Park, Illinois 60035

MJW

refer
to campaign
8/19/84
secret

Dear Mike -

I thought you might be interested in the enclosed information. I was told Kathy is a very bright, articulate lady who might be helpful as a speaker. I liked the directness of her letter and certainly

Right now I am serving on the Chicago Public Library. I'm also serving on the Reese Hospital, Presbyterian St. Luke's Hospital, Cerebral Palsy Women's Board, National Foundation for Children with Learning Disabilities Women's Board, Steppenwolf Theater Company and the Hubbard Street Dance Company Benefit Board.

Professionally I have a seat on the Chicago Board of Options Exchange and trade for my own account. Prior to this I was a stock broker running the midwest institutional options program for the then Blyth Eastman Dillon Company.

I have had theatrical and television acting experience in the past and am a member of the Screen Actor's Guild. I have a Spanish degree and am fairly fluent in the language.

I feel I definitely have the ability to be convincing. I am not, however, well enough versed in the Republican Party's Platform to be able to present the President's policies and plans without being thoroughly coached. I have never been actively involved in any form of politics.

If you would be interested in my participation as a speaker for President Reagan, I would be more than happy to help in any way I can.

Sincerely,

Kathy Perlmutter
Kathryn Finley Perlmutter

P.S. I am married and a mother of two.

cc: Martin Appel

THE WHITE HOUSE

WASHINGTON

August 17, 1984

Dear Nancy:

Thanks for thinking of me and sending along the article on "New Directions in Product-Safety Regulation" from the current issue of Directors and Boards for my attention. I am delighted that you were provided such an opportunity to share the story of your successes.

Thank again for sending it. Your work is a credit to the Administration.

With best wishes,

Sincerely,



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

The Honorable Nancy Harvey Steorts
Chairman of the U.S. Consumer Product Safety Commission
1111 Eighteenth Street, N.W.
Washington, D.C. 20207

UNITED STATES
CONSUMER-PRODUCT SAFETY COMMISSION

The Chairman

August 15, 1984

Honorable Michael K. Deaver
Assistant to the President
The White House
Washington, D.C. 20500

Dear Mike:

In the current issue of Directors and Boards, I was given the opportunity to recount the successes of the Consumer Product Safety Commission's cooperative approach to consumer product safety.

The American consumer, the business community and government have all benefited from this new partnership.

I thought you might enjoy reading the article.

Sincerely yours,

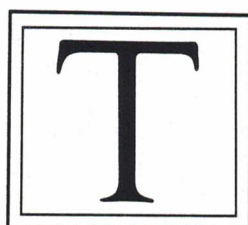


Nancy Harvey Steorts
Chairman

Enclosures

New Directions in Product-Safety Regulation

*An action agenda that calls for an intensified
role for the CEO and the board.*
by Nancy Harvey Steorts



he book *Megatrends* by John Naisbitt, which has been on the best-seller lists for a year, is being compared by some critics to such influential books as *The Organization Man* and *Future Shock*. Of personal interest to me is the fact that several of the ideas expressed in this book parallel my own. For example, in a chapter that outlines the current movement away from representative democracy and toward a participatory democracy, Naisbitt voices a philosophy that applies to the new era of product-safety regulation: "People whose lives are affected by a decision must be part of the process of arriving at that decision."

Here are 10 related trends that I see occurring in the field of consumer product-safety regulation — which I call my *reg-u-trends* for the corporate executive of tomorrow.

1. A New Status for Product Safety

The first major trend I see is the upgrading of the importance of product safety in the minds of corporate executives: It has moved from the technical level to the executive level — out of the research laboratory and into the boardroom. In years past, product safety was solely the province of the scientists, the engineers, and the product designers. This is no longer the case. Instead, it is now frequently the primary concern of one of the major officers of the company: sometimes a vice president in charge of quality control or consumer affairs, and often a chief executive officer.

