

Clay

E 1-10-95

Kenneth L. Lay  
Chairman and  
Chief Executive Officer

P. O. Box 1188  
Houston, Texas 77251-1188  
(713) 853-6773

December 21, 1994

The Honorable George W. Bush  
Governor-elect of Texas  
5950 Berkshire, Suite 990  
Dallas, Texas 75225

Dear George:

I want to underscore the recommendations which were recently made by Rich to Clay Johnson and Karl Rove with reference to the University of Texas System Board of Regents and the Public Utility Commission as well as his comments in a letter to you on Tort Reform.

The Public Utility Commission appointment is an extremely critical one for the whole state. If Texas is to achieve the economic growth that you and all of us hope for, it is essential that we achieve maximum efficiency within the Public Utility Sector. This can only be done through the infusion of innovation and competition. We believe to achieve that will require some new thinking on the Commission. Based on the various candidates that we are aware of, we believe Pat Wood, who is currently serving as assistant to Barry Williamson, is best qualified to provide that new thinking.

As to the University of Texas System Board of Regents, I can think of no person in Houston and maybe in the state better qualified to serve on that Board of Regents than John Duncan. He has had a very illustrious business career, including as co-founder of Gulf & Western, and has been involved in virtually everything worth doing civically in the Houston community for several decades. He was one of my key vice-chairmen when we put together the Economic Summit of Industrialized Nations in Houston and also when we put on the Republican National Convention. He has served on virtually every civic and philanthropic board in our city and is regarded as one of our most distinguished citizens. He has received the distinguished alumni award from the University of Texas and has been very active in the university over the years. Finally, he has been very involved in and is highly regarded by the medical community in Houston, which is a key part of the University of Texas Board of Regents' responsibility. I would strongly urge you to nominate John to this Board.

ENRON 00001

The Honorable George W. Bush  
Governor-elect of Texas  
December 21, 1994  
Page Two

Let me finally say that I believe there are few, if any, issues more important to this state than reforming our Tort system. It has become the laughing stock of the country and is certainly discouraging companies from moving offices and plants into Texas. Over time it will also encourage many of us with large operations in Texas to entertain moving some of these to other states to attempt to reduce our exposure to what has become an extremely capricious legal system. As Rich's letter to you indicated, we believe Tort Reform should continue to be one of your highest priorities during the early months of your administration.

We are all delighted that you will become our Governor within just a few days. It is an exciting time for Texas and I have no doubt that you will provide the state the enlightened and energetic leadership it needs and deserves.

Linda joins me in wishing you, Laura and your whole family a joyous holiday season and we look forward to seeing you early in the new year.

Sincerely,

A handwritten signature in black ink, appearing to be the name "Ken" written in a cursive, stylized font.

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JAN 31 1995

IN APPOINTMENTS

Kenneth L. Lay  
Chairman and  
Chief Executive Officer

P. O. Box 1188  
Houston, Texas 77251J188  
(713) 853-6778

January 24, 1995

Mr. Clay Johnson  
Director of Appointments  
Office of the Governor  
P. O. Box 2136  
Austin, Texas 78768

Dear Clay:

Among the many other appointments that you will need to consider in the near future will be who will become the new Chairman of the Texas State Board of Public Accountancy. It is my understanding that Ronnie Rudd, a partner with Arthur Andersen, will finish his term as Chairman of the Texas State Board at the end of January.

I would like to recommend that you seriously consider Mr. Frank Maresh to replace Ronnie as Chairman of the Texas State Board. Frank is retired from KPMG Peat Marwick and currently lives in Austin. He is also currently a member of the Texas State Board of Public Accountancy.

Frank is well known and highly regarded within the Public Accounting community. For well over a dozen years before retiring, he managed the Houston office of KPMG and for several years also managed the whole southwestern region for KPMG.

In addition to many other civic activities, Frank served as treasurer for the Houston Host Committee for the 1992 Republican National Convention. In my capacity as chairman of the Host Committee, I worked very closely with Frank and found him not only to be a total professional but also a very delightful human being.

Based on everything I know about Frank, I believe he would be an excellent candidate to serve as Chairman of the Texas State Board of Public Accountancy. If you would like any further input on this possibility, please let me know.

Sincerely,



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Kenneth L. Lay  
Chairman and  
Chief Executive Officer

JUN 24 1999

In Appointments

Enron Corp.  
P. O. Box 1188  
Houston, TX 77251-1188  
(713) 853-6773  
Fax (713) 853-5313

June 16, 1999

INFORMATION REDACTED

The Honorable George W. Bush, Governor  
State of Texas  
State Capitol, Room 2S.1  
Austin, TX 78701

3 / GOVERNOR'S OFFICE  
RECEIVED  
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JUN 22 1999  
ROUTE TO: Gov Appts  
CC TO: app Bush  
app / Recomm / p

Re: Reappointment of Judy Walsh

Dear George Gov. Bush:

Congratulations on completion of a successful legislative session. It appears to have been a very productive session. Of course, we at Enron were especially pleased to see Senate Bill 7, which will restructure the electric industry, become law. It is a good bill and should generate great economic benefits for the state in coming years.

