

Originally Processed With FOIA(s):
2000-0715-F

FOIA Number:
2000-0715-F

FOIA MARKER

**This is not a textual record. This is used as an
administrative marker by the George Bush Presidential
Library Staff.**

Record Group/Collection: George H.W. Bush Presidential Records
Collection/Office of Origin: Chief of Staff, White House Office of
Series: Baker, James A., III, Files
Subseries: Public Correspondence Files

OA/ID Number: 93005
Folder ID Number: 93005-005

Folder Title:
[Public Correspondence] [10]

Stack:	Row:	Section:	Shelf:	Position:
G	0	0	0	0

NRN

First Day
of Autumn
92

"Holy Bat Fax Batman!"

E=MC

To The Batcave
Robin!

What dose this mean Batman? Robin, puts the information into the Batculator. Holy batculations Batman! Yes Robin wise westren wisdom from "Cowboy". Batman they are going to loose, why don't they call in "Cowboy" Policys Robin Policys, they are choking on their own policys; The staff personal speaks no smart, hear no smart, and see no smart. Batman look at this:

William the Conqueror (duke of Normandy)

Willy the slick (duke of Little Rock)

Holy Frustrated family values Batman!

Bill the Concupiscent (leader of lust)

Holy footsie floozis foliage of Flowers Batman!

Bill of Concubine (nobleman of cold duck)

Holy Health care Batman!

Clinton the cold sore (eral of junior achievement)

Holy federal fungus Batman!

Clinton the conk (count of confused conjecture)

Holy election equivoke Batman! Yes Robin, Polical Party Puns. The Clinton cure is worse than the Democratic desease. Holy terrific talent Batman! Dose Cowboy have time? Yes Robin, checking with the batculator there is time as long as the staff dose'nt waist it with foolishness. I hope they don't Bat Bumble this one; Me to Robin. E=MC ☐ 'd Why don't they call Cowboy in? Why indeed Robin? This is just a very small example of what Cowboy can do. Holy oval office objector Batman! Holy Cowboy course of action Batman! Holy candidate candy man Batman! Holy heck Robin, shut the Holy Holy up and send the Fax!

Marvin M. Core
23789 Warthen RD.
Elmira, Oregon 97437
(503)935-3802

Batman Dittos

You will find
nothing bat hereTo The Batphone
STAT!

"Yo" Bathoy
Wherefore art thou
Danny the Nanny

Enough Cat Woman

POW!

SMASH!

ZING!

OUCH!

HA HA HA!
Caped Crusader
A little Presidential ping-
pong. Holy pot of Political
pondering pals, potato promessing
pawns. Poke of pragmatic
Praise, Pa Pa Perot
Political prexy parfait. I'm
the prince of put-down. Ha Ha Ha!

Stop that Joker!

SMACK!



FAX SERVICE



1000 CONGER STREET
EUGENE, OREGON 97402
(503) 484-2601

FAX PHONE 344-0572

DATE 9/22/92

TIME _____

COMPANY _____ FAX NO. 502-456-2461

ATTN James Baker FROM Marvin Core

MESSAGE _____

SENDING 2 PAGES (INCLUDING THIS PAGE). NOTIFY US IF ALL PAGES ARE NOT RECEIVED.

To: Campaign Managers:

Your use of Roger Ailes and the welcome to "Rush" to sleep in the Lincoln Room at the White House show the depths to which you have sunk to win votes. Both men are a disgrace to the democratic process of reason and balance. Clinton and Perot have the vote of all citizens who know how easily a nation can come to extremism, "religious" right and fascism. I detest your methods to win.

INEZ LONG

AKN

James Baker
Republican Campaign
The White House
Washington, D.C.

Dear Mr. Baker:

We already see your shifty Svengali hand in the Bush*Quayle campaign with your attempt to Willie Hortonize Bill Clinton. I think you are beating a dead horse because in spite of your attempt to push a 23 yr. old issue regarding an immoral war & veterans coming back were ignored and even vilified. It is even more ridiculous because Quayle, whose father hid him safely in the National Guard, is going around trying to pretend that this was somehow more noble than anyone who had the courage to not want to fight in such an immoral war. I had a husband and a brother in that war and when they returned they both said if they had it to do over they would not have gone. You are alienating a lot of people with this issue which is just trying to cover up the fact that this administration has spent the past 4 years trying to pretend it has covered itself with glory on foreign policy (which is not true) and has deliberately ignored the poor and middle-class until this campaign when it is going around spending money (though castigating Democrats as the spenders) like water on pork barrel projects solely to BUY VOTES! Are we supposed to believe that Bush will not forget these people IF he gets elected and go back to enriching his already rich buddies??? We don't buy that'.!!!! I resent his using MY tax money to buy his way into four more years of power! I have a strong feeling that everyone who benefits from Bush's spending spree (and he tries to pretend Democrats are the spenders) will not vote for him anyhow because he waited to spread this largess all the while they were suffering and they can see he is just trying to buy votes.

Bush has mostly ignored the budget deficit and produced the biggest single year of red ink in U.S. history. Does he really believe we think the Democrats are more dangerous than he is??? Four more years of what Bush has done to the domestic economy with even less action will be good for the country? You've got to be kidding! We've got your number and simply do NOT trust Republicans to help anyone but their corporate, already rich buddies. Bush can talk until he is blue in the face and try to defame Clinton and take as many desperate steps as he wishes.....we'll never believe him again.....ever!

Bush's cowardly refusal to debate in the manner the bi-partisan committee has chosen is outrageous. ~~It~~ is far more important to find out his reason (which I suspect is outright fear he may get tangled up in his own lies) than a 23 yr. old very good reason for not participating in an immoral war.

How did Bush suddenly get the power to spread money around when he whines about not being able to get his powder-puff program through because of the "big, bad Congress"? And how did he manage 31 vetoes against this group which he claims is so powerful? It doesn't add up....nothing he claims does. He claims he's concerned about family values but will do nothing substantial to provide policies that will help this....he's just not aif!