No doubt the consumer movement that began in the 1950s served to raise the corporate consciousness about the need for product safety, a fact that was driven home by the creation of the Consumer Product Safety Commission 10 years ago. The development of "Nadarism" and the subsequent increased emphasis on litigation have made the executive painfully aware of the meaning of product liability.

I have seen numerous examples of companies taking the responsibility for safety testing and for incorporating safety in production. A toy-manufacturing company, Fisher-Price, tests each of its products before it leaves the factory. At Carrier Corp. safety is made a vital part of an extensive quality-control program that double-checks safety factors at each stage in the manufacturing process. Celanese Corp. has put out a booklet titled "Product Safety: It's Everybody's



Nancy Harvey Steorts is Chairman of the U.S. Consumer Product Safety Commission. She is also Chairman of Executive Women in Government.

Business." In the introduction are these important statements: "Product safety is on the very cutting edge of social responsibility. The product-safety program at Celanese is the focal point of the corporation's overall commitment to health, safety, and environmental protection.... Product safety is more than just complying with the law or being a good corporate citizen. It also makes good business sense."

Conscience of the board

The safety issue, whether it is product safety, food safety, airplane safety, or whatever, should be a part of the overall management agenda of the corporation. I also think it should be a part of the agenda for corporate boards of directors. The board represents different publics, and I feel very strongly that there should be directors who can be the conscience of the board on safety issues. There are directors who have this expertise and there are those who don't, but it is extremely important that the public concern for safety be on the board agenda on a continuous basis.

2. Balance of Consumer/Business Needs

As with many new movements, the initial consumer movement was excessively one-sided. Because of this the Consumer Product Safety Commission, a child of the marriage between consumerism and big government, was born with an adversarial chip on its shoulder. A confrontational relationship was quickly established between the agency and the business community. The thinking went something like this: The consumer could do no wrong and the manufacturer could do no right. By the same token, industry and business felt that a government agency created to regulate them could not contribute anything to the development of a better product.

Fortunately, these attitudes are changing, and I am doing everything in my power to foster a nonadversarial relationship. Today we are in an era of cooperation. Cost-benefit analyses are now part of the decisionmaking process, and bottom-line considerations are being taken into account without overlooking the needs of the consumer. Much more can be accomplished if there is a three-way balanced partnership among the producer (manufacturer), the protector (the commission), and the purchaser (consumer). This has been a guiding principle during my years as chairman and will continue to be.

3. Out with the Lawyers

In his book *Megatrends*, Naisbitt points out that "Lawyers are like beavers: They get in the mainstream and damn it up." When I first came to the commission I was criticized for seeking to get rid of the lawyers. Early in my chairmanship I said that I felt it was much more important for the commission to deal directly with corporate executives, rather than through lawyers or third-party representatives.

It is my preference that when there is a problem and an industry needs to come before the commission, the executives should come *in person* and not be represented only by their lawyers. I find that much more can be accomplished if the executives who make the decisions — the marketing, design, advertising, consumer affairs, and technical representatives — are present to hear our side and for us to hear their position. In addition, and maybe most importantly, no time or meaning is lost in the translation. The actions of Johnson & Johnson in involving top management to resolve a serious product-safety problem represent what I consider the epitome of corporate responsibility. (See sidebar on page 31.)

\$25 million settlement

Industry is facing extremely expensive product-liability suits today. Consider, for example, the \$25 million out-of-court settlement against Robertshaw Controls Co. because of a gas valve that did not work. Large awards and expensive litigation are facts of life and will continue in the future. Consumers know that they can use the courts and they *will* use the courts. It's up to the corporate executive to know that if there is a problem with a product he must resolve it immediately, either by getting it out of the marketplace or by correcting it. To sit around and play litigation games is not the way to act.

4. Sharing of Information

I believe that no one can work effectively — in government or in industry — if he does not have all the information. Shortly after coming to the commission I learned that the consumer complaints we received were not being sent on to the manufacturers concerned. The complaints were being stored up in our data-collection system, and not shared with industry.

