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NEW YORK 4, N. Y.

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IN REPLY PLEASE REFER TO

James Heineman, Esq.
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Dear Jimmy:

I know that patience is a virtue, but at times it is hard to exercise it and I am sure that June and you are having your patience tried very much, but I hope that by the time this letter reaches you you will have a son and heir and everything going fine for all.

I have had a busy time since we arrived in New York. Your father has very prudently followed his doctor's orders and has been in bed for several weeks and he is ever so much better. The doctor told me this morning that it would be all right for your father to go to Washington on Thursday, where he wants to see some people. I feel sure that when he fell on board the ship either the shock or the strain of falling slightly affected a heart muscle, but damage I feel sure has been repaired by the prudent rest he has taken. He is in good spirits. Your mother has been quite fit but was feeling very mean Friday and Saturday, but she was up for dinner last night and I am sure she is going to be all right. It was I think more of a stomach upset than anything else.

I am sending you herewith a copy of a letter which I have written to Helen Hall, which I am sending you to save time as it will give you a lot of information in which you are interested and some in which you are not so interested.

There is much that I would like to write you but I cannot go into much detail as I have so much to do. Maryssael arrived this morning and had a good trip over by air. He is coming in at six so we can have dinner and the evening together and I will bring him up to date tonight and tomorrow about things in Mexico and in Washington. I told him over the phone this morning that things in Mexico were such that he did not have to hurry back and that I did hope he would have Dr. Berberich look after him while he is here. It will do so much to his comfort. I will also have enough time with him tomorrow so that he will be fully informed about developments in Mexico before I left and here and in Washington since I arrived.

I would like to mention the following things which I think you will wish to look after.

1) We must get the accounts and the annual reports of Maryssael and myself in on time. I think with what I have said and with the push that Genachte will give the accounts will be out. I must ask you and Genachte to draw up the drafts of the annual reports of Maryssael and myself and I think you can make the draft almost immediately if not immediately on your return to Mexico City and make this the first order of the day when you come back and you can send me the drafts to Buenos Aires. If I will have the first draft of Maryssael's report and mine for me when I arrive in Buenos Aires, I ought to be able to send them back within a week after I arrive with my thoughts and suggestions. Graydon mentioned over

the telephone how necessary it was for him to have these on time. He must have them by the end of March at the very latest and it means that I will have to work on these while I am gone. Graydon also says that he thinks he should have photographs immediately and decisions must be made with regard to the photographs, cover page and material for the report, as otherwise the printer's job cannot be done properly and on time. Our last report made a good impression and we want our second edition to come up to the mark of the first. I suggested to Graydon that he write you directly in Mexico City about this and I am depending on you to take the lead in working on this in Mexico City and to work with Graydon, and I am sure that Maryssael, Genachte, Martinez and you can get the material together.

2) I think it is most important that the staff meetings continue with the same regularity and the same preparation and it will be up to you to see that the agenda gets out at least the Friday before the Tuesday meeting each week, and to write up the minutes. I will appreciate your sending me the minutes of the meetings which have taken place since I left Mexico City and as they take place. The minutes of the last meeting before I left Mexico City are in the folder in my desk and you will find them very interesting. I think these meetings are most important and I am hoping that the various division heads of the company are now holding the similar division meetings which I have suggested at our last meeting before I left.

3) I think Bernier is pressing the protocolization of the indenture and I would appreciate your having him send me a line as to how things are going on. I think this work is going on under the direction of Bernier and Lopez de Illego, but I would like to know how things are going.

4) I hope the meetings with the syndicate on the improvement of things in the Commercial Department are continuing and Martinez knows how to handle this, but as you know the syndicate leaders are unpredictable and one never knows what they will do. Please tell Martinez that I am so tremendously interested in this matter that I would appreciate his sending me a line on this or any other matter from time to time while I am away. I have 100% confidence in Martinez but it is going to be a difficult job.

5) I think you should talk over with Derreck in the Embassy the filing of correspondence, and with the help of Martinez and Genachte and perhaps one or two others whom you will think of better than I you can work up a classification of correspondence such as that they use in the Embassy which we can use for the company, and I hope that by the time I get back you can have a good draft of such a classification of correspondence which we can have printed soon after I return and put into effect. I would also appreciate your putting into writing a whole scheme of not only the classification of the correspondence but different rules for the reception of correspondence, the opening thereof, the classifying thereof, the referring of it to the proper people, the controls to be exercised over prompt answering of correspondence, the signing of correspondence, to whom copies are sent of different types of letters, and the actual mailing out of correspondence. Derreck, of the Embassy, is very good on this and we can make him a nice present and there is no one in Mexico City who can be of more help to you in this matter than he and he will be willing to do it.

6) I left instructions that the first pages of the newspapers are to be sent to me as usual every day by air mail. They are not arriving here very regularly. I am going to depend on you to write me several times a week as to how things are going, even if you write me very briefly. With the copy of the minutes of the staff meetings and the first page of the newspapers every day

and with the clippings which I am sure you will send me of anything of any importance in the papers which may not be on the first page and with the short notes you may write me, I will be sufficiently in touch with things. One feels very far away in Buenos Aires and you know how deep my interest is not only in you and June but in all that concerns the company; so keep me informed.

So far as my brother-in-law is concerned, I have covered that situation in my letter to Helen Hall.

With love and good wishes to you and June from Marion and myself,

Cordially and faithfully yours,

George S. Messersmith

I haven't read this letter before but subscribe it 5
OK.

GSM:cb

P. S. I telephoned Mrs. Shipley this morning and she said that she would see that the return of your passport was expedited, and if there is any difficulty call Republic 5600 in Washington, the State Department, and ask for her.