Married Manual

How the hell do you think we'd trust Republicans under Bush to create jobs when he's already lost 10 million and the few created have been lower paying & without benefits?

Mr. Baker:

I really don't think there is much you can do about Mr. Bush's lack of credibility.he blew it a long time ago. He has not been an active force on our domestic policy.....just a talker and a maker of promises which have been broken.....it is deeds, not words he should have been doing and a last-minute flurry of passing out money to buy votes won't do it.

Foreign policy, what Bush says he is an expert in, is a fragile thing to pin your hopes on. People aren't interested in foreign policy right now. Bush never anticipated that the cold war would end and now he wants to take credit for it. The Gulf war to him was a way to continue the politics of the cold war, not redefine them. The economy had entered the recession before the war, even before the budget deal and Bush had no policy for it. Bush had great difficulty explaining his purpose against Saddam and the euphoria after the war was mostly due to relief at most personnel coming through it and set Bush off on huge flights of rhetoric. He thought the "triumph" would carry him through to election. The Russian coup took Bush by surprise as well. The citizens began to realize that beyond Desert Storm there was little purpose to the Bush presidency and ~~people began to realize this~~. Bush did not prepare a program for his 2nd term but rather planned a soothing campaign about family values. Bush was and is insubstantial and convictionalist about everything but his hot desire for a second termthis is obvious from all his flip-flopping. He blames all his mistakes and lack of action on everyone else.....the media, the "Godless" Democrats (I didn't know you had to write the word God down in order to believe in Him), "elite" academia, the entertainment industry, etc. What has he ever done about any of them except TALK????? You don't fix things by alienating everyone elselittle kids do that when they are caught doing the wrong thing. Adults take responsibility. Again, Republicans are running a negative campaign because they have achieved nothing positive to stand on! The voters who are intelligent know this.....only the yahoos and rednecks can be appealed to by fearmongering and I fervently hope that there are fewer of them than there used to be and that they will stay home from the polls. Another four years of what we've had for the past 12 would be disastrous to our country. You've got the wrong candidate for leading this country away from the division he's created toward ~~the~~ cohesive ideology we need.

Yours truly,





James Baker (Political Svengali)
Republican Campaign Committee
The White House
Washington, D.C. 20500



NRN

~~JTB~~

Rt. 5 Box 612

Tallahassee, Fl. 32311

Sept. 19, 1992

The Honorable James Baker
White House
Washington, D. C.

Dear Sir;

I am a Republican, a conservative,
a mother of six outstanding citizens, and
a Christian School teacher.

I am sending you two articles which
I hope will be helpful in your cam-
paign efforts on the behalf of President
George Bush. The business community
needs to understand that you and
the policy makers empathize with
them on these issues and allow
President Bush and Vice President
Quayle to say so.

Yours for a successful election,
Mrs. Martin Craft

Heard by Boardroom editors

Economic growth will remain disturbingly sluggish for at least several more months, but things would be even worse if not for the one bright spot—*exports*, we hear from *Jeff Thredgold*, chief economist at the large bank holding company, KeyCorp. Exports have increased 70% in the past four years as the US has become one of the world's low-cost producers. And the weak dollar will boost exports even more for all companies that produce quality products. But for the biggest export opportunities today, look to the booming markets of Mexico, Latin America and the "Little Dragons"—Singapore, Taiwan, Hong Kong and South Korea.

Tough new legal trap in terminating older workers, *Boardroom* hears from attorney *Joan Ackers-stein*, Jackson, Lewis, Schnitzler & Krupman in Boston. In *Hazen Paper Co. v. Biggins*, an appellate court affirmed a jury award to 62-year-old plaintiff, Walter Biggins, of \$420,000 for age discrimination in violation of federal law and then affirmed doubling that award because the discrimination was *willful*. The court based its finding of a *willful* violation solely on the fact that the jury found there was age discrimination and that the owner of the company testified he knew age discrimination was illegal. *Result*: The ruling makes it almost impossible for an employer to avoid a finding of willful violation if a jury finds discrimination.

Business won a significant victory in the California Supreme Court's recent ruling on when employees can sue their employers for damages caused by emotional distress, *Boardroom* hears from *Jeffrey Wohl*, partner at Orrick, Herrington & Sutcliffe in San Francisco. Under the ruling, emotional distress is grounds for claiming damages only in cases where it is caused by discrimination against the employee or by termination that violates a public policy. All other incidents of distress fall under the workers' compensation law, and *can't* be used as grounds to sue the company.

Business Strategy

John Rutledge Tells Businesses What to Do Now to Protect Their Futures

The Main Street Journal

With the presidential election just weeks away, would you say US business would be better off under another Bush administration, or under a Clinton administration? Either way, businesses won't have it easy. With another Bush term, the risk is that we'll just get more of the same policy logjam—assuming Congress remains controlled by the Democrats. And if we get a Clinton presidency, the increased spending, special-interest industrial policy and higher taxes he promises would slow the economy even more and toughen the challenge for business to compete in global markets.

What will the biggest challenge for business be in the next four years? Clearly the high cost of capital is the number-one problem for companies today—and will remain so. Businesses need ample supplies of low-cost debt and low-cost equity to expand, modernize and remain competitive. But now, even though US demand for capital is low due to the weak economy, there is still an intense global scramble for the world's supply of credit—from emerging economies in Eastern Europe, the former Soviet Union, Latin America and Asia.

The result is that investors and banks have a lot of choices in where to put their money for the highest return.

Mexico, for example, looks especially promising today. Its access to US markets is being liberalized by the North American Free Trade Agreement. And, effective reforms are being pushed through by the Mexican gov-

ernment. That means US banks are now eager to lend to Mexican businesses, and US equity investors are becoming eager to buy shares of Mexican companies. (For more on opportunities in Mexico, see page 7.) *(included)*

US competitors suffer as a result. Capital that would normally have been readily available to them is now harder to get.