Critical to the success of Senate Bill 7 is its implementation by the Public Utility Commission. Pat Wood and his colleagues have done a masterful job in positioning Texas to move forward under that legislation. Continuity will be critical in obtaining the best possible rules for a competitive market in Texas. It is for that reason that I urge you to reappoint Commissioner Judy Walsh when her term expires later this year.

Commissioner Walsh has been steadfast in her support of free markets while taking her role as a regulator seriously. She sat through virtually every one of the hearings on Senate Bill 7 and is intimately familiar with the legislative intent of that bill, the parties, and the electric industry. Keeping her on board will guarantee the best possible implementation for Texas. There is no one better suited to move this business into the next century.

You asserted in your State of the State speech that electric restructuring was a priority for your administration. Passing legislation is only the first step in that endeavor. Establishment of proper rules will ensure the best possible result. We believe Judy Walsh will help you achieve your goal.

Sincerely,



STATE OF TEXAS  
OFFICE OF THE GOVERNOR

GEORGE W. BUSH  
GOVERNOR

July 1, 1999

Mr. Kenneth L. Lay  
Enron  
P.O. Box 1188  
Houston, TX 77251-1188

Dear Mr. Lay:

Thank you very much for your recommendation of Ms. Judy Walsh.

We will contact you later if we have any questions or need additional information.

Yours truly,

A handwritten signature in cursive script, appearing to read "Clay Johnson".

Clay Johnson  
Appointments Director

CJ/dw

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November 7, 2000

Kenneth L. Lay  
Chairman and  
Chief Executive Officer

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NOV 14 2000

Enron Corp.  
P.O. Box 1188  
Houston, TX 77251-1188  
713-853-6773  
Fax 713-853-5313

**In Appointments**  
E-12-15

**INFORMATION REDACTED**

Mr. Ron Bellamy  
Director of Appointments  
Office of Governor George W. Bush  
1100 San Jacinto, Room E 1.008  
Austin, Texas 78701

Re: Ms. Sofia Adroque

Dear Ron:

I understand that the Honorable David Medina has given notice of his intention to resign as Judge of the 157<sup>th</sup> District Court of Harris County. I write to offer my very strong support of Ms. Sofia Adroque as the appropriate person to be appointed to fill this upcoming vacancy.

Ms. Adroque's academic credentials are impeccable: she received her undergraduate degree from Rice University, magna cum laude, where she was a member of Phi Beta Kappa, and she received her law degree from the University of Houston Law Center, magna cum laude, where she was a member of the Order of the Barons and the Order of the Coif.

Ms. Adroque's service to her profession and her community is exemplary: she serves on the Board of Directors of the Hispanic Bar Association, the Mexican-American Bar Association, the Texas Women Lawyers, the University of Houston Law Alumni Association, the Chinquapin School, Girl's Inc., the Memorial Hermann Healthcare System Foundation Board, St. Agnes Academy, Texas Lyceum, and the University of Texas-Houston Health Science Center. She is a frequent publisher and speaker on legal topics (over 20 published articles and over 60 speeches since 1997). She practices complex commercial litigation and has served as an adjunct professor at the University of Houston Law Center.

Ms. Adroque's record speaks eloquently for itself: she is superbly qualified to fill the vacancy that will be created by Judge Medina's resignation. It is gratifying that an individual of her credentials is committed to serving her community from the bench. I strongly support her in her effort to achieve that objective.

Sincerely yours,



STATE OF TEXAS  
OFFICE OF THE GOVERNOR

GEORGE W. BUSH  
GOVERNOR

December 15, 2000

Mr. Kenneth Lay  
Enron  
P.O. Box 1188  
Houston, TX 77005

Dear Mr. Lay:

Thank you very much for your recommendation of Mrs. Sofia Adroque.

We will contact you later if we have questions or need additional information.

Sincerely,

A handwritten signature in cursive script that reads "Ron Bellamy".

Ron Bellamy  
Director of Appointments

RB:glr



OFFICE OF THE GOVERNOR

RICK PERRY  
GOVERNOR

March 29, 2001

Mr. Kenneth Lay  
Enron  
P.O. Box 1188  
Houston, TX 77251

Dear Mr. Lay:

We have received the information you have provided about Mrs. Sofia Adroque. We will contact you if we have any questions or need additional information.

Governor Perry appreciates your participation in the appointments process. We thank you for your valuable input.

Sincerely,

A handwritten signature in black ink, appearing to read "Dealey Herndon".

Dealey Herndon  
Director of Appointments

DH:glr