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**Folder Title:** Commission on Wartime Relocation and  
Internment of Civilians

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# WITHDRAWAL SHEET

## Ronald Reagan Library

**Collection Name** COUNSEL TO THE PRESIDENT: APPOINTEE FILES

**Withdrawer**

KDB 8/4/2006

**File Folder** COMMISSION ON WARTIME RELOCATION AND  
INTERNMENT OF CIVILIANS

**FOIA**

F05-0004/01

**Box Number** 796

WAKAMATSU

2

DOC NO	Doc Type	Document Description	No of Pages	Doc Date	Restrictions
1	NOTE	NOTE FROM D. E. WILSON TO DIANNA HOLLAND, ON BACK OF MEMO COVER FORM	2	10/8/1981	B6
2	RESUME	RE ROBERT MAYER	4	9/29/1981	B6
3	LETTER	FRED FIELDING TO POTENTIAL APPOINTEE	1	9/22/1981	B6
4	FORM	RE POTENTIAL APPOINTEE	1	9/17/1981	B6
5	FORM	RE POTENTIAL APPOINTEE	1	9/15/1981	B6

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-4 Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]

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B-8 Release would disclose geological or geophysical information concerning wells [(b)(8) of the FOIA]

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1 NOTE

2 10/8/1981 B6

NOTE FROM D. E. WILSON TO DIANNA  
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2 RESUME

4 9/29/1981 B6

RE ROBERT MAYER

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

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San Francisco

January 4, 1979

MEMORANDUM RE: GOOD GOVERNMENT CLUB, ETC.

Enclosed are two sets of clippings, <sup>← all Sept, 1970</sup> one dealing with the <sup>Good</sup> Government Club and one dealing with the Mailliard matter.

MARITIME GOOD GOVERNMENT CLUB

This was an effort to do something about the job famine in Pacific Coast Shipyards.

During WWII, the yards in Washington, Oregon and California employed tens of thousands of craftsmen turning out ships like pancakes for the war. At war's end, jobs dwindled to a fraction of what they had been. In 1950, employment picked up a little when we broke 500 ships nation-wide out of mothballs for the war lift of men and materiel to Korea.

By the early 60s the yards were flat again.

But there was some hope. Several lines were moving into fleet replacement. By federal law, Pacific Coast yards enjoyed what was known as the 6% differential, a federal law giving west coast yards a 6% handicap, or advantage, in bidding on federally financed shipbuilding. Eastern interests pounded away at it every year in Congress, trying to repeal it. The Western Shipbuilding Association was formed in our defense, with management and labor having equal representation on its Board of Directors. I was a founding Director and a 2 term President.

We successfully fought off repeal of the 6% differential for about 6 years, while we built about \$100 million in ships on this coast under that law. A good rule of thumb is that labor and materials are about half and half to build a new ship. So we saved about \$50 million in wages for shipyard craftsmen at good rates, until the eastern people finally beat us down and repealed the law.

Another major problem was government competition with private shipyards. The private yards were starving for ship repair work while the Navy yards were fat. The industry hired Ernst and Ernst, the CPA firm, who did a study showing a 15% to 20% higher cost in repairing ships in Navy yards.

*Handled Ford*  
We persuaded friends in the Congress to introduce a bill each year requiring that 35% of all Navy ship repair work be done in private yards. I personally worked with a Member of the House Appropriations Committee drafting the first 35/65 bill, in the early sixties, and that division of the work continues to this day.

These were the efforts that gave birth to the Maritime Good Government Club. We collected about \$2,000 - maybe some years as high as \$2500, but I doubt ever any more than that, and donated it to campaign committees of western congressmen, who helped us in our efforts to stave off repeal of the 6% differential and keep the 35/65 rule alive for us. We couldn't use Western Shipbuilding Association money, because that was all dues paid in by unions and corporations. We

collected \$50 here, \$25 there, all from individuals. When we finished the program each election year, we reported back to every contributor, telling each of them exactly where the money went - giving names and amounts.

The Maritime Good Government Club was a Political Action Committee, almost a carbon copy of the Political Action Committee which Congress has since specifically authorized for corporations. We refused to take any corporate or union money, and the PAC since authorized by Congress cannot take any union or corporate money. The corporation can operate the PAC, however, just as the unions operate COPE, but both are prohibited by law from putting in other than individual contributions. Our own PAC, the Good Government Club, was just as legal then as it would be today, except that today it would have to report to the Clerk of the House.

I cannot at this point - over 8 to 14 years later, recite the names of the House Members whose committees received donations in the various years. However, I can remember a few. One was the late Glen Lipscomb, Republican of Pasadena, member of House Appropriations, who helped us on 35/65. Another was Bernie Sisk, Democrat of Fresno, member of the House Rules Committee, who helped us, gave us more legislative advice and help than we could get from a Washington lawyer for \$5,000. I can't at this point remember whether the late Jack Shelley was still in the Congress in the early years of the Good Government Club, but if he was, his committee surely received a donation. He had been on the Merchant Marine Committee and in his last years in the Congress, was a high ranking Democrat on House Appropriations, and had as many good friends on the Republican side of the aisle as on the Democratic side. Bill Mailliard's committee also received a contribution as I recall. He was immensely helpful on the 6% differential, although he had to stand on the sidelines on the Navy issue, since he was the organizer and Commander of the Navy Reserve unit in Washington, DC, and an Admiral in the reserve.

We accomplished what we did for the industry on a poor boy basis, because we didn't have any big money to lobby with, or to contribute. We did it by hard work and with a secret weapon nobody else had. When we called on Congressmen in their offices in Washington, we went arm in arm, union and management officials together. I pounded up and down the halls of Congress many long days with Tom Rotell, then Executive Sec-Treas of the Pacific Coast District Metal Trades Council, AFL-CIO, which represented our shipyard workers on the entire coast. I sat beside him in hearing after hearing in Washington when we both testified in support of our common position.

We were non-partisan. I suppose more contributions went to Democrats than Republicans for the simple reason Democrats were in the majority, particularly in California.

PACIFIC COAST COMMITTEE FOR THE RE-ELECTION OF E. A. GARMATZ

I am quoted in the story as being uncertain about my connection with this group. The reporter caught me on the phone unprepared. I hadn't thought of that Committee for some time. It was a one-time effort, which we did on the basis of a request from the east. I definitely was a part of it and probably Chairman. And the pattern of collection was the same as I recall. The Good Government Club was a repeat effort each 2 years for some time, and thus fresher in my memory. The Garmatz thing we did only one time. And, of course, Garmatz, as a Chairman, was immensely helpful to us on the 35/65 matter, though he had a divided loyalty on the 6% differential, which was an East/West rivalry issue.

THE MAILLIARD STORY

As other clippings enclosed reveal, the Mailliard matter, which was woven somewhat into the Chronicle story about the Good Government Club, was an entirely separate matter, in which indeed, it was found that corporate monies were used by two corporations to contribute to Congressional campaigns.

The companies paid a fine and Mailliard was found by then District Attorney Cecil Poole to have been innocent of any wrongdoing. He did not handle any funds, and did not know that the money was originally corporate funds, it having been contributed through another source allegedly.

311 CALIFORNIA STREET ADDRESS

The Chronicle story about Government Club implies some effort at concealment in the use of this address rather than Todd Shipyards where I was located, across the street and down a half block.

Nothing could be further from the truth. The 311 California Street address was the office of a Public Relations man who did PR work for the Western Shipbuilding Association, and thus an appropriate and handy place to handle the funds. Todd was not the only company whose people were active in the Club, and there was no more reason to operate it in Todd offices than in the office of any other company.

Robert E. Mayer

SF CHRON

# Shipping Executive Tells Of Political Club's Gifts

9-12-70

By George Draper

An important figure in the West Coast shipbuilding industry said yesterday he set up a political club that contributed possibly \$200 to the 1966

election of Congressman William S. Mailliard of San Francisco.

Robert E. Mayer, Pacific Coast sales manager for Todd Shipyards, also said he was not sure whether he had helped set up another committee that year that year that raised \$3500 for Representative Edward A. Garmatz (Dem-Md).

Garmatz is chairman of the powerful House Merchant Marine and Fisheries Committee while Mailliard is the committee's top-ranking Republican member.

Both Mailliard and Garmatz were among some 16 members of Congress who were revealed three days ago to have received campaign contributions in 1966 from two San Francisco-based shipping companies.

The two shipping firms —

American President Lines and Pacific Far East Line — were fined \$50,000 each for making illegal campaign contributions.

The congressmen involved denied any wrong-doing and Mailliard said he was unaware that his campaign committee had received contributions from the companies.

Former United States Attorney Cecil Poole said yesterday there was "no suggestion of wrong doing" on Mailliard's part for receiving \$1000 from the two companies in 1966. "He was not personally involved and there was no evidence of any knowledge on his part that there was anything improper about the contribution," Poole said.

The two obscure political groups with which Mayer

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MARITIME GOOD GOVERNMENT  
CLUB MATTER

RECEIVED

# Executive Tells of Political Club Gifts

From Page 1

apparently connected were identified yesterday in an Associated Press story by James R. Polk from Washington, D.C.

They were listed as "Pacific Coast Committee for the Re-election of E. A. Garmatz, 311 California street" and "Maritime Good Government Club, 311 California street."

## ADMISSION

Mayer readily conceded to being the sparkplug behind the Maritime Good Government Club, which is listed with the California Secretary of State as one of Mailliard's 1966 campaign contributors.

Why, Mayer was asked, did the club use the address of 311 California street instead of the Todd Shipbuilding Corporation address at 260 California?

He replied that David Nelson, a public relations man for Western Shipbuilding Association, had an office at 311 California and agreed to "collect" the "club" mail there.

"I don't remember where the Maritime Good Government Club mail was sent from," Mayer said.

## MONEY

He said the club had raised about \$2000 for each of four elections and usually had contributed an average of about \$200 to some ten candidates.

Mayer was less precise about the Pacific Coast Committee for the Re-election of E. A. Garmatz, also having a 311 California street address.

The \$3500 received from this committee was listed with a Baltimore court clerk in 1966 by the Maritime Committee for Garmatz, an organization set up by representatives of seven shipping unions.

## QUERY

Asked whether he had anything to do with the Garmatz committee fund, Mayer said:

"I don't think I was . . . I may have . . . I don't know . . . I probably did . . . If I did I'm proud to have done it."

He was asked to be more specific, if possible, and he replied:

"I remember there was an effort on the Pacific Coast for Mr. Garmatz. I do not

specifically recall if I was involved in that committee. I'll have to look into my records and find out."

## CONTRIBUTORS

According to Thomas Crowley, president of the Crowley Tugboat and Launch Company, persons in the maritime industry made personal contributions to the Maritime Good Government Club.

"I personally contributed to it," Crowley said. "It was one thousand per cent on the up and up. There were no corporation contributions. Bob Mayer was very careful about that."

Congressman Mailliard could not be reached for comment about the contribution he received from the "club" in 1966.

His administrative assistant, Robert Busha, said he knew nothing about the "club."

"Mr. Mailliard doesn't handle the campaign financing," Busha said.

## MILLER

However, Russell Miller, Mailliard's Democratic opponent this year in the Sixth Congressional District, said he would like to know the names of the "club's" president and officers.

"People deserve a public disclosure of what this good government club did that was for good government," Miller said.

Reached in Baltimore by telephone, Representative Garmatz said he assumed "shipping people" were behind the Pacific Coast Committee that sent him \$3500 in 1966.

Did he see a conflict of interest in accepting such a contribution, he was asked?

"I don't have to answer to a California newspaperman," he replied.

### **Excusable?**

Editor — The President of the Crowley Tugboat Co. says, in discussing campaign contributions made to Congressman Mailliard and others: "There were no corporation contributions. Bob Mayer was very careful about that."

This appears to me to be an open admission of deliberate violation of the intent of the Federal laws which prohibit such contributions.

Is de facto violation any more excusable than de jure violation?

THOMAS NEWGASS.

San Francisco.

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S.F. CHRONICLE

LETTERS TO EDITOR

9-23-70

# Cecil Poole Says <sup>S.F.</sup> ~~EXAM~~ Mailliard Blameless

Former U.S. Attorney Cecil Poole said today there was no evidence of impropriety in the actions of Rep. William S. Mailliard in a case involving illegal campaign contributions from shipping companies.

"I personally investigated and prosecuted the case, which involved campaign contributions," Poole said.

"Congressman Mailliard was not personally involved and there was no evidence of any knowledge on his part that there was anything improper about the contribution.

"This was the reason that the names of the House and Senate who received similar contributions were not released at the time of the trial.

"Any suggestion of wrongdoing on the part of Congressman Mailliard is not supported by the evidence or my investigation," Poole concluded.

Poole was the prosecutor when the two San Francisco-based shipping lines, American President Lines and Pacific Far East Lines, pleaded guilty in Federal court to making illegal campaign contributions to congressmen and senators

and were each fined a maximum \$50,000.

Rep. Mailliard, ranking Republican on the House Merchant Marine Committee and a Navy reserve rear admiral, said he never handles campaign committee personally, and added, "If my campaign committee received a check signed by an individual, they would have assumed it was legal."

A headline in Wednesday's Examiner mistakenly stated that "illegal cash" was given to Mailliard. Actually, the contributions were in checks, not cash, and Mailliard said he did not directly receive the contributions.

Mailliard said his campaign organization is under instructions never to accept contributions unless the contributor is known by name, and this would apply if cash were offered, though I'm not sure whether any contributions have been made in cash."

Further, he said, if contributions were to be brought to his Washington office, the staff is under instructions to seal them and mail them directly to the campaign organization, "though, again, I don't recall hearing of any coming into the office."

THE MAILLIARD MATTER

9-11-70

# Shippers Gave Illegal Cash To Mailliard

The chairmen of three powerful congressional committees and Rep. William Mailliard of San Francisco, the ranking Republican on the House Merchant Marine Committee, received illegal campaign contributions from two large local steamship firms, it was disclosed today.

Rep. Mailliard, a Navy reserve rear admiral, said he never handled campaign contributions personally. He added, "If my campaign committee received a check signed by an individual, they would have assumed it was legal."

The Associated Press dispatch from Washington which revealed names of alleged recipients today said that Mailliard received \$1000, half each from each of the companies.

The names of the legislators appear in secret Justice Department files relating to more than \$3500 contributed by American President Lines and Pacific Far East lines.

### Federal Aid

The chairmen are Rep. Edward Garnatz (D-Md.), head of the committee on which Mailliard serves, and Sen. Warren Magnuson (D-Wash.), chairman of the Senate Commerce Committee.

Both bodies channel a rich flow of federal aid to steamship lines.

Garnatz received \$1500 and \$1000 was given to Magnuson.

Mailliard also received \$1000, half from each company, the records indicate.

The legislators' names were kept secret when the contributions by the two firms were disclosed and the lines were fined \$50,000 each — the maximum penalty — in federal court Feb. 6.

### Guilty

Another contribution of \$300 is said to have been made to Sen. Mendel Rivers (D-S.C.), chairman of the House Armed Services Committee, but that gift was not involved in the court case.

# Illegal Campaign Funds Revealed

—From Page 1

giving \$500 for the campaign of the late Rep. Gerard Lipscomb of Alhambra, although the indictment stated the gift was for a congressional race in the wrong state, Colorado.

In addition, both House Republican Leader Gerald Ford and Rep. Hale Boggs (D-L.A.) were among 15 congressmen and senators to whose campaigns the shipping firms have pleaded guilty to giving illegal donations.

The Garmatz and Magnuson committees approve subsidy programs which pay \$200 million a year in federal aid to American cargo and passenger ships. A House appropriations subcommittee actually votes the subsidy funds, and other checks went for the top four members of this panel.

### Shielded

The Justice Department had shielded the names of the congressmen and senators because, government attorneys said, there was no indication they knew the contributions they received were illegal.

The checks were funneled from a special bank account through a public relations man and two lobbyists.

Asked about the checks, most of the various congressmen told The Associated Press they were unaware of accepting any unlawful contributions.

One check for \$500 went for Rep. Robert Sikes (D-Fla.) when he was unopposed for re-election in 1966.

### Not Reported

The check, payable to Sikes' campaign committee, appears to have been endorsed by Sikes when it was cashed through Congress' own bank in the capitol.

The \$500 did not show up that year in a list, published

in the Congressional Quarterly, of the campaign contributions reported by candidates in sworn statements to the House.

Sikes said he would have to check his records, but added, "If I accepted an illegal contribution, I intend to refund it."

The Justice Department files which include copies of the canceled checks, also list a \$100 contribution made for Ford; \$200 for Boggs, who is House Democratic whip; and \$100 for the GOP whip, Rep. Leslie Arends of Illinois.

Ford said, "It is my policy never to accept a contribution from a corporation and I have followed that policy re-

ligiously."

The two San Francisco firms' contributions, counting the smaller checks to Ford and others not on the shipping committees, totaled at least \$8500 and ranged from 1966 to 1968. They included:

and \$500 from Pacific Far East. Garmatz has represented Baltimore's waterfront district in Congress since 1947 and took over the House Merchant Marine Committee half a year before the illegal checks were given in 1966.

• \$1000 for Sen. Magnuson from American President Lines prior to his 1968 race for re-election. An aide to

Magnuson said all his contributions also were handled through a campaign treasurer and added, "The senator has no personal knowledge of receiving any such check."

• \$500 each for Sens. Daniel Brewster (D-Md.) and Thomas Kuchel (R-Calif.) both of whom were beaten in their 1968 races. Brewster, under indictment for bribery in an unrelated case, was a key Senate supporter of shipping interests.

American President Lines is receiving \$34 million a year in federal subsidies for 24 cargo ships and two luxury cruise ships.

Pacific Far East is getting

nearly \$9 million a year in federal aid for ships.

year  
10  
copy

SF CHRON

# S.F. Firms' Illegal Campaign Gifts

9-10-70

Two San Francisco-based steamship lines gave nearly \$6000 in illegal campaign contributions for key members of Senate and House committees that control hefty Federal shipping subsidies, it was disclosed yesterday.

According to secret Justice Department files, \$1000 went for Representative William S. Mailliard of San Francisco, the top-ranking Republican on the House Merchant Marine Committee.

The two companies involved are the American President Lines and Pacific Far East Lines.

The names of the alleged recipients were disclosed at Federal Grand Jury hearings after the Internal Revenue Service found that the companies had deducted the political payments on their tax returns.

Mailliard, a Navy reserve rear admiral, received \$500 from each of the firms, according to an Associated

Press dispatch from Washington.

Reached for comment, he said he never handled campaign contributions personally. "If my campaign committee received a check signed by an individual," he said, "they would have assumed it was legal."

Spokesmen for the steamship lines were unavailable for comment.

The largest contributions — totaling \$1500 — went for Representative Edward A. Garmatz (Dem-Md.), head of the committee on which Mailliard serves. Another \$1000 was given for Senator Warren G. Magnuson (Dem-Wash.), chairman of the Senate Commerce Committee.

The two committees approve subsidy programs that disburse \$200 million a year in Federal aid to American cargo and passenger ships.

Other checks went for the top four members of a House appropriations subcommittee

See Back Page

# Illegal Fund Donations by S.F. Firms

From Page 1

which actually votes the subsidy funds.

Both House Republican leader Gerald R. Ford and Democratic power Hale Boggs were among 15 Congressmen and Senators to whose campaigns the shipping firms have pleaded guilty to contributing. Under the Corrupt Practices Act, both companies were fined \$50,000 each, the maximum penalty, in Federal Court on February 6.

The 30-year-old Federal law under which the shipping firms were charged makes it illegal for a corporation, labor union or national bank to make contributions during a campaign in which a Senator, Congressman, President or Vice President are to be elected. Donation by individuals, of course, are legal.

When the case was heard here before Federal Judge William T. Sweigert, Attorney J. Richard Johnston, for both companies, argued that the firms "did not initiate the contributions. They were merely responding to various pressures put upon them."

Judge Sleigert rule, however, that this does not mitigate guilt. "It takes both sides to have a transaction of this kind," he said.

## FILES

Among those identified in the secret files is Representative L. Mendel Rivers (Dem-S.C.), chairman of the House Armed Services Committee, who is listed for \$300, although it was left out of the court case.

Names of the alleged recipients were shielded, Justice Department attorneys said, because there was no indications they knew the contributions were illegal.

## Mailliard's Funds Are Explained

### I-J Special Report

SAN FRANCISCO — former U.S. Atty. Cecil Poole today said "there was nothing unusual about the contributions" Rep. William S. Mailliard, R-Sixth District, received from shipping companies in 1966.

Mailliard is the ranking Republican on the House Merchant Marine Committee and a Navy reserve rear admiral. Poole was the prosecutor when the two San Francisco-based shipping lines, American President Lines and Pacific Far East Lines, pleaded guilty in Federal court to making illegal campaign contributions to several congressmen and senators and were fined a maximum \$50,000.

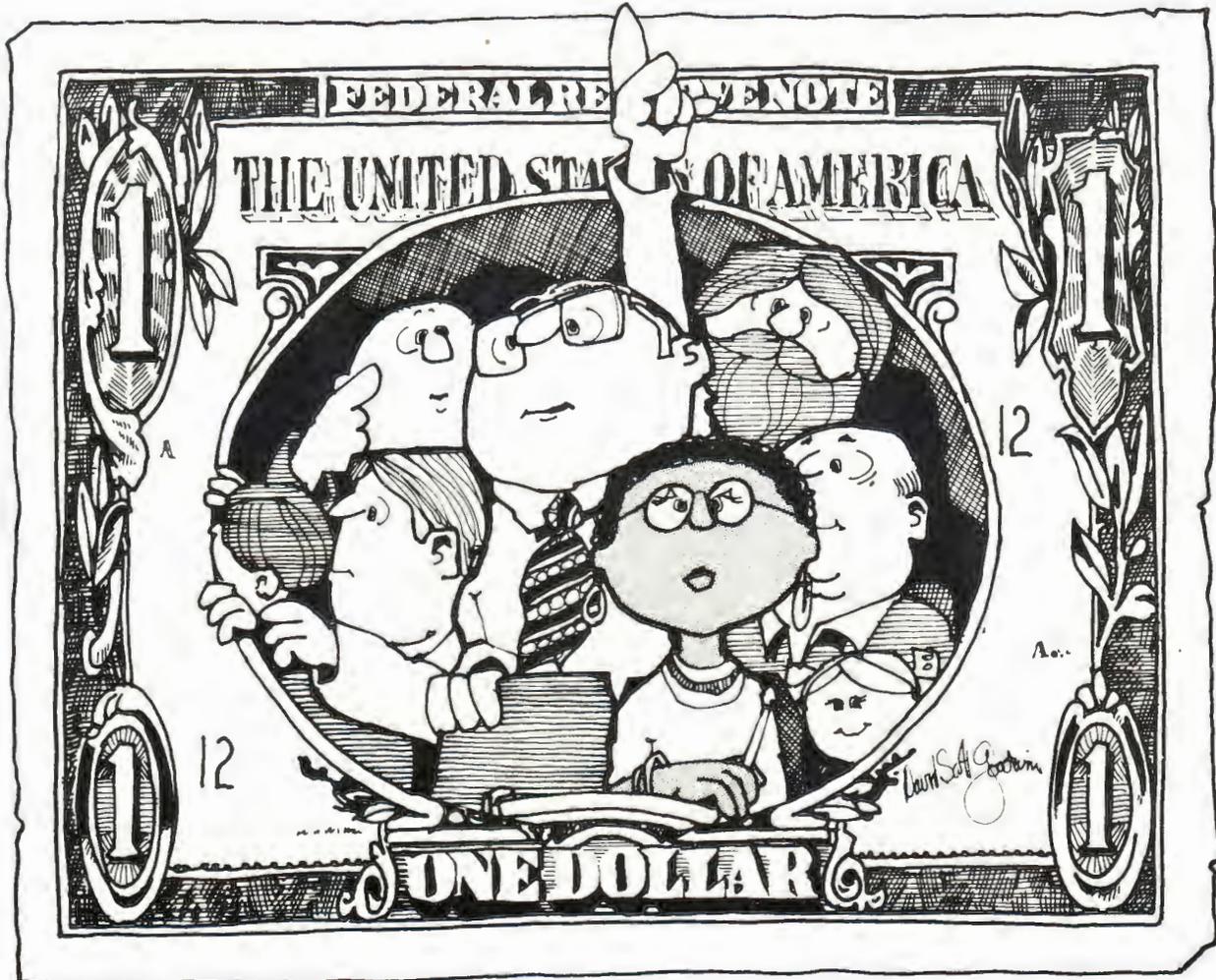
"These were routine political contributions," said Poole about the money received by Mailliard in 1966. "There was no knowledge on the congressman's part as to the source of those contributions."

Federal law prohibits corporate contributions to congressional campaigns.

Poole explained that Mailliard's campaign staff had no way of knowing the money was contributed by the shipping companies.

"It didn't come on a company check," said Poole. "These monies were paid to a PR (public relations) outfit and the checks signed by individuals. While I was investigating it, I went down and had a talk with him (Mailliard) one day, and he verified what I had found out from my own investigation."

# GRC - We Speak Up For Your Tax Dollars



**Governmental Research Council of San Mateo County**

555 Veterans Boulevard, Suite 122  
Redwood City, California 94063  
(415) 367-8171

# ? Some Questions About GRC

**1. Q. What is the purpose of GRC?**

A. To quote the Council By-Laws, the purpose of GRC is to "(a) act as an agency to promote the highest obtainable degree of efficiency, economy and equity in the transaction of governmental business in the County of San Mateo..." "To conduct research and make studies concerning the collection and expenditure of public funds," "to disseminate information pertaining to efficiency and economy in the transaction of governmental business to public officials, citizens and taxpayers," and "to consult, advise and cooperate with public officials and other agencies pertaining to these matters."

**2. Q. What is GRC's affiliation?**

A. It is completely independent and non-partisan.

**3. Q. Who are GRC's members?**

A. GRC members include about 125 businesses, unions, and private individuals, located or doing business in San Mateo County. They range from professional persons to Fortune 500 corporations with operations in the County, representing a wide range of the County's economic spectrum.

**4. Q. What is the Council status?**

A. GRC is a non-profit organization, incorporated in 1962 under the laws of California. The Internal Revenue Service has granted GRC tax-exempt status, under Sec. 501(c)(3), and membership dues and contributions are tax deductible.

**5. Q. How is the GRC organized and operated?**

A. Officers, Executive Committee Members and Directors are elected at the annual meeting in January.

The Board of Directors, consisting of the President and up to twenty others, oversees an annual program and makes major policy decisions.

The Executive Committee, consisting of the President and up to twenty others, implements the Directors' basic policies and makes certain additional policy decisions and takes actions not inconsistent with the broad policy intent of the Directors. The President presides over all general, Executive Committee and Board of Directors meetings and reports to the Board of Directors on all programs undertaken.

**6. Q. What are some ways GRC serves government?**

A. GRC works with government to develop sound long range government programs in various areas of public services.

GRC reviews and recommends more equitable and economically healthy tax policies.

GRC, through more efficient and economic government, strives for a more healthy business climate and for continuing economic growth, and job opportunities.

GRC uses the technical expertise of the members to make government more efficient and to assure that its fiscal policies are truly sound.

**7. Q. What practical benefits accrue from membership in GRC?**

A. Business organizations in the County make up the major support of the Governmental Research Council. A few labor unions and several individuals and service organizations also maintain Council memberships. These members want results.

Business in America must profit or die. For its members to continue to support GRC financially, it must be shown that it contributes to the general welfare, to a favorable business climate, and to more jobs.

Taxes are a major factor in the business climate. Excessive taxes, resulting from ill-conceived programs, or from inefficiency in the "business" of government, drive free enterprise out of an area, destroying jobs. Governmental efficiency, and a sensible and equitable tax burden, are GRC's reason for being.

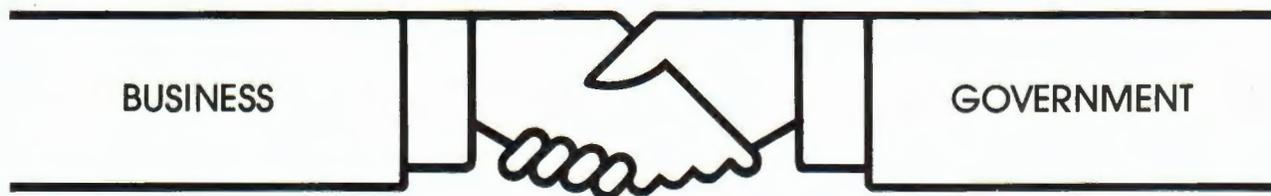
Over the years, several large GRC projects, including some not yet implemented, have or will save taxpayers in the County a minimum of \$7,865,000 per year. This does not include some one-time savings to County taxpayers, nor does it take inflation into account.

GRC feels it can reasonably be said—based on its specific projects alone—that Council members are saving in taxes at least four times their dues payments.

The preceding figures do not include day to day GRC work in local government matters to which no dollar signs can be attached, but which overall contribute at least as much to governmental efficiency as the major projects.

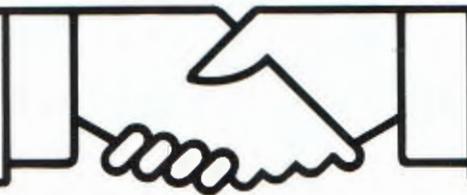
GRC does not follow and comment on every development in the area of taxes. Rather, it concentrates on governmental efficiency, which, in the end, is translated into a proper tax level.

## A PARTNERSHIP



Business expertise loaned to local government  
for better efficiency and economy.

# GRC — Partnership With Local Government



Since its inception 21 years ago, the Governmental Research Council of San Mateo County has had one primary goal — help government work better so it can serve you better — more economically and efficiently.

GRC operates with a small professional staff. Its main strength lies in expertise made available through its members, for studies and analyses conducted by GRC in local government. A tax conscious public has, through referendums and pressure on legislators, limited the tax funds available to local governments. This cooperative, partnership function of GRC better enables government to provide the necessary level of service to the individual citizen and to business, by better utilizing what funds are available, without adding to the tax burden.

What distinguishes GRC from other groups of its kind is a high level of member participation. Each year, GRC volunteers give hundreds of hours of their time to the County budget analysis and on committees and task forces to implement the Council's program of service to local government.

GRC members are represented at important planning and budgeting sessions held throughout the county. With this high level of member involvement, we maintain a constructive working relationship with local officials on all levels. GRC is often asked for input by local governments where we can offer assistance in a certain area of member and staff expertise.

## Some typical GRC Projects

★ Sponsored study of automation of circulation systems of County and City Libraries, with potential savings after implementation of \$185,000 per year.

★ Commissioned a County Fire Services study. Potential savings to the taxpayer when implemented are \$2,800,000 a year. Implementation has been slow to develop, due to the size and technicality of the problem.

★ Aided five San Mateo County cities in establishing self-insurance programs, saving taxpayers \$300,000 annually.

★ Assisted the County in its plan to split the Health and Welfare Department into two

separate agencies. This will result in staff reduced welfare payment errors, and prevention of possible State financial sanctions against County.

★ Submitted Research Report 80-1, a major factor in the Board of Supervisors' decision to discontinue the Sheriff's Office's expensive duplication of better equipped helicopter operations of the California Highway Patrol, Coast Guard, California Air National Guard, California Division of Forestry and other agencies, without impairment of law enforcement or rescue activities. Can save as much as \$200,000 per year.

★ These are just a few of many GRC projects.

# What Other People Say About GRC

"I am pleased to confirm the regard which the Bank of America holds for the Governmental Research Council of San Mateo County.

"I've been familiar with GRC's activities for a number of years and wish to congratulate it for its successes in being a "match-maker" between local government and business expertise. While taxpayers' associations must be ever alert to excessive taxing tendencies and must speak out when excesses occur, achievement of their objectives would be enhanced if these associations would also adopt the philosophies embodied in GRC's approach to a "partnership with government."

A. W. Clausen, President  
Bank of America

"Membership in GRC enables you to do something about government — to get a handle on it — that you can't do as an individual or a firm. And it pays handsome dividends in terms of controlled spending and lower taxes."

David D. Bohannon  
President  
Bohannon Organization

"I was particularly pleased that we were able to work out the recommendation to analyze the Court Bailiff situation with an eye toward reducing duplication in those positions. Overall, you'll be pleased to note that we were able to implement \$4 million of GRC's \$6.7 million recommendations for reductions."

John M. Ward, Chairman  
Board of Supervisors  
County of San Mateo

"In recent months I have been impressed with the GRC pursuit of a number of special studies on significant county policy issues. The GRC studies on the Sheriff helicopter, the separation of the Health and Welfare Department, and the management resources plan for Pescadero Creek Park, as well as the leadership role it has played in the studies of automation of library services and consolidation of fire services, have been most impressive. I believe this type of special study is an ideal vehicle for an organization such as GRC since it can call on experts from a variety of fields to analyze a complex local government issue.

David L. Nichols  
San Mateo County Manager

"The Peninsula Library System Board of Directors discussed the second draft of the GRC Report on a Study of the Feasibility of Automating Circulation System-wide for Peninsula Library System at its December 18 meeting.

The PLS board was pleased to see that the study supported the need for investigation of automation in libraries in San Mateo County. Furthermore, the PLS Board agreed with the recommendation of the GRC report, as stated on page 68, that "... PLS acquire a single automated system serving, at best, all member libraries, or, at minimum, a participation for all those who wish to take part."

I would like to join with the PLS Board in saying that we are pleased the GRC and the Congress of Elected Officials has recognized the importance of library service to the people of San Mateo County by commissioning a thorough study of one of the basic public library functions."

Jane Light, System Director  
Peninsula Library System —  
Dec. 29, 1979

# The Times

18—San Mateo

Wednesday, March 18, 1981

## Constructive plan to help libraries

After a thorough study of the Peninsula Library System, which includes more than two dozen branches and helps make available some 3.5 million books and other materials to San Mateo County residents each year, the Governmental Research Council has proposed changes which it believes will provide even better services at less cost.

The council, a San Mateo County private research organization which looks for ways to improve government efficiency and reduce costs, figures that installation of a central computerized system could eventually save \$185,000 a year. Total operating expense for the 28-library system came to \$6.5 million in fiscal 1979-80.

In addition to county-operated libraries in 11 cities from Brisbane to Woodside, separate libraries in seven cities are members of the Peninsula Library System. These are in Daly City, San Bruno, South San Francisco, Burlingame, San Mateo, Redwood City and Menlo Park.

GRC Executive Director Robert E. Mayer points out that city councils in those cities would have to share the cost of the automated system to make it feasible. We believe they should and we are glad to see that the Peninsula Library System's board of directors, which fosters cooperation and coordination among its member libraries, feels the same way. The board has endorsed the new plan.