US companies that now look comparatively less favorable to investors than Mexican, Polish or Russian ventures must begin to generate higher returns on investment to attract the capital. That is how the cost of capital increases. And the syndrome will continue to get tougher and tougher in coming years.

Do either of the Presidential candidates understand this issue? Unfortunately they don't. If they did understand it, they would be advocating strong measures to make it more attractive to lend to and invest in US companies. Such steps would include lower corporate taxes...more lenient anti-trust laws...lower payroll taxes...a dismantling of anti-competitive labor laws. ***

Isn't the reduction in the capital gains tax rate, which is being proposed by both candidates, a step in the right direction? Yes, but it's not nearly enough. Bush and Clinton want to cut the capital gains tax because they know that will earn them the political

Dr. John Rutledge, economic consultant, helps CEOs throughout the country—and abroad—restructure their businesses to improve shareholder value. He is head of Rutledge & Co., a merchant banking firm that makes direct equity investments in companies where he is helping CEOs take active steps to improve returns on capital. He is also head of Claremont Economics Institute, One E. Putnam Ave., Greenwich, Connecticut 06830.

BOARDROOM[®] REPORTS

330 W. 42 Street
New York 10036

PURPOSE: To bring executives the most useful and timely advice and ideas from the most knowledgeable experts, business innovators and lawmakers. To open doors to important ideas outside the individual's area of specialization. Use *Boardroom Reports* to provoke fresh thinking. Resist the temptation to read too quickly. The most rewarding way is with a pencil in hand—circling the many ideas that are immediately applicable.

BOARDROOM REPORTS

Editor: Peter Goldmann
Tax/Law Editors: David Ellis, James Glass
Production Editor: Kathleen M. Boehme
Senior Contributing Editors: Marion Buhagiar, Don Ediger, Betsy S. Petersen
Contributing Editors: Dr. Mark J. Estren, Carol Gaskin, Jim Powell, Stanley Zarowin
Breakthrough Editor: Carol Hoidra
Editorial Research: Bradley Smith
Art Director: Ray Holland
Typography Manager: Phillis Womble

President: Martin Edelston
Vice Presidents: Samuel J. Edelston, David Ellis, Rita Kneller, Brian Kurtz, Evelyn Randegger

Rates: \$49/year (24 issues). Canadian and Foreign: \$56.60. Canadians: Please add 7% GST (Canadian GST#: R126735513).
Single copy: \$4. Domestic First Class Mail (includes Canada, Mexico): Add \$20/year. Foreign Airmail: Add \$45/year. Multiple subscriptions (each): 2-9: \$44; 10-24: \$40; 25 and more: \$35.

PANEL OF EXPERTS

Banking: Malcolm P. Moses, M. P. Moses Associates

Benefits: Maryann Laketek, Hewitt Associates

Economics: Dr. Roger Klein, Interest Rate Futures Research...Dr. John Rutledge, Claremont Economics Institute...Dr. Barbara J. Stevens, Ecodata, Inc.

Finance: Frederick R. Adler, Adler & Shaykin

Futurist: Dr. Roy Amara, Institute for the Future

Health: Dr. Bruce H. Yaffe

Insurance: Mark H. Sameth, The KSH Group, Inc.

International Business: Benjamin Weiner, Probe International

Investments: William E. Donoghue, Donoghue Organization...Martin Messinger, Neuberger & Berman

Labor/Management Relations: Stephen J. Cabot, Harvey, Pennington, Herting & Renneisen, Ltd.

Law: Stuart H. Bompey, Orrick, Herrington & Sutcliffe...Mark N. Kaplan, Skadden, Arps, Slate, Meagher & Flom...Peter Panken, Parker, Chapin, Flattau & Klimpl

Management: Dr. Leonard Sayles

Marketing: Frank Sonnenberg, RMI Marketing and Advertising...Jack Trout, Trout & Ries

Office Equipment: Richard E. Hanson, Hanson & Associates

Personal Finance: Alexandra Armstrong, Armstrong, Welch & MacIntyre

Personnel: Robert Half, Robert Half International...Millington McCoy, Gould & McCoy

Real Estate: Frederick P. Rose, Rose Associates

Safety: John O. Lutness, E.I. DuPont de Nemours

Selling: John R. Graham, Graham Communications

Taxes: Sidney Kess, CPA...Edward Mendlowitz, Mendlowitz Weitsen

Telecommunications: Neil S. Sachnoff, TeleCom Clinic

support of business. But neither candidate links the importance of such a cut to the broader urgency of improving the climate for investment in the US.

How should management adjust its long-term strategy to survive in this less-than-ideal economic climate? The shrewdest strategy for any business today is reducing the need for capital—so it doesn't get caught up in the increasingly costly worldwide scramble for money.

This obviously means mapping out new ways to reduce operating costs, paying down debt and eliminating unproductive assets.

It sounds easy, but doing it right is hard work.

How do you advise your clients to accomplish this? Take a hard look at every opportunity...and take the appropriate hard action. I work with one manufacturing company that has taught managers in all departments to run thorough physical inventories of every piece of equipment in their operation and to analyze that list to target items worthless to the company.

In one department, for example, the manager discovered he had a \$20,000 floor scrubber that was rarely used. He knew his counterpart at another of his company's factories needed one for regular use so he had it shipped there. That reduced the plant's capital budget because the expenses associated with paying for and maintaining the \$20,000 piece of equipment were suddenly eliminated.

By the time he thought through the entire inventory, the manager had eliminated over \$100,000 of equipment. He got a nice bonus based on the amount of money his department was saving from this streamlining.

Companies in all industries must conduct this kind of thorough, painstaking exercise if they hope to become competitive again...and stay that way.