I felt that this was unfair. The company producing the product should know what we know, as soon as we know it. In this way they have a

It has been theorized that only 20 percent of the problems with unsafe products can be dealt with through regulation.

chance to deal with the situation immediately — evaluate it and respond to it *voluntarily*. If the consumer takes the time to write a letter or to make a phone call, the corporate executive should take the time to see it as an early warning of something he may need to address and to handle it.

Advisory letters to chairmen

Consequently, the commission has instituted several changes so that manufacturers will be getting consumer complaints expeditiously. Advisory letters are going out over my signature directly to the chairman or president. Additionally, and for the first time, companies will also be receiving copies of any in-depth investigations that the commission undertakes.

Just as we are trying to let industry and business know about the complaints that we are receiving, industry should let us know when it discovers a problem. Improved reporting under Section 15 of the Consumer Product Safety Act, which requires producers to report to the commission product defects that could create substantial product hazards in a *timely* fashion is a priority project of the commission for 1984. The fine for not reporting properly can be as much as \$500,000. We will increase our efforts to identify hazardous products that should be removed from the market and recalled from consumers, and we will develop additional sources of information concerning products that may present substantial product hazards.

I also ask that when a company has been doing research on a product problem, this information be shared with us. In spite of many fears and the naysayers who contend otherwise, this can work, and it has. Here are two examples:

☐ The commission and the kerosene-heater industry worked on a joint project to study pollution emissions and fire hazards. As a result, important provisions of the existing voluntary standards will be upgraded. Over the eight months the study was conducted, the industry and the commission staff shared what they knew at every step.

☐ The American Gas Association, the American Gas Association Laboratories, the Gas Research Institute, and the manufacturers of gas-fueled appliances have agreed to form a task force with the commission to study consumer exposure to emissions from unvented gas space-heaters and their health consequences.

5. *The Food and Drug Initiative*

In many respects, the food and drug industries have led the way on the innovative consumer-oriented issues — for example, in the development of nutritional labeling with substantial consumer information. The food industry had leaders like Bill Smithburg at Quaker Oats and Jim Ferguson at General Foods who understood that they had to address these issues.

I have also noticed a change when food and drug corporations take consumer-product companies under their corporate umbrellas. When this happens an interrelationship develops, particularly in the areas of quality control and hazard analysis, as many of the high performance standards used for food and drugs are also applied to consumer products.

6. *The Bottom-Line Benefit of Consumer Information*

In addition to the development of safer products by change of design, I firmly believe in the need for adequate consumer education and information. After all, the vast majority of safety problems are created by consumer misuse rather than by product fault. It has been theorized that only 20 percent of the problems with unsafe products can be dealt with through government regulation.

Application of information

The commission has addressed several product-safety problems specifically through information and education — creatively and effectively:

☐ One of our priority projects for 1983 was a highly successful smoke-detector campaign, because smoke detectors provide an early-warning system when fire strikes. Another was our electrical safety awareness program. Over 1.6 million electrical safety audit checklists have been distributed through public/private-sector cooperative programs.

☐ The commission has had meetings with representatives of the mesh-sided-crib industry, the chainsaw industry, and the gas-valve-control industry. All three are developing consumer-information programs as a technique to reduce or eliminate death and injury associated with their products.

A study conducted for Coca-Cola Co. in cooperation with American Express Co. supports my philosophy on consumer information. This study is the first report to demonstrate that

One excellent example of retailer cooperation came out of a meeting with executives of Macy's.

education programs can be a cost-effective way to improve corporate image and brand loyalty. Briefly, here are some of the findings:

- Confidence in the sponsoring company increases;

- There is an indication that more of the sponsoring company's products will be purchased;

- The sponsoring company enjoys the benefits of a better educated consumer base;

- The findings also suggest a behavioral change can be achieved by consumer-education campaigns.

There is outstanding opportunity today for corporate America to conduct educational programs in cooperation with the public sector. Suggestions should be coming forward from top management and the board.

7. *The Need To Sell Safety*

Closely aligned with the need for consumer education and information is what I describe as the need to "sell" safety. I firmly believe that safety features of a product will help sell it if the product is marketed properly.

Manufacturers and retailers need to look at

their preconceived ideas of why a customer selects one product over another. For a very long time *price* has been believed to be the prime consideration, followed by color, brand name, convenience, status, etc., in one order or another. However, times have changed. These traditional tyrants of product selection are being replaced by a combination of new factors, with safety a prime consideration.

This is borne out in a unique national study conducted by Research & Forecasts Inc. for Whirlpool Corp. Titled "The Whirlpool Report on Consumers in the 80s: America's Search for Quality," this study noted that when making judgments of the quality of manufactured goods, four characteristics are said to be important *all the time* by more than half of all Americans. At the top of the list is safety: 80 percent of Americans named safety as an always important key indicator of quality. Safety was followed by workmanship (74 percent), and materials (66 percent). Incidentally, a high price was considered a key indicator of quality by only 24 percent of those polled.

The truth is that safety features add value to

**To sit around
and play
litigation games
is not the
way to act.**

Avoiding a Recall: J&J's Open Presentation

Soon after the unfortunate Tylenol capsule poisonings in Chicago, Johnson & Johnson and their subsidiary, McNeil Co., faced a second problem that fell directly under the jurisdiction of the Consumer Product Safety Commission. Unbeknownst to the company, their changeover to tamper-resistant packaging on some of their products had created a new problem: The new packaging did not meet the commission's regulations for child-resistant closures under the Poison Prevention Packaging Act.

Instead of fighting the commission, the company handled the matter in much the same way it had dealt with the Chicago poisonings: with responsibility and candor. At my suggestion, Jim Burke, the chairman, and David Clare, the president, and 16 members of the executive staff came to the commission to make a direct presentation. In this presentation, led by the chairman and president, they identified the rea-

sons for the cap failures, the solutions that they were proposing, and the additional quality-control steps that were being initiated to guard against future occurrences. On the basis of this data and the frank and open presentation, the commission decided that no recall was necessary and that the corrective plan was acceptable.

What could have been a devastating second blow to this company turned out to be one of the most outstanding examples of corporate responsibility that I have yet seen. Had they not handled it that way — had they said, "Well, we don't have a problem and we're going to send our lawyers in to work with your lawyers" — who knows what could have happened? It could have even been the demise of their product.

This is the way every company should act. Corporations today must understand that not only must they get involved in product-safety issues, but that they must have the right people working on it. I want to see lawyers move out of the process and the CEO and top corporate executives move into the process.

N. H. Steorts

a product. Instead of burying this information, the manufacturers and the retailers should promote it. Many consumers will pay more if they are aware that they are buying a safer product.

8. *The Missing Link: The Retailer*

In the past, consumer-product safety has been thought of primarily in terms of manufacturers. This is consistent with the old idea that product safety is only a technical/design concern. As I see it, the only way to fully achieve product safety is to bring the retailer in closer.

I intend to get the retailer more involved in this aspect of merchandising. Safety should feed straight through the entire merchandising process. The retailer is the manufacturers' consumer. It is the retailer that can ensure that only safe products reach the marketplace.

Retailers' persuasive power

It is a matter of buying power. One excellent example of retail cooperation recently came out of a meeting with executives of Macy's. In response to a compliance letter regarding non-compliance sleepwear, the president, Herbert Yalof, came to a meeting in my office. As a result of that meeting, Macy's is going to create a training tape for its buyers and assistant buyers. In addition, a training tape for all members of the National Retail Merchants Association is being developed.

The retailer will have an effect particularly if he takes upon himself the responsibility to be sure — to test — to see that the products he buys are safe. Additionally, if this happens manufacturers will probably be much more careful in adhering to safety standards.

9. *Local/World Interrelationship*

According to Naisbitt, one of the current megatrends is a change from a national economy to a world economy: We must now adjust to living in a world of interdependent communities. The burgeoning international trade in goods is giving rise to new consumer concerns.

This is already evident in the field of consumer-product safety, where America is looked to as the world leader. With just a few exceptions, we have the best and strongest consumer-product safety standards in the world. From talking to representatives, I know that many American associations are working closely with foreign manufacturers to bring them up to date on what is being done in this country. This is particularly true with toys, chainsaws, and kerosene heat-

ers. But more still needs to be done to bring the importer into the safety circle.

Last year I was invited to speak in both England and Sweden about the Consumer Product Safety Commission and how it works. In response to this quest for knowledge about product safety, I have initiated briefings for embassy trade officials to keep them informed about consumer-product safety. A new global interrelationship is developing, and safety is, again, a prime consideration.

'Made in the U.S.A.'

Recently, the commission affirmed its existing export policy under the Consumer Product Safety Act and the Federal Hazardous Substances Act. I voted to retain this policy because I feel that in the minds of the people of the world, "Made in the U.S.A." stands for quality and safety, and this should never be compromised to any degree.

10. *The Importance of Involvement in Product Safety*

As my final reg-u-trend, I return to the point made in the beginning: namely, Naisbitt's assertion that, "People whose lives are affected by a decision must be part of the process of arriving at that decision." I have related my insistence on involving corporate executives in meetings concerning problems with their products, and the ways in which changes have been made in the distribution of consumer complaints. Here are two other examples of consumer and industry involvement:

□ On June 27, 1983, the commission held its first public meeting on setting priorities, obtaining input from outside the agency regarding priority projects for fiscal year 1985.

□ On July 29, 1983, the commission voted 5-0 to change its rules on public participation. Prior to that date members of the public were allowed to attend commission meetings, but their attendance was limited to observation. The rules stated flatly that attendance "shall not include participation." In fact, to allow the June meeting, the commission had to waive this rule. The rule has now been changed, and future participation shall be at the commission's decision.

Everyone — and that includes top management and the board — needs to be involved in product safety, and we at the Consumer Product Safety Commission are doing our part to be sure that everyone can and will participate. ■

I have noticed a change when food and drug companies take consumer-product companies under their corporate umbrellas.

THE WHITE HOUSE

WASHINGTON

August 17, 1984

Dear Kay:

Thank you so much for your letter in which you expressed concern regarding the size of our federal budget deficits. I share your concern and I can assure you that these deficits are a primary concern of this Administration.

As you implied in your letter, the deficits are the result of government outspending its ability to pay for its programs. I am very optimistic, however, that the new bipartisan agreement to cut the size of the deficit will set a precedent for fiscal prudence. As we stated before, the "down payment" is merely a first step in our struggle against the deficits. I am hopeful that this first step is the start of a trend toward future action on the deficits.

You can assure your friends that we in the Administration are confronting the deficits.

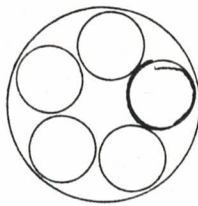
Thanks again for writing.

Sincerely,



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

Ms. Kay Sugahara
Chairman
Fairfield - Maxwell Ltd.
277 Park Avenue
New York, New York 10172



705171
sent for
reply. ASAP

FAIRFIELD-MAXWELL LTD.
International Finance, Ocean Transportation and Management
June 16, 1984

238033

~~CONFIDENTIAL~~

The Honorable Michael K. Deaver
Assistant to the President
The White House
Washington, D.C. 20505

DETERMINED TO BE
ADMINISTRATIVE MARKING
E.O. 12958, as amended, Sect. 3.3(c)
BY NARA 1603 DATE 2/2/11

Dear Mr. Deaver:

I have been greatly disturbed in talking to a number of people in the various clubs that I belong to. They are uneasy about the huge deficit created by our conservative President.

I have told them that in my judgment the total Federal spending by the U.S. Government represents the hopes and dreams of the American people. The legislation mandating these programs results from Congressional action. Congress is responding to the pressure from the American electorate. The problems stem from the fact that Americans generally feel they have unlimited money to spend for unlimited programs. On the other hand, our income is limited by the tax structure imposed by Congress. The difference between the nation's dream and the actual income represents the U.S. deficit. The American dream must determine whether we will have to limit the American dream or tailor spending to match income. As a nation, it is difficult for our people to accept limits, but the U.S. cannot pay for all the programs we want domestically and realize the aspirations of all emerging nations abroad without encountering some difficulty.

Do you think it is possible to get these facts clearly established in the minds of the American people before the opposition plays this up as the major issue? It is difficult for my conservative friends to understand how the Republican flagbearer can create a deficit larger than the record established by the Democrats. Would you be good enough to give me your thinking in this matter?

Incidentally, we at U.S. Asia Institute are starting to see the benefits from the program with the People's Republic of China that you helped arrange.

With warmest regards,

Kay Sugahara
Kay Sugahara
Chairman

THE WHITE HOUSE

WASHINGTON

August 17, 1984

Dear Congressman Gingrich:

Thank you for your letter and analysis of the "Dear Commandante" letter sent to Nicaraguan Head of State Daniel Ortega by ten members of the House of Representatives. Please be assured that your concerns over this communication are shared within the Administration.

In regard to the letter itself, we obviously take no exception to the expressed desire of the signers in seeing the implementation of genuine democracy in Nicaragua. It must be noted, however, that serious questions remain concerning the elections planned by the Sandinistas. Their actions and statements, most recently those by Bayardo Arce, seem to indicate that the Sandinistas have no real intention of allowing a truly democratic process to occur. Further, the letter does not address other serious problems that we see in Nicaragua about which the President and other Administration officials have expressed concern: Nicaragua's export of subversion, their unprecedented military build-up, and the continued presence in Nicaragua of some 10,000 or more Soviet and Cuban personnel, to include over 3,000 military and security advisors. Thus far, the Sandinistas have refused to take concrete measures to respond to our concerns in these areas, even though we have made clear to them that we would be responsive to any positive steps on their part.

As a result of this Sandinista intransigence, Nicaragua remains a security threat to us and our friends in Central America. To cope with this threat we need, more than ever, Congressional and popular support for our approach toward Central America. In short, the nation needs a bi-partisan effort to assure that democratic institutions and free enterprise economies in Central America can be protected from the threat of externally-supported subversion or aggression. You should know that all in the Administration appreciate your continued help in this endeavor, and are particularly grateful for your efforts to bring this problem to the attention of the American people.

Sincerely,

A handwritten signature in dark ink, appearing to read "Mike". The signature is written in a cursive, slightly slanted style.

The Honorable Newt Gingrich
House of Representatives
Washington, D.C. 20515

NEWT GINGRICH
SIXTH DISTRICT, GEORGIA



COMMITTEES:
PUBLIC WORKS AND
TRANSPORTATION
HOUSE ADMINISTRATION

WASHINGTON OFFICE:
1005 LONGWORTH HOUSE OFFICE BLDG.
WASHINGTON, D.C. 20515
(202) 225-4501

Congress of the United States

House of Representatives

April 16, 1984

SUITE 5, PHOENIX CENTER
1657 PHOENIX BOULEVARD
COLLEGE PARK, GEORGIA 30349
(404) 221-3854

POST OFFICE BOX 848
GRIFFIN FEDERAL BUILDING
GRIFFIN, GEORGIA 30224
(404) 228-0389

CARROLL COUNTY COURTHOUSE
CARROLLTON, GEORGIA 30117
(404) 834-6398

COUNTY OFFICE BUILDING
22 EAST BROAD STREET
NEWNAN, GEORGIA 30263
(404) 253-8355

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

*pls get
me a draft
from NSC.*

222951

Dear Mike:

In the debate on Nicaragua last Thursday night, House Majority Leader Jim Wright admitted that he and nine other Members of Congress had written a "Dear Commandante" letter to the Nicaraguan dictatorship on March 20, 1984.

While this letter so far has received little press attention, it may prove to be a decisive turning point in the post-Vietnam Congressional involvement in the daily execution of foreign policy.

There are five key things wrong with this "Dear Commandante" letter:

1. In stating "We have been, and remain, opposed to U.S. support for military action directed against the people or government of Nicaragua," these Congressmen step across the boundary from opposition to a policy, to undercutting that policy.

As Americans, we all have the right to publicly and vigorously oppose the policies of our government. We don't have the right to undercut such policies. The covert actions against Nicaragua had been authorized by Congress and paid for by Congressional appropriations.

These men wrote a letter to a foreign government and the effect can only be to make U.S. policy more difficult to implement. That's clearly wrong.

2. The letter concludes with the Members saying "(We) pledge our willingness to discuss these or other matters of concern with you or officials of your government at any time." This clearly violates the Executive Branch's exclusive prerogative of negotiating with a foreign government.

The Founding Fathers learned the hard way, under the Articles of Confederation, that multiple players in foreign policy and especially legislators getting involved, would

THE WHITE HOUSE

WASHINGTON

August 17, 1984

Dear Mr. Bialkin:

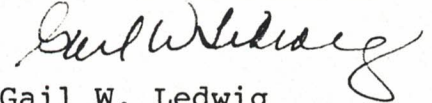
In the absence of Mr. Deaver, I wish to acknowledge receipt of the book, From Time Immemorial: The Origins of the Arab-Jewish Conflict Over Palestine by Joan Peters.

I know Mr. Deaver will be most interested in giving the book his utmost attention and he would want me to thank you for sending it to him.

Thank you for the thoughtfulness which prompted your sending it.

With best wishes,

Sincerely,



Gail W. Ledwig
Staff Assistant to
Michael K. Deaver

Mr. Kenneth J. Bialkin
National Chairman
Anti-Defamation League of B'nai B'rith
One Citicorp Center
154 East 53rd Street
New York, New York 10022



Kenneth J. Bialkin
National Chairman
One Citicorp Center
153 East 53rd Street
New York, NY 10022
(212) 935-8000

August 9, 1984

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

Dear Mr. Deaver:

There is occasionally published a book which deserves serious consideration in debate on important public issues. Joan Peters' book From Time Immemorial: The Origins of the Arab-Jewish Conflict Over Palestine is useful for an understanding of the Jewish-Palestinian issue and I am pleased to send you a copy with my best wishes.

Sincerely,

A handwritten signature in blue ink that reads "Kenneth J. Bialkin". The signature is written in a cursive style.

Kenneth J. Bialkin
National Chairman
Anti-Defamation League
of B'nai B'rith

KJB:sm
Enc.

THE WHITE HOUSE

WASHINGTON

August 17, 1984

Dear Mr. Syddall:

Thank you for your letter of August 13, 1984 to Mr. Deaver extending your kind offer to help in the re-election effort of President Reagan. In the absence of Mr. Deaver I am taking the liberty of forwarding your offer to the appropriate person at the Reagan-Bush '84 campaign. I am sure your talents and abilities will be given every consideration and you will be hearing from them very soon.

Thank you again for writing and letting us know of your willingness to become involved in the Reagan-Bush '84 effort.

With best wishes,

Sincerely,

Gail W. Ledwig
Staff Assistant to
Michael K. Deaver

Mr. Clive Syddall
Clive Syddall Production Inc.
211 West Fifty-Sixth Street
New York, New York 10019

THE WHITE HOUSE
WASHINGTON

L PRODUCTIONS INC.
FIFTY-SIXTH STREET
C. NEW YORK 10019
2 956-6557

TO: *Jim Lake*
FROM: MICHAEL K. DEEVER
Assistant to the President
Deputy Chief of Staff

13th August 1984

☐ Information

☒ Action

*As. respond to this
offer.*

o offer my help and expertise to assist in the
teagan.

vision producer, I covered President Reagan's
can Party's nominee in 1976. This included
documentary on his campaign in the Florida
kindly assisted us, along with Lyn Nofziger,
with both the President and Mrs. Reagan. A
the President at his home in Pacific Palises to
month later, we film a twenty minute interview prior to the Republican Convention, which
you again arranged for us. I returned to England and later became the
nightly show Editor of Newsnight, the BBC's daily news and current
affairs show.

Two years ago, I emigrated to the United States to become an
independent television and feature film producer in New York.

As both a European and now a permanent resident in the United
States, one area where my expertise may prove useful would be the daily
management of the foreign television and press corps. This would
alleviate the burden of the press office dealing with their demands
every day during the campaign and allow the press office to devote their
time to more urgent responsibilities.

I have therefore written to Larry Speakes to make him aware of my
desire to assist in the re-election of President Reagan and have
enclosed details of my career to date.

Yours sincerely

Clive Syddall
Clive Syddall

THE WHITE HOUSE

WASHINGTON

August 17, 1984

MEMORANDUM FOR ASSISTANTS TO THE PRESIDENT

FROM: MICHAEL K. DEAVER⁷

SUBJECT: Republican National Convention

This is directed to the members of your staffs attending the Republican National Convention as well as those already in Dallas.

As I am sure you are aware, many members of the staff are already in Dallas, with many more to soon join them. Therefore, you should be prepared for the fact that resources will be limited and many accommodations, which we have come to expect, will not be available.

Specific information and details will be provided to staff members by the Advance Staff upon arrival in Dallas. For those staff members already in Dallas, a memorandum will be distributed to hotel rooms Sunday evening.

TRANSPORTATION: Motorpool vehicles will be very limited in number. Staff members should plan on utilizing a shuttle system which will run between the Convention Center, the Hyatt Reunion (RNC Headquarters) and the Anatole Hotel. A limited number of vehicles will be available for senior staff use; those with access to this pool will be notified directly. All staff members should plan on finding their own means of transportation to and from personal appointments and private activities.

ACCESS: Staff access to Presidential events will be on a case-by-case basis. For example, some staff seating will be provided at the Prayer Breakfast, but most staff members should plan on purchasing tickets to that event if they care to attend. Staff members other than occupants of Control and Support cars will not be transported in Presidential motorcades. Any shuttle transportation to events will be announced.

HOTEL ACCESS: Access to the Tower of the Anatole will be limited. Access to other portions of the hotel will be unlimited, except in those areas where the President or other protectees might be attending an event at any given time.

Access to the Tower where the White House Staff will be quartered will be granted by displaying one of the following:

1. White House Pass
2. Traveling Staff or Guest Pin
3. Room Key (for Tower room numbers only)
4. Reagan-Bush Convention ID which you should now hold

Additionally, persons holding one of the above can escort a guest or appointment into the Tower by meeting that person at the security points and walking him/her into the secured area. As in the case of a West Wing appointment, the staff member who escorts the guest through security will take responsibility for remaining with that guest and for seeing that the guest leaves the Tower upon completion of his/her business.

Keys and registration cards for White House Staff arriving prior to August 21 will be in vehicles upon pick-up at the airport. White House Staff arriving August 21 can pick up room keys at the Tower Concierge area. All registration cards must be signed and returned to Brenda Riley (White House Advance Staff Office) in the Topaz Room.

Staff should be reminded to pay all incidental charges on departure from the hotel.