What would be the main advantages of this automated system? Mayer summarizes them in this way:

- Virtually instant response to borrowers about the availability of a book at any one of the 28 libraries.
- Much more efficient record-keeping of book titles.
- Electronic reservations for books already checked out.
- Better security by means of immediate identification of a delinquent borrower who applies for a book.
- The ability to absorb increased future circulation of books without staff additions.

By this well-researched plan to provide better service to the public at reduced cost, the GRC has again proved that it is a valuable "partner" with government, to the benefit of all concerned.

EXCERPTS from Record of Hearing February 17, 1981, of Board of Supervisors, County of San Mateo, re: THE REORGANIZATION OF THE HEALTH AND WELFARE DEPARTMENT . . . INTO THE DEPARTMENT OF HEALTH AND THE DEPARTMENT OF SOCIAL SERVICES:

Supervisor Speier: "Mr. Mayer, I want to commend you on this (GRC) report. I found it to be extremely well done and, in fact, very persuasive. There is one specific recommendation that I would hope that the Board will take cognizance of this morning and, in fact, by resolution later on incorporate it, and that was Recommendation Number 5, in which you encourage that a written report be presented after a year to bring us up to date on duplication, what efforts had been made to reduce staff, what efficiencies have been accomplished — it is a very good recommendation. I hope that we will take action on that today."

Supervisor Gregorio: "Mr. Chairman, I will move first that the County Manager be directed to implement, as suggested, and particularly, to come back to this Board within a year of the time of implementation to report to us on what efficiencies have been accomplished and what other position changes have occurred, and are likely to occur. And, second, to introduce the Ordinances as mentioned above."

The motion carried unanimously.

"Far from seeing the Council in an antagonistic or adversarial role, we have viewed it as an ally in many endeavors of common interest. To put it in a lighter vein, 'If there weren't a GRC, we'd have to invent one.'"

Glenn P. Smith  
Chancellor-Superintendent

"Few pressure groups have been as effective at swaying financial decisions of policymakers in schools, cities and county government."

San Francisco Examiner  
January 20, 1978  
Don West's "Power Behind The Scenes"

# Board of Directors

David D. Bohannon, President  
David D. Bohannon Organization  
Geoffrey Bromfield, President  
Levy Bros.  
Carl Brown, Jr., Honorary Chairman of the Board  
California Casualty Insurance Group  
Frank E. Burrows, Chairman of the Board  
Williams & Burrows  
Kenneth S. Durey, Vice President, Marketing  
GTE Lenkurt  
M. Sherman Eubanks, President  
Visitacion Associates  
T. Jack Foster, President  
Foster Enterprises, Ltd.  
Robert Gunderson, President & General Manager  
California Jockey Club  
Elwood L. Hansen, Chairman of the Board  
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Frank B. Ingersoll, Jr., Senior Partner  
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Lane Publishing Company  
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General Electric (Retired)  
Richard D. Tabery, Senior Vice President  
United Airlines  
Ray Timmerman, Senior Vice President  
Bank of America  
Carl E. Ward, Director  
Eureka Federal Savings & Loan Assn.

# Executive Committee

Watt B. Clinch, District Manager  
Pacific Gas & Electric Company  
Aylett Cotton, Esq., Partner  
Borel Place  
Dennis L. Duncan, Vice President & Manager  
Bank of America, Redwood City  
Robert Fisher, Director of Government Relations  
SAGA Corporation  
James V. Fitzgerald  
James V. Fitzgerald & Co.  
Paul R. Hanna, Senior Research Fellow  
Hoover Institution of Stanford University  
Thomas Hunter, Business Manager  
Plumbers and Steamfitters Union—Local 467  
James C. Ingwersen, Esq., General Counsel  
Guy F. Atkinson & Co.  
David H. Keyston, Trustee  
Anza Shareholders' Trust  
Edward King, Director  
Daly City Chamber of Commerce  
Jan Krogness, Vice President & Manager  
Western Title Insurance Company

Gary North, Controller  
Raiser Construction Co.  
C. Robert Payne  
Personal Management Services  
Robert H. Rehfeld, Vice President & Manager  
Wells Fargo Bank, San Mateo  
Thomas M. Roberts, Vice President, Research  
Eureka Federal Savings & Loan Assn.  
William E. Ryan, Regional Director of Public Affairs  
United Airlines  
R. H. Sciaroni, County Director & Farm Advisor  
U.C. Cooperative Extension  
William I. Sibley, Vice President, Resident Manager  
Coldwell Banker Co., San Mateo  
George Terzian, Vice President & Manager  
Macy's  
Wayne K. Thomas, Business Manager  
Int'l Brth. of Electrical Engineers—Local 617  
Peter Uccelli, President  
Pete's Harbor

# Officers



**President**

James P. Sargen,  
President & Chairman  
Gelsar, Inc.



**Vice President, Membership**

Neal B. Wineman,  
Manager of Corporate  
Facilities  
Ampex Corporation



**1st Vice President**

Norman I. Book, Jr.,  
Partner  
Carr, McClellan, Ingersoll,  
Thompson & Horn



**Secretary**

Roger W. Otto,  
Asst. Vice President  
Bay View Federal Savings  
& Loan Assn.



**Vice President, Policy**

James M. Henderson,  
Asst. Vice President  
Pacific Telephone  
Company



**Treasurer**

Prentice E. Brooks,  
Director of Finance, Asst.  
Treasurer/Secretary  
Republic Airlines



**Vice President, Program**

Harvey L. Dixon,  
Vice President,  
Finance & Administration  
SRI International

# Professional Staff



**Executive Director — Robert E. Mayer (left)**

Bob Mayer is a 30-year resident of San Mateo, and former Director of the San Mateo County Development Association in its formative years. He came to GRC in 1979 from a career in the maritime industry in San Francisco, where he held executive positions with the Pacific American Steamship Association, Todd Shipyards Corporation and States Steamship Company. He represented the industry before various governmental agencies and in numerous appearances before Congressional Committees. He is admitted to the practice of law in Washington, D.C., in Minnesota, and before the United States District Court for the Northern District of California.

**Director of Research — Stephen C. Wetlesen (2nd from left)**

Steve Wetlesen is a 1980 graduate of the University of Santa Clara School of Law. He has taken numerous courses of study applicable to the operation of local government. He received his undergraduate degree from the University of California. He is a candidate for the California Bar.

**Norma Bennett (2nd from right) and Virginia Price (far right) — Staff Secretaries**

## Volunteer Staff

GRC is indebted to the Retired Senior Volunteer Program of Palo Alto, and to the Volunteer Bureau of San Mateo County for the very fine volunteer help that they provide to GRC for its Task Forces and office staff. GRC maintains a minimum staff, its member companies supplying experts in various fields for special projects.

EXCERPT FROM  
**By-Laws of the Governmental Research Council  
of San Mateo County**

**Article I — Name**

The name of this organization shall be the Governmental Research Council of San Mateo County.

**Article II — Objects and Purposes**

The Governmental Research Council of San Mateo County, hereinafter called the "Council" is organized to:

- (a) Act as an agency to promote the highest obtainable degree of efficiency, economy and equity in the transaction of governmental business in the County of San Mateo and all public corporations and political subdivisions located therein by investigation, collecting, classifying, studying and interpreting facts concerning the powers, duties, actions, expenditures, policies, limitations and problems of such public corporations or political subdivisions.
- (b) Conduct research and make studies concerning the collection and expenditures of public funds.
- (c) Disseminate information pertaining to efficiency and economy in the transactions of governmental business to public officials, citizens and taxpayers and to consult, advise and cooperate with public officials and other agencies on matters pertaining to these matters.

# WITHDRAWAL SHEET

Ronald Reagan Library

*Collection Name*

COUNSEL TO THE PRESIDENT: APPOINTEE FILES

*Withdrawer*

KDB 8/4/2006

*File Folder*

COMMISSION ON WARTIME RELOCATION AND  
INTERNMENT OF CIVILIANS

*FOIA*

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WAKAMATSU

*Box Number*

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*NO Document Description*

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3 LETTER

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FRED FIELDING TO POTENTIAL APPOINTEE

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**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]**

**B-3 Release would violate a Federal statute [(b)(3) of the FOIA]**

**B-4 Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]**

**B-6 Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]**

**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.**

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Ronald Reagan Library

*Collection Name*

COUNSEL TO THE PRESIDENT: APPOINTEE FILES

*Withdrawer*

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RE POTENTIAL APPOINTEE

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RE POTENTIAL APPOINTEE

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RESUME

Robert E. Mayer  
968 Palm Avenue  
San Mateo, CA 94401  
(415) 344-4008 Res.  
(415) 367-8171 Off.

January 1, 1981

- Aug. 1979  
to  
Present
- Governmental Research Council of San Mateo County  
555 Veterans Blvd., Redwood City, CA
- Appointed Executive Director August 1979 after sustained period of very unfavorable publicity following misfortune of predecessor. Have partially restored former prestige of this 20 year old, non-profit, public service trade organization representing vast majority airlines, banks, savings and loans, public utilities and industrial corporations in San Mateo County, contiguous and suburban to San Francisco. GRC objective - government efficiency and economy to reduce taxes. Concept - lends business expertise to local government. Has been eminently successful, and record improving after misfortune of 1979. Patterned after Pennsylvania Economy League, and founded partly through efforts of late Robert Murray, once an Assistant Secretary of Commerce.
- Dec. 1978  
to  
July 1979
- Western Ceramics Supply Company  
1601 Howard Street, San Francisco, CA
- President and sole stockholder of this small manufacturing, wholesale, retail company. 80% of business with schools in the western states plus Alaska and Hawaii. Purchased in 1956 and operated by wife as Vice President, General Manager. Spent eight months here doing special development work before going to GRC.
- May 1973  
to  
Dec. 1978
- States Steamship Company  
320 California Street, San Francisco, CA
- Vice President, Administration. Recruited by Jack R. Dant, President, virtual sole stockholder, and long time friend, under special employment contract to try to turn around this ailing, 60 year old, Trans-Pacific, American Flag steamship company. Company failed in Dec. 1978 due to selection, several years previously, of wrong vessel type for this trade, and excessive competition which this company could not meet in its capital condition.
- 1958  
to  
1973
- Todd Shipyards Corporation  
San Francisco, CA (Home Office, New York, J.E. Gilbride, Chairman)
- Manager of Sales, Pacific Coast. Directed Sales Representatives on Pacific Coast of US and Japan in procuring ship drydocking, repair and conversion for eight Todd shipyards in US. Recruited for position by J.D. Reilly Jr. then Executive Vice President and largest single stockholder.
- 1946  
to  
1958
- Pacific American Steamship Association, now  
Pacific Merchant Shipping Association  
635 Sacramento Street, San Francisco, CA
- As President final eight years here, was responsible for developing industry policy for fifteen American Flag steamship companies and implementing it in legislative, tax, regulatory, legal and promotional

areas. Supervised office in Washington, D.C. manned by Vice President, spending average of three months per year in the capitol. Supervised legal counsel in Washington, Oregon and California.

1940                    Special Agent - Supervisor, Federal Bureau of Investigation  
to                        San Francisco, CA except for five months Seattle at outset.  
1946

Education            Juris Doctor, St. Paul College of Law.  
Admitted to practice in Minnesota, Washington, D.C. and Federal District Court for Northern California.

Organizations      World Trade Club of San Francisco, Charter Member  
Commercial Club of San Francisco, Member and former Director  
Western Shipbuilding Association, Founding Director and Past President  
Navy League of US, Life Member  
National Defense Transportation Association, Life Member  
San Francisco Maritime Museum, Founding Director, Past President  
and Member Advisory Board  
Maritime Law Association of US, Member.