An important point here is that while many companies have drastically cut costs by cutting their payrolls, that's not enough. They need to organize and conduct big "garage sales" like the one that got rid of the floor scrubber—to eliminate the deadwood of equipment and machinery that's still sucking huge amounts of precious capital down the drain.

Presumably this is an ongoing process. You can't simply complete the task once, pat yourself on the back, then hope for miracles. Absolutely. If you're competing for investors' and

banks' capital, you can't just quit after cleaning house enough to issue a new stock offering, or to obtain a new credit line. To stay competitive, the company must continuously improve its operations—to continue delivering acceptable returns on investment—so when there's a need for capital, the company will be financially prepared to compete for it.

This requires everyone in the company pushing for better ways to do work, and pushing for new ways to save money.

The key is education. In some of the companies I work with, we distribute a newsletter to all employees, explaining how the company uses capital, how it generates profits, and how it must improve to enhance its competitiveness. Then we conduct seminars for employees, led by managers who give further details on how each individual's job contributes to the company's profitability.

When management infuses the entire company with this spirit of continuous improvement, the chances of long-term prosperity and job security are continuously enhanced. ☐ ☐

Credit insurance... becoming more attractive

Credit insurance protects the company's commercial accounts receivable from loss caused by the insolvency of one or more of its key customers. The company gets paid even though the customer can't meet its financial obligations. Other benefits of credit insurance...

•Facilitates financing of accounts receivable. Lenders recognize that the insolvency of a company's key customer may jeopardize repayment of a loan. Credit insurance reduces this risk and may result in more favorable lending terms.

•Allows for increased sales. By reducing the overall risk of exposure to non-payment of debts, credit insurance enables the company to sell more goods on credit. It may also allow the company to take advantage of peak and cyclical selling periods and to safely expand into new product lines or territories.

Cost: A fraction of 1% of sales. Premiums depend on the type of business, annual sales and loss experience.

Source: Jan Buchanan, marketing coordinator, Fidelity and Deposit Company of Maryland, Box 1227, Baltimore 21203.

The new business climate

☐ **Bankruptcy warning.** A business that receives a payment from a company that subsequently declares bankruptcy may have to return the funds to the bankruptcy trustees even if the payment had been made more than 90 days before the filing. That ruling, from the US Supreme Court (*Barnhill v. Johnson*), suggests that business managers must more carefully monitor payments from clients that are facing financial difficulty.

Michael S. Lurey, head of insolvency group, at Latham & Watkins, a nationwide law firm based in Los Angeles.

☐ **Companies are now more vulnerable** to lawsuits in states where they have only minor business ties. *Case:* A prospect sees an ad in a national magazine, phones for more information, eventually travels to the seller's headquarters, inspects the merchandise, signs a sales contract, takes the purchase home. *Old rule:* The buyer can't later sue for fraud in his home state, because the last act in the chain of events wasn't there. *Latest decision:* The phone conversations are enough to subject the out-of-state seller to the jurisdiction of courts in the buyer's home.

Classic Auto v. Schocket, SC Colo, 7/7.

☐ **ADA tax deductions** may be available for the entire cost of altering offices and factories to comply with the Americans with Disabilities Act. The Tax Code says that only the first \$15,000 spent in a year to remove architectural or transportation barriers for disabled employees is considered a deductible expense. But even outlays *beyond* that limit can be deductible if the company can prove that they were necessary, that they do not increase the value of the building and that they don't alter the use of the building. Most ADA adjustments—wheelchair ramps, wider doors, redesigned restrooms, braille signs—qualify.

Jerry Williford, tax partner, Grant Thornton, Houston.

☐ **The IRS has announced easier rules** for obtaining quick approval of a change in a company's accounting period—for example, changing from a calendar tax year to a fiscal year.

IRS Revenue Procedures 92-13 and 92-13A.

Global Business

Francine Lamoriello, KPMG Peat Marwick

M•E•X•I•C•O

How Your Company Can Win the New Mexican Game

Just a few years ago, Mexico seemed to be headed toward economic and political ruin. Today, it's one of the largest sources of US trade opportunities in the world. *How the picture changed:*

- The Mexican government made significant progress in privatizing former state industries, cutting tariffs and reducing corruption.

- Development of a two-party system is increasing political stability.

- Chances look bright for creation of a virtually tariff-free trade zone for the US, Mexico and Canada.

Forecast: Congress will finally approve the North American Free Trade Agreement (NAFTA) after the November elections. Even if that measure fails, the US and Mexico will continue to work toward gradually easing restrictions on trade and investment between the two countries.

Example: The tariff on computers exported to Mexico, now at 20%, would be eliminated under NAFTA. If NAFTA isn't approved, Mexico is still expected to cut import duties on a wide range of products.

WHAT MEXICAN COMPANIES ARE IN THE MARKET FOR

- Computer hardware and software.** In their current rush to modernize under the improved business and political conditions, Mexican factories need computer-control equipment. Import tariff reductions will also spur home computer sales. Software and documentation must be translated into clear, idiomatic Spanish.

Mexico recently enacted tougher intellectual property laws, making it safer to market software there without fear of piracy.

- Engineering and maintenance equipment and services.** To become a modern, industrialized country, Mexico must make massive expenditures on high-

ways and other infrastructure. US contractors and construction equipment manufacturers will have excellent opportunities.

- Hotel and restaurant industry.** This is a particularly high-growth area due to prospects of increased business and tourist travel.

- Machine tools and plant design.** Mexico hopes free trade will lead to rapid industrialization that will help to put many of its unemployed people to work. High on the list is machinery for making plastics, which takes advantage of the country's abundant petrochemical feedstocks.

- Mining equipment.** Mexico needs more efficient machinery to take advantage of its underground resources.

- Oil and gas equipment.** As the country tries to make its petrochemical industries more efficient, it will need to upgrade much of its equipment, both in the field and in processing plants.

- Pollution control equipment.** The current government says it is committed to reducing pollution in Mexico City and many smaller areas. NAFTA also includes restrictions on trade in environmentally hazardous materials. The task is immense. US companies in the environmental protection industries can capitalize on this vast new opportunity.

- Telecommunications equipment.** To rebuild its phone system, Mexico has already reduced import duties on most telecommunications products. Since rebuilding has just begun, however, the market will continue to grow. It includes services and software for phone systems, as well as such office products as fax machines and switchboards.

INVESTMENT OPPORTUNITIES

While American import tariffs on most Mexican products are already

Boardroom interviewed Francine Lamoriello, senior manager, international practice, KPMG Peat Marwick, 2001 M St. NW, Washington, DC 20036.



Continuous improvement

□ Performance improvement trap: Employees who are highly motivated to improve performance in response to a business crisis may relax when the crisis passes. For performance improvement to continue, employees must have a vision of the business under which they value the unending need for *constant* improvement. After they share this vision, employees will be willing to accept a *succession* of missions which build corporate success.

Beyond Entrepreneurship, by James C. Collins and William C. Lazier, Stanford Graduate School of Business, Prentice Hall, Englewood Cliffs, New Jersey 07632, \$19.95.

□ Where to focus improvement. It is easier to cut a big problem in half than to eliminate a tiny problem entirely. *Effective:* Seek the greatest improvement for the least effort...in the shortest time...with the least expenditure.

Continuous Process Improvement, by George D. Robson, The Free Press, 866 Third Ave., New York 10022, \$35.

□ Having dealers work directly with production personnel can produce big benefits. *Example:* Caterpillar found its products needed extensive dealer preparation before sale, plus "break-in" service. But factory managers were unaware of this. The company formed production/sales teams. Dealers were assigned to the factory and production managers went to dealerships, so each group learned the other's concerns. They jointly developed new standards and a list of items to be checked before a product left the factory. *Payoff:* Product defects reduced by 85%, warranty payments cut by 40%, on-time delivery up 70%, overtime down 85%.

Alan J. Rossi, general manager, Caterpillar's Wheel Loader/Hydraulic Excavator Business, Aurora, Illinois, quoted in *Industry Week*, 1100 Superior Ave., Cleveland 44114, 23 issues, \$50/yr.

□ Breakthrough innovation and incremental change don't conflict. Major breakthroughs are achieved through quick-response suggestion systems and willingness to abandon traditional hierarchies and clumsy work processes. Companies achieve more frequent breakthroughs when they have a culture of ongoing, incremental improvement.

George Labovitz, president, Organizational Dynamics International, Burlington, Massachusetts, quoted in *Total Quality*, 505 S. Ninth St., Minneapolis 55402, monthly, \$128/yr.

low, further reductions would make certain items even more attractive to import and market in the US.

With easing restrictions on investment, US companies also have a new opportunity to buy or invest in Mexican companies. Manufacturers are freer to set up Mexican plants to make products for import to the US. The biggest opportunities exist for labor-intensive products.

For most types of companies, NAFTA will remove the remnants of Mexican rules that required foreign companies to set up subsidiaries with Mexican partners that own the majority of stock. It can still make sense, however, to team up with a Mexican partner if the company is doing business in Mexico for the first time or needs a well-established local distributor.

COMPETITIVE STRATEGY

Since Japanese and European companies are already making inroads in Mexico, US businesses that aren't currently exporting there should not waste time doing research on whether their products are marketable south of the border. *Recommended:*

Study existing market research. Information sources include the Commerce Department's US and Foreign Commercial Service (202-377-5777), the commercial section of the Mexican Embassy (202-728-1700) and the American Association of Exporters and Importers (212-944-2230). Also, some international consulting firms, such as KPMG Peat Marwick, conduct extensive market research and develop market entry strategies to assist US companies in taking advantage of new opportunities in Mexico.

These organizations can also help locate market research firms in Mexico to do studies tailored to specific products. Fresh research is important because Mexican demographics are changing quickly as the economy improves.

US advertising companies will soon be offering more services in Mexico. *Reason:* Under NAFTA, they'll no longer have to set up a subsidiary in Mexico in order to operate there.

Get to know Mexican bankers, distributors and potential joint venture partners. Work through the company's US bank, the American Embassy in Mexico City or a management consulting company with operations in both countries to find contacts. ☐ ☐

Coming in Boardroom

How to keep costs down after cost-cutting...*Creative financing opportunities in tough times...* Inexpensive alternatives to expensive market research...*How to make selling everyone's job.*

Continuous improvement

Dr. P. Ranganath Nayak and Robert

High Performance

- Total Quality
- Continuous
- Financial
- Down
- Etc., etc.



Imagine that you are a company and your business is long-distance running. One doctor tells you that the way to win the marathon is by strengthening your left leg. A second doctor says it's your mindset that counts. A third advises lung exercises...

Reality: None of the doctors is right. You must get *every* part of your body into top condition to win. And then, you must *continue* to improve your conditioning forever—to stay ahead of the competition.

Business today: In desperate efforts to improve performance over the past decade, companies have adopted a range of "solutions," including mergers and acquisitions, downsizing, financial engineering and Total Quality Management (TQM).

Some of these approaches have proven extremely useful in getting companies that were entrenched in inefficiency back to profitability. But few such strategies have led to long-term high performance.

Reason: Lack of top management commitment.

Too often, top managers think they can delegate the job of improvement to subordinates and forget about it. They set up TQM programs and put up posters, but workers are only narrowly empowered to make real changes. They come up with great ideas for incremental changes that may improve the way they do their jobs. But, while they are extremely helpful, these alone won't turn the company into a world-class competitor.

WHAT'S MISSING

We define a high-performance business as a world-class organization that
October 1, 1992 ☐ Boardroom Reports

JAB-08A

Lowell F. Sarnes
2016 View Point Drive
Naples, Florida 33963

813/566-2620

NRW

Sept. 15, 1992

Mr. James A. Baker III
Chief of Staff
White House
Washington, D.C.

Dear Mr. Baker:

I am an 81 year old engineer
(University of Michigan - automotive) living
in a health care retirement complex
in Naples, Florida.

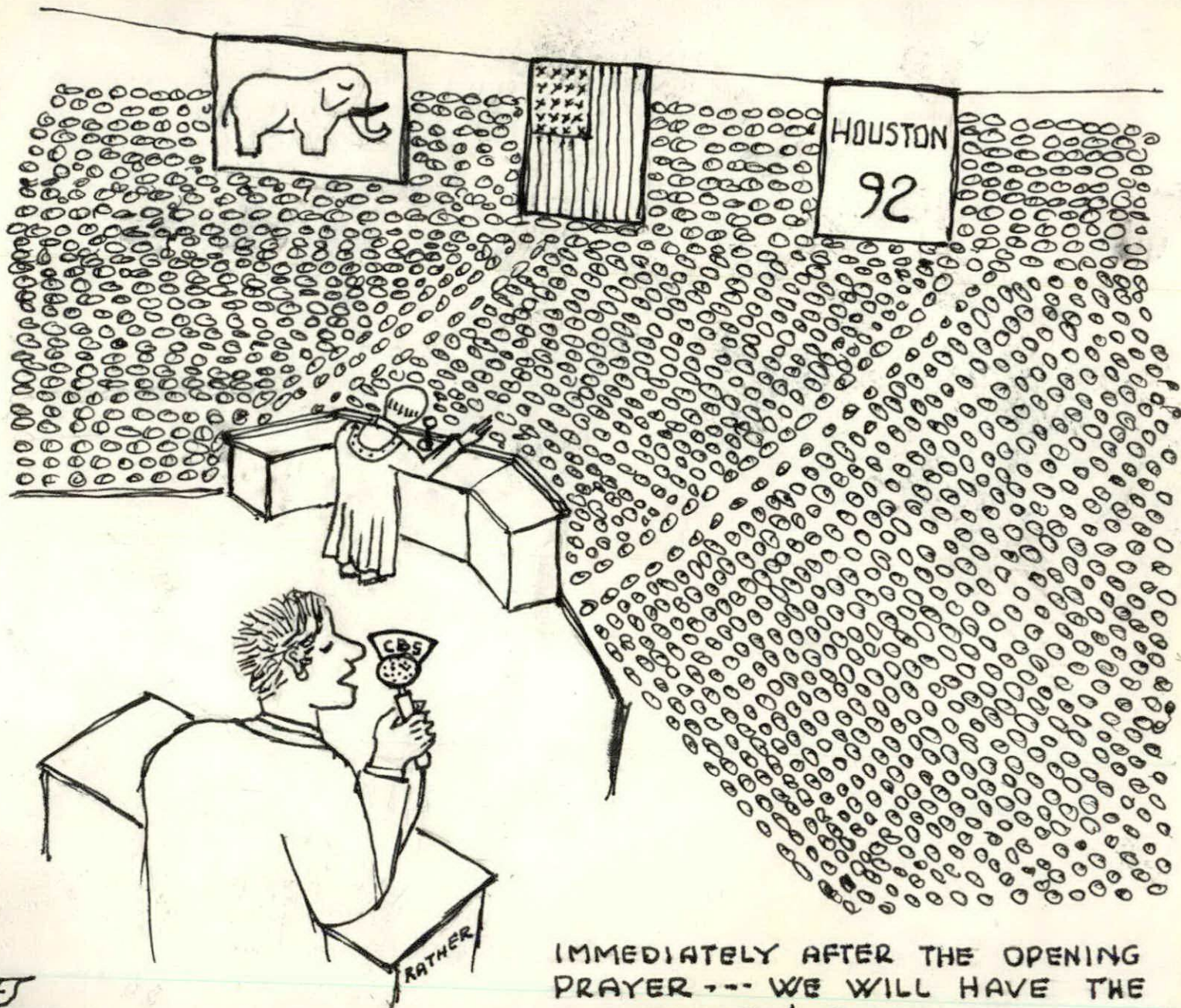
In this "media for Clinton" era,
I had a couple of ideas I sketched
out and am enclosing. I hope your
professionals can rework them in some
form so they can be useful. If
used, I would appreciate an auto-
graphed copy.

Give them hell!

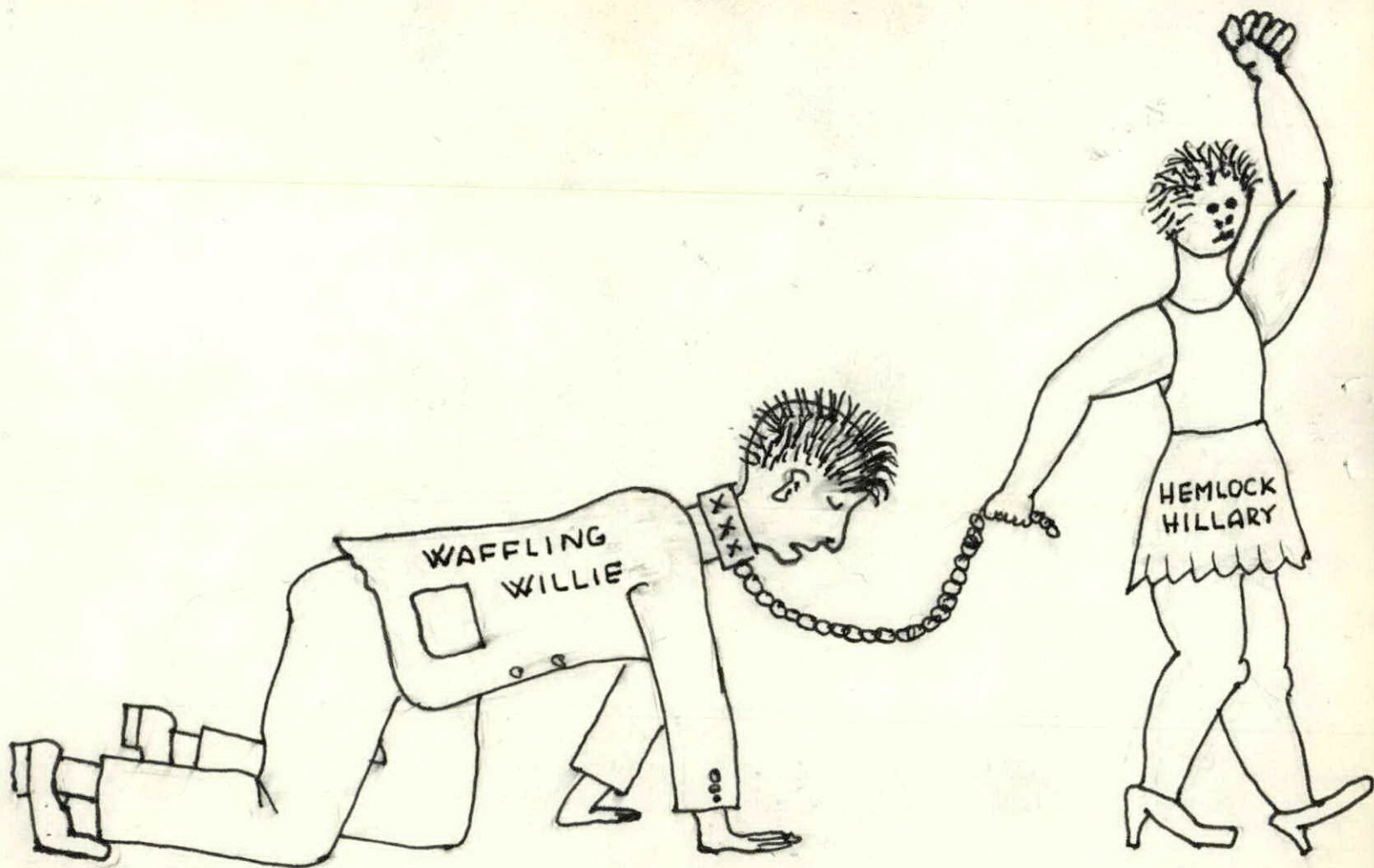
Sincerely,

L.F. Sarnes

P.S.
You have a good man as
Postmaster General. I worked
with Mark at Ford and he'll
get the dead wood out. -



IMMEDIATELY AFTER THE OPENING
PRAYER --- WE WILL HAVE THE
DEMOCRATS' RESPONSE



PRESIDENTIAL LEADERSHIP

Fax Transmission

No. of pages incl. this one : 3

NRN
JAS
recused
on this
issue

To:

James Baker

Fax number:

(202) 456-2883

cc:

From:

W. M. Robb

Date:

9/23/92

If you do not receive all pages, please contact:

Joyce Stevens

PENNZOIL PRODUCTS COMPANY

Pennzoil Place, 700 Milam,

P. O. Box 2967, Houston, TX 77252-2967

(713) 546-6804/Phone Number

(713) 546-4160/Fax Number

Subject: _____

Special Instructions:

**PENNZOIL PRODUCTS COMPANY**

PENNZOIL PLACE • P.O. BOX 2967 • HOUSTON, TEXAS 77252-2967 • (713) 546-6665

W. M. ROBB
Executive Vice President
Manufacturing

September 23, 1992

C. Boyden Gray
Counsel to the President
The White House
Washington, DC 20500

Dear Mr. Gray:

On August 21, 1992, I wrote to you to express Pennzoil's concerns with reported proposals to provide various competitive advantages to the ethanol industry under the reformulated gasoline (RFG) program pursuant to the Clean Air Amendments (CAAA) of 1990. Again, we are hearing that some combination of these ideas will be proposed by President Bush within the next few days. And again, Pennzoil implores the Administration to adhere to the negotiated regulation and not embark upon a road that will result in an unfair and unwarranted competitive advantage for the ethanol industry, environmental degradation, and increased costs for Pennzoil Products Company's refining division.

Pennzoil, again, particularly is concerned about proposals to force refiners to further lower Reid vapor pressure (RVP) to accommodate ethanol blenders. As I mentioned in my earlier correspondence, such a situation would cause Pennzoil to incur increased tankage and line costs of at least \$2 million at each of our three refineries to produce RFG -- over and beyond the base cost of producing RFG. Similarly, we remain concerned about any proposal that would preclude or inhibit states from implementing a cap on oxygenates.

The ethanol proposals under consideration by the Administration violate the reg-neg agreement and are counter to the President's espoused belief in free market principles. Furthermore, such accommodations will not assist the Administration in achieving its Clean Air Act goals, and may, in fact, result in goals missing, followed by increased restrictions on other types of emission sources.

Again, Mr. Gray, I urge you to counsel the President that the Administration's only legal choice is to honor the negotiated regulation. Thank you, and I look forward to hearing of a resolution to this issue which is consistent with the negotiated regulation.

Sincerely,

William M. Robb

:92392

PENNZOIL PRODUCTS COMPANY

C. Boyton Gray
September 23, 1992
Page 2.

cc: James Baker, III
Chief of Staff
The White House
Washington, DC 20500

Richard Darman
Director
Office of Management and Budget
252 OEOB
Washington, DC 20503

David McIntosh
Council on Competitiveness
286 OEOB
Washington, DC 20503

William Reilly
Administrator
Environmental Protection Agency
401 M St. S.W.
Washington, DC 20460

Linda Stuntz
Deputy Secretary
Department of Energy
7B-252 Forrestal Bldg.
Washington, DC 20585

Robert Zoellick
Deputy Chief of Staff
The White House
Washington, DC 20500

ATTENTION MR Jim BAKER,
WHITE HOUSE

NKN

09/18/92

H.E. Ambassador

Your Excellency;

Please kindly find a copy of the letter I handed to Mayor Sharon Pratt Kelley of the District of Columbia, requesting her to disqualify Mr Marion Barry for his involvement in the extermination I referred to in the paper.

The 2nd Holocaust was monitored not only by computers in the Capitol, the * Soviet Union and France, but also by members of ICRC, Patrick Shand of Switzerland, Nelson Mandela of South Africa, Orlando Carlos, who played the role of Eichmann in the 2nd Holocaust, was taken from Cuba by Patrick Shand and placed in Santakoor, where most of the extermination took place. Carlos also represented Pope Paul John, whose interest is to mind control mankind

Ross Perot, in person, had come to Ethiopia, in the Ogaden, where Tonneco was drilling for oil, and for four years he made sure I responded to his hypnotic suggestions and got me kidnapped into Somalia where I was kept in prison for eleven years 1977-88, nine of them in a solitary confinement.

Patrick Shand who was with us when we were taken into Somali concentration camps in 1977, once again came to Somalia in 1988 when we were released thru the UN, made Albino representative of Perez Decuelliar, who, for money, tried to send me to the Nezerlands for resettlement, which was against my will. The United States Government had vague information on the 2nd Holocaust, therefore withheld its donations to the UN, until after the later agreed to send some of these fifty two Ethiopians to the United States.

Even after the United States INS came to Mogadishow and accepted me to resettle here, Perez Decuelliar, bribed by Mario Cuomo, ordered that I should be left in Mogadisho, whereupon, Mr Brian of the United States Embassy in Mogadishow at the time, in person, came and arranged my flight to Minneapolis on September 10/1989.

When I heard of Child kidnappings in Canada in March 1991, I reported to Mr Tullot and Ms France, requesting them to get Albino arrested. Both Tullot and France attempted to scare me away using their security guards, when they found they couldn't, they vanished themselves.

In 1989-90 Governor Clinton consulted me if he was going to become president in 1992. I reported that to Governor Perpich of Minnesota who referred it to the Human Rights Department, who said this case was above their jurisdiction.

Then, Marion Barry, promising free housing, education, and grant for my chess book, brought me here from Minneapolis and betrayed me into homelessness; where for about a year Senators Albert Gore and Edward Kennedy passed hypnotic suggestions to me from McPherson Square grill, which they now made closed.

Francois Mitterrand had his agents stationed at the French Cultural Center in Mogadishow, therefore, all of those Ethiopians who were taken to Canada in 1988 from Mogadishow are looking for Mitterrand's interests in Canada. The two French ladies who were working for UNHCR in Mogadishow, Dr Christina, and Mary, divided the money that was supposed to be paid for my transportation to Geneva, for treatment after nine years of solitary confinement, between them.

The British and Swedish crown were represented by a Mr Peter, who was working for UN, FAO in the Ogaden in Ethiopia, who, not only

arranged for my kidnapping into Somalia in 1977
but also got Dr Gerald McLure shot, immediately
before my abduction, for the simple reason that
(these) monarchs thought that the hypnotic messages
that I was supposed to send to them from the
concentration camp in Somalia, would go to
Dr McLure, if he was to be the last man to
speak with me before my abduction.

This is to humbly request you to approach
your government to bring the criminals to
justice.

Sincerely yours,

Yad. B. Jantse

C.C

State Department,
Diplomatic Community,
President George Bush

CC Australian Ambassador,
Canadian Ambassador,
Egyptian Ambassador,
French Ambassador,
German Ambassador,
Italian Ambassador, Israeli Ambassador
Peruvian Ambassador,
South African Ambassador,
U.K. Ambassador
State Department

DC

JJ

09/18/92

ATTENTION
MR Jim BAKER
WHITE HOUSE

09/19/92

U.S. CAPITOL POLICE,
CHIEF ROBERT K. LANGLEY,
WASHINGTON DC

Victim New to D.C.

■ Abbey McClosky, who was beaten near her Capitol Hill home and died yesterday, was a recent college graduate who had just moved to the area.

METRO, Page B1

DEAR SIR;

GOVERNOR BILL CLINTON, AND SENATOR ALBERT GORE SHOULD BE HELD RESPONSIBLE FOR THIS COWARDLY MURDER. THEY ARE COMMITTING SUCH CRIMES THRU MARION BARRY WHO HAD PLACED MURDER AGENTS IN SHELTERS AND PRISONS IN DC DURING HIS TERM AS THE MAYOR OF THE NATIONS CAPITAL.

BERNARD HARRIS OF CENTRAL UNION MISSION, 1350 R ST, NW, AND JOHN MCOMB OF CCNV, 2ND ST NW, CHOOSE THE ASSASSINS AND DISPATCH THEM TO KILL ACCORDING TO SENATOR EDWARD KENNEDY'S ORDERS.

THEIR EXPENSES ARE COVERED BY THE DALLAS BILLIONAIRE ROSS PEROT, WHO HAD BROUGHT INTO THE UNITED STATES FROM THE THIRD WORLD THOUSANDS OF MURDER AGENTS, LIKE DANNIEL MEKONIN OF WESTERN PRESBYTERIAN CHURCH, 1901 H ST NW, FANTAHUN TIRUNEH OF THE LIBRARY OF CONGRESS, AND GIRMA FORD OF THE ETHIOPIAN

COMMUNITY N.W., WHO ADVISE THE ASSASSINS
ON HUMAN SACRIFICE IN OR FOR MIND CONTROL
PURPOSES. NELSON MANDELA HAS SENT HUNDREDS
OF HIS MURDER AGENTS FROM SOUTH AFRICA,
TO WORK UNDER JESSE JACKSON.

BILL CLINTON, