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THE WHITE HOUSE

WASHINGTON

November 27, 1981

Dear Dr. Sabrosky: Richardaller invited

Thank you for your invitation to the conference on Military Intervention in the Third World. Unfortunately, I will not be able to be with you, as I have a prior commitment.

I do hope that you have a successful and productive conference. I would appreciate receiving copies of any papers or a copy of the Conference Report.

With my best wishes,

Sincerely,

Richard V. Allen

Assistant to the President for National Security Affairs

Dr. Alan N. Sabrosky

X Director

Foreign Policy Research Institute 3508 Market Street, Science Center Philadelphia, Pennsylvania 19104 R

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MEMORANDUM

NATIONAL SECURITY COUNCIL

November 24, 1981

ACTION

MEMORANDUM FOR RICHARD V. ALLEN

FROM:

CHRIS SHOEMAKER

SUBJECT:

Conference on Military Intervention

in the Third World

Attached at Tab I is the reworked version of your letter to Dr. Sabrosky.

RECOMMENDATION

That you sign the letter to Dr. Sabrosky at Tab I.

Approve ____ Disapprove ____

31 5

TAB I Letter to Dr. Sabrosky
TAB II Invitation to you from Dr. Sabrosky

TAB III Original Submission with your changes

RESEIVED

81 NOV 17 P3: 19

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NATIONAL SECURITY COUNCIL

November 17, 1981

ACTION

MEMORANDUM FOR RICHARD V. ALLEN

FROM:

CHRIS SHOEMAKER

GOEFFREY KEMP 0

SUBJECT:

Conference on Military Intervention

in the Third World

You asked for an evaluation of whether or not you should accept the invitation (Tab II) to attend this conference.

Because of the subject of the conference and the level of the participants, we recommend that you not attend. Only if they were asking you to make the principal speech should you consider their request.

RECOMMENDATION

Illat	_	,	the /	Terrer	aı	rab	1	LO	DI.	Sabrosky
	Appr	ove _	<u> </u>		Dis	appr	700	те _		

Attachments

Tab I Letter from you to Dr. Sabrosky
Tab II Invitation to you from Dr. Sabrosky

4

RECEIVED 16 NOV 81 19

TO

ALLEN

FROM SABROSKY, ALAN NED DOCDATE 03 NOV 81

071725

KEYWORDS: DEFENSE POLICY AA

SUBJECT: FOREIGN POLICY RESEARCH INSTITUTE CONFERENCE ON MILITARY INTERVENTION

IN THE THIRD WORLD 14 DEC

ACTION: RECOMMENDATIONS

DUE: 18 NOV 81 STATUS S FILES

FOR ACTION

FOR CONCURRENCE

FOR INFO

SHOEMAKER

DERUS

COMMENTS

REF#

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(J/)

ACTION RÉQUIRED

ACTION OFFICER (S) ASSIGNED

DUE COPIES TO

THE WHITE HOUSE WASHINGTON

1/10

To Chris Shaemaker for recommendation.

Reply Form

FPRI Conference on Military Intervention in the Third World December 14, 1981

Name			
Affiliation		······································	
I	will attend		I will not attend
Return to:	Richard Porth, Conference Coordinator Foreign Policy Research Institute 3508 Market Street, Suite 350 Philadelphia, PA 19104	5	

FOREIGN POLICY RESEARCH INSTITUTE
3508 Market Street, Science Center
Philadelphia, Pennsylvania 19104
(215) EV 2-0685

November 3, 1981

Invite you

Invite you

Part of the search

Invite you

Invit

Dear Mr. Allen:

I am writing to invite you to attend a conference sponsored by the Foreign Policy Research Institute in the Intervention in the Third World: U.S. Policy Options for the 1980s. The confer-rence will be held in the adjoining Hemisphere and Military rooms of the Washington Hilton, 1919 Connecticut Avenue, NW, on December 14, (No. 1) 1981. Growing reservations about the ability of the United States to meet the challenges of limited conflict in the Third World clearly necessitates a careful and systematic reappraisal of our capacity to employ our forces abroad in support of interests and allies that may be threatened there.

For the conference to be successful, of course, it is important that individuals with your breadth of experience attend. The audience, including yourself, is to be invited largely from the Washington policy community and media, in addition to selected members of the academic and research communities. Your participation would be both stimulating and useful. Enclosed you will find a copy of the conference agenda.

We will be offering the conference participants a continental breakfast and luncheon, as well as cocktails following the conference.

I sincerely hope that you will be able to join us, and I look forward to hearing from you. If due to your busy schedule, you are unable to accept this invitation, we would welcome the attendance of a member of your staff. Would you please advise us by November 13 if you plan to attend the conference. Please do not hesitate to call Richard Porth, our conference coordinator, if you have any questions.

Sincerely,

Alan Ned Sabrosky

Director

The Honorable Richard V. Allen Assistant To The President for National Security Affairs The White House 1600 Pennsylvania Avenue, NW Washington, DC 20500

Military Intervention in the Third World Conference Agenda (December 14, 1981)

8:00 - 9:00	Coffee and Registration
9:00 - 9:15	Introductory Remarks
9:15 - 10:45	Panel I: The Nature of the Threat

- "Soviet Intervention in the Third World"
 Alvin Z. Rubinstein, University of Pennsylvania
- "Soviet-proxy or Soviet-allied Intervention in the Third World" Gordon McCormick, Foreign Policy Research Institute
- "Locally Generated Contingencies in the Third World"

 Dov Zakheim, Office of the Assistant Secretary of Defense (ISP)

Chairman: Richard Porth, Foreign Policy Research Institute Discussant: Keith Dunn, Strategic Studies Institute

10:45 - 11:00

Break

11:00 - 12:30

Panel II: Constraints on U.S. Policy

- "Domestic Constraints"
 W. Scott Thompson, Fletcher School of Law and Diplomacy
- "Power Projection and U.S. Alliance Cohesion"
 Terry Diebel, National War College
- "Technical and Logistical Constraints" Norman Friedman, Hudson Institute

Chairman: Nils Wessell, Foreign Policy Research Institute Discussant: Kenneth Coffey, U.S. General Accounting Office

12:30 - 2:00

Luncheon

Speaker: Honorable Francis J. West, Jr. Assistant Secretary of Defense (ISA)

2:15 - 4:00

Panel III: Strategies of Response

- "Responding to Soviet Intervention in the Third World" Thomas Etzold, Naval War College
- "Responding to Soviet-proxy or Soviet-allied Intervention in the Third World"
 William Taylor, Center for Strategic and International Studies, Georgetown University
- "Responding to Locally Generated Contingencies in the Third World" Gregory Foster, Foreign Policy Research Institute

Chairman: Richard Bissell, Foreign Policy Research Institute
Discussant: Hon. Robert Komer, Visiting Fellow, George Mason University;
Visiting Professor, George Washington University

80

89 Movember 1981

Invito Ed Warte

Thank you for your letter of 9 November 1981 asking me to serve in an honorary capacity on your National Advisory Board.

I would be most happy to assist you by serving on this Board.

I will look forward to receiving any information on your efforts and wish you every success.

With best wishes,

Sincerely,

EDWIN MEESE III
Counsellor to the President

Mr. Jack Abrumoff, Chairman

College Republican National Committee

Dwight D. Eisenhower Republican Center
310 First Street, S.E.

Washington, D.C. 20003

EM:fr/ca

051731 4680 4610 FG 006-01 PL ED



November 9, 1981

Jack Abramoff Chairman

Linda Gorton Co-Chairman

Frank Atkinson Vice-Chairman

Jeff Lucia Vice-Chairman

John Brown Secretary

Fred Gander Treasurer

Grover Norquist Executive Director The Honorable Edwin Meese III Counselor to the President The White House Washington, DC 20500

Dear Mr. Meese:

The College Republican National Committee is the largest and most active student political organization in the country. With over 125,000 members on over one thousand campuses, the College Republicans have been an important asset to the Republican Party and its efforts to build the majority of the future.

This fall, the College Republican National Committee has expanded its membership dramatically. At the end of the year, we hope to have over one half million members!

We are landing a national petition drive for the freedom of the people of Poland. We have gathered over one hundred thousand signatures on this petition. We are young people dedicated to the future of the Republican Party and America.

I am writing to you today in order to ask for your assistance with our efforts. Our national board has decided to create a National Advisory Board which will serve in an honorary capacity. We would be truly grateful if you would honor us by serving on this advisory board. We would not require any of your time in this effort and we will send to you information on all of our efforts.

I hope that you would be willing to assist us in this way and would appreciate hearing from your office as soon as possible.

Looking forward to seeing you and to working with you in the future, I am

Respectfully yours,

Jack Abramoff, Chairman

College Republican

National Committee

Enc.

1 24 (1.3)

THE WHITE HOUSE

WASHINGTON

December 4, 1981

071734

Mr. Warren M. Robbins × Founding Director Museum of African Art Smithsonian Institution 316-332 A Street, NE Washington, D.C. 20002

Dear Warren:

I too rearet that we didn't have a chance to talk the other evening at Sandra's, but I hope so very much that in the New Year I will be able to have more time to think and breathe and maybe even come to the Museum of African Art.

I was most interested in your comments concerning the Architectural Digest article and I have taken the liberty of forwarding some of your comments to Mr. Ted Graber.

Your suggestion about authentic african sculpture used as centerpieces for state dinners is a wonderful one and I will certainly tuck it away in my mind. At the present time we do not have any state visits scheduled for the nations you mentioned, but your offer is a most generous one and I would like to discuss it when the opportunity presents itself.

In the meantime, warmest wishes for a wonderful trip in Africa. How I envy you and we just won't tell anybody that the founder of the African Museum has never travelled in Africa before.

Have a wonderful trip and lovely Christmas.

Very sincerely yours,

Mabel H. Brandon Social Secretary to

the White House

gan/"

THE WHITE HOUSE

WASHINGTON

December 7, 1981

4200 FG006-01 RS HS PR007-01 FG258

0-1740

Mr. James W. Rouse The Rouse Company Mortgage Banking Columbia, MD 21044

Dear Mr. Rouse:

Many thanks for your kind letter of November 24th. I was delighted to receive the material on Jubilee Housing which is a remarkable effort indeed. I am taking it home over the weekend to read because it is something I have heard about and now, at last, will be able to educate myself more about the details.

You and I shared lunch with the President this week at his Task Force for Private Initiatives meeting and I only wish that I had been able to talk with you at that time. Please do not hesitate to call me anytime in the future that I can be of help. In the meantime, I hope very much to bring the enclosed material to Mrs. Reagan's attention very early in the New Year because there may be some aspect of the program which would fascinate her and she might be able to participate.

I am taking the liberty of forwarding this material to Mrs. Reagan's special projects officer, Ann Wrobleski because I know she would enjoy reading it as well.

Very sincerely yours,

mabel + Bandon

Mabel H. Brandon Social Secretary to the White House November 24, 1981

Mrs. Mabel Brandon The White House 1600 Pennsylvania Avenue Washington, D.C. 20005

Dear Mrs. Brandon:

Polly Fritchey has suggested that I write you and provide some information on Jubilee Housing. This is a remarkable effort -- the most effective I have experienced in assisting the very poor to bring their slum housing to fit and livable condition and in working with their need for jobs, health care, and other human services.

At Polly's suggestion, I am enclosing some brochures on the work of Jubilee Housing. Also attached is a summary of the Jubilee effort which I have used from time to time in various fund-raising efforts.

If, at any time, you or anyone else in The White House cares to visit Jubilee and talk with some of the staff and residents, that could easily be arranged.

Sincerely

Best regards.

Jemes W. Rouse

JWR:vw Encl.

an [

THE WHITE HOUSE

WASHINGTON

December 7, 1981

3700 3000 FG 006-0 PR 018 CO 167

X

Ms. Suzanne Middleton Murphy British Embassy Washington, D.C. 20007

Dear Ms. Murphy:

Thank you so much for your kind letter of November 27th. I am delighted to be an honorary member of the Embassy Social Secretaries Club.

If you can contact me in the early part of the New Year I would be delighted to help you arrange a tour of the White House and a tour of Blair House for the Social Secretaries Club.

I am sure you can understand that at the moment we are being swamped with the hectic festivities of Christmas, but I know we can work out something in the New Year. I look forward to hearing from you at that time.

Until then, my very best wishes to you and all the members of the club for a very Merry Christmas.

Very sincerely yours,

matel H Bandon

Mabel H. Brandon Social Secretary to the White House 79

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WHITE HOUSE COUNSELLOR'S OFFICE TRACKING WORKSHEET

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Keep this worksheet attached to the original incoming letter.

Send all routing updates to Central Reference (Room 75, OEOB).

Always return completed correspondence record to Central Files.

Refer questions about the correspondence tracking system to Central Reference, ext. 2590.

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WHITE HOUSE COUNSELLOR'S OFFICE TRACKING WORKSHEET

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CBn - Presidential & First Lady's Correspondence n - 1 - Ronald Reagan - Nancy Reagan n - 2 - Ron - Nancy



Gnau, Carter, Jacobsen & Associates

MEMORANDUM

EDWIN MEESE III

TO: Mitch Starriey

051760

FROM: Peter Sorum

DATE: December 7, 1981

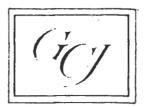
SUBJ: Our conversation of December 7, 1981

As requested, I am enclosing a copy of my memorandum to Joe Canzari for Mr. Meese's information. As you can see, this is a party for people who were active in the Reagan effort and is not considered to be a public event.

We would like Mr. Meese to serve as indicated and would appreciate any assistance or guidance in accomplishing our objective.

I will keep you informed.

mb Attachment



Gnau, Carter, Jacobsen & Associates

MEMORANDUM

TO: Joe Canzari

FROM: Peter Sorum

DATE: December 2, 1981

SUBJ: Presidential Inaugural Anniversary

Committee

Several weeks ago, a group of the leadership from the 1981 Reagan/Bush Inaugural Committee had a meeting to discuss the possibility of an anniversary Inaugural Ball primarily for those of us who worked the Inaugural Balls and did not have the opportunity to enjoy the evening. Similar affairs had been organized in 1970 and 1974 and seemed very appropriate for 1982. A list of the organizing committee is attached at Tab A.

As we discussed dates, the obvious choice was Wednesday, January 20, 1982. However, we were informed that Bob Gray and the RNC were organizing a fundraiser celebration at the Pension Building for that evening and we did not wish to compete as that is not our objective. The committee reviewed the options and selected Saturday, January 30, 1982, for a black tie dance at the Washington Hilton International Ballroom. We will have an orchestra for dancing from 9 - 1, open bar and perhaps a favor for each of the 1500 quests. There will be no program unless one becomes absolutely necessary. Tickets will be priced to cover costs with any surplus given to the charity designated by the Honorary Co-Chairman. We would like to have the Official Committee listed for invitation and publicity purposes, according to the listing at Tab B. Your assistance in facilitating this would be much appreciated.

Invitations will be sent to those who worked the Reagan/Bush Inaugural, the White House Staff, political appointees of the Administration, and members of the Campaign and Transition team not included in the above. We will sell no more than 1500 tickets because our objective is to have a fun relaxing evening for a group of hard workers and good friends.

Memorandum Page Two December 2, 1981

We hope that you will support this volunteer effort to bring together a number of great people and will encourage the First Lady to agree to serve as Honorary Co-Chairman.

Attached at Tab C is a decision memo.

mb

Attachments: Tab A - The PIAC Committee
Tab B - Honorary Committee Organization

Tab C - Decision Memo

THE PIAC COMMITTEE

Matt Boland

Tim Coyle

Susan Davis

Ted Garrish

Karen Hart

Carol McCain

Grant Redmond

Peter Sorum

Cindy Tapscott

Mary Ann Urban

Chandler Van Orman

HONORARY COMMITTEE ORGANIZATION

Honorary Co-Chairman

Nancy Reagan Barbara Bush

Honorary Grand Marshall

Hon. James Baker

Hon. Michael Deaver

Hon. Edwin Meese

Honorary Committee

Sec. John Block

Sec. Malcom Baldridge

Sec. Caspar Weinberger

Sec. Terrence Bell'

Sec. James Edwards

Sec. Richard Schweiker

Sec. Samuel Pierce

Sec. James Watt

Attorney General William French Smith

Sec. Raymond Donovan

Sec. Alexander Haig

Sec. Andrew Lewis

Sec. Donald Regan

Hon. William Brock

Director William Casey

Ambassador Jeane Kirkpatrick

Director David Stockman

Mr. Robert Gray

Mr. Charles Wick

Mr. Fred Biebel

Mr. Bob McCune

Mr. George Kersey

DECISION MEMO

We will organize as the Pr Committee.	esidential Inaugural Annniversary
	APPROVE
-	DISAPPROVE
Mrs. Reagan will serve as	Honorary Co-Chairman.
	APPROVE .
	DISAPPROVE
Mr. Deaver will serve as H	onorary Grand Marshall.
·	APPROVE
	DISAPPROVE
The President and Mrs. Rea	gan will drop by (schedule permitting)
	YES
	NO
	DECISION IN JANUARY

Ja .

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WHITE HOUSE CORRESPONDENCE TRACKING WORKSHEET

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to be used as Enclosure				FOR OUTGOING CORRESPONDENCE: Type of Response = Initials of Signer Code = "A" Completion Date = Date of Outgoing		
Comments:						

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	CLASSIFICATION SECTION	
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	PRESIDENTIAL REPLY	
Code Date	Comment	Form
c	Time:	<u>p.</u>
DSP	Time:	Media:
SIGNATURE CODES: CPn - Presidential Correspondence n - 0 - Unknown n - 1 - Ronald Wilson Reagan n - 2 - Ronald Reagan n - 3 - Ron n - 4 - Dutch n - 5 - Ron Reagan n - 6 - Ronald n - 7 - Ronnie CLn - First Lady's Correspondence n - 0 - Unknown n - 1 - Nancy Reagan n - 2 - Nancy n - 3 - Mrs. Ronald Reagan CBn - Presidential & First Lady's Corres n - 1 - Ronald Reagan - Nancy Rea		age ocument led
n - 1 - Honaki Heagan - Nancy Hea n - 2 - Ron - Nancy	gan	

December 11, 1981

Dear Phil:

I would like to thank you for your December 1 letter forwarding correspondence from your young constituents at the Church of God in Eaton, Indiana.

Please know that your interest in conveying their thoughtful message to Jim Brady is appreciated.

With cordial regard, I am

Sincerely,

Fax L. Friedersdorf Assistant to the President

The Honorable Phil Sharp House of Representatives Washington, D.C. 20515

MLF:CMP:ASR:asr

Congress of the United States House of Representatives

Washington, D.C. 20515

December 1, 1981

Mr. Max L. Friedersdorf
Assistant to the President for
Legislative Affairs
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

051772

Dear Max,

I recently received a letter from constituents who are members of a Sunday school class at the Church of God in Eaton, Indiana.

The class requested that I inform Mr. Brady of their concern about his recovery. Consequently, I am enclosing their letter which I hope you will be able to forward to him.

Thank you for your assistance in this matter.

Phil Sharp

Member of Congress

PS/tw Enclosure The Inonionally offer. There Howard A Representatives Shope your Eastery is healthy Sond ma. B.

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They Dewy to
A. R. # 1 box 112
Muncle ondiana 47302

THE WHITE HOUSE

WASHINGTON

FG 006-01

GREGORY J. NEWELL TO:

FROM:

SUBJ: APPROVED PRESIDENTIAL ACTIVITY.

PLEASE IMPLEMENT THE FOLLOWING AND NOTIFY AND CLEAR ALL PARTICIPANTS. SUBMIT THE BRIEFING PAPER AND REMARKS TO RICHARD DARMAN BY 3:00 P.M. OF THE PRECEDING DAY,

MEETING:

Lunch with Helene von Damm

DATE: September 29, 1981

TIME: 12:15 pm

DURATION: 60 minutes

Oval Office LOCATION:

RUMARKS REQUIRED:

MEDIA COVERAGE: White House Photographer

FIPST LADY

PARTICIPATION:

co: J. Brady

M. Brandon

J. Canzeri

R. Darman M. Deaver

F. Dole

H. Donaldson

M. Evans

D. Fischer

J. Fitzgerald

M. Friedersdorf

C. Fuller

E. Hickey

D. Gergen

C. Gerrard

P. McCcy

L. Mofziger

L. Speakes

Speechwriting and Research

3. Studdert F. Ursomarso

R. Williamson

N. Wormser

WHCA Audic/Visual WHCA Operations

Ron Jackson Eddie Serrano

ID	#	<u>051830</u>
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WHITE HOUSE COUNSELLOR'S OFFICE TRACKING WORKSHEET

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No. of Additional Correspondents: Media:	2 Individual Codes: 4.630	
Prime Subject Code: FB 006.01	Secondary Subject Codes:	
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	PRESIDENTIAL REPLY	
Code Date	Comment	<u>Form</u>
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11 December 1981

Dear Mr. Lippincott:

It was my pleasure to meet with the members of the American Press Institute's Managing Editors and News Editors Seminar on 3 December 1981. I thank you for inviting me, and for your kind words about Karna Small. She is indeed an asset to the White House.

Your attached letter to the President has been forwarded to his office by a member of my staff.

With best wishes,

Sincerely,

EDWIN MEESE III
Counsellor to the President

Mr. Donald E. Lippincott Associate Director American Press Institute 11690 Sunrise Valley Drive Reston, VA 22091

CC: EMeese

Please forward letter to the President to
Lillie Bell, Rm. 52
EM:es:emb-45b

AMERICAN PRESS INSTITUTE

11690 SUNRISE VALLEY DRIVE RESTON, VIRGINIA 22091

DONALD E. LIPPINCOTT
Associate Director

December 7, 1981

(703) 620-3611

0-1830

Dear Mr. Meese:

Thank you for meeting with members of the American Press Institute's Managing Editors and News Editors Seminar in the White House on Thursday, December 3.

We appreciate your taking the time to go over to the Roosevelt Room for the question-and-answer session. I think it was important for newspaper executives at this level to meet with the President, with you and with Mr. Gergen.

We are especially pleased with the efforts of Karna Small in arranging the visit.

Sincerely,

Honold E. Lippincott

Mr. Edwin Meese Counsellor to the President The White House Washington, D. C.

bk

AMERICAN PRESS INSTITUTE

11690 SUNRISE VALLEY DRIVE RESTON, VIRGINIA 22091

DONALD E. LIPPINCOTT
Associate Director

December 7, 1981

(703) 620-3611

Dear Mr. President:

On behalf of the American Press Institute, I thank you for taking the time to meet with members of the API Managing Editors and News Editors Seminar in the Roosevelt Room on Thursday, December 3.

It was a valuable experience for newspaper executives of this level to have the opportunity to talk with you directly.

We also appreciate the fact that Mr. Meese and Mr. Gergen met with the editors. Karna Small did an outstanding job in arranging the briefings.

Sincerely,

Donald E. Lippincott

The President
The White House
Washington, D. C.

bk

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IRVINE, CALIFORNIA 92717

WS

November 29, 1981

Mr. Craig Fuller, Assistant to the President, Cabinet Affairs The White House Washington, D.C.

Dear Craig:

The New York Times article about you and Richard Darman made its way to the Santa Ana Register. I'm sure you saw the picture. Is he 7 feet tall, or was he (Darman) standing on a box? You are getting a good deal of publicity as a dynamic duo!

I did hear from James Rosebush and plan to respond to him with some ideas. I look forward to meeting him when I am in Washington in February, and hope that by then I will have a better idea of the President's Program.

I am writing to let you-know that I have given your name as one of three references on a form which I had to fill out for the Army Corps of Engineers. I have been nominated for a position which requires approval from the Under Secretary of the Army who is a friend of the President from California, William Giannelli. The position is on the Environmental Advisory Board of the Chief of Engineers (the 3 star general who heads the Corps). I have been working with the Chief and the second in command, General Hieberg who is in charge of Civil Works. The Board has six members, and it is my understanding that 5 of us have been nominated for what is one vacancy presently. I doubt that they will call you, but since I gave a Corps reference, and an academic reference, I thought a political reference might be useful. I would be the public policy person on the Board. It is now made up of biologists and a planner, and more scientific types. As you know, I have been interested in resource management and how the public and private sector play their respective roles in that process. Most of my research and writing has been in the area of how citizens impact the public policy process and how that impact can be measured.

H.

It is my understanding that the Undersecretary will be asked to approve all the names (I believe he has a nominee on the list also), and then the Chief will make a choice or choices as the slots open up.

I hope this is not an imposition. I suspect the references are more a formality than anything else.

Walter is coming for dinner next week-end, so I expect to get a full report on his last visit to Washington. What an interesting time to be doing what you are doing!

Thanks again, Craig, for all your help.

Cordially,

Judy B. Rosener Ph.D.



12/6 To file 05/855 4200 4640 FGOOL OF

July 9, 1981

The Honorable Craig Fuller Secretary of the Cabinet The White House Washington, D.C. 20500

Dear Craig:

I enjoyed meeting you last night and having the chance to eavesdrop on your conversation with Bryce Harlow. He is a pretty special and wise man and we are delighted he is on our Board.

You know you always have the ear and help of my boss. Now, just add one more over at Gray and Company who is always available if I can be of help.

Best.

202/979-2998

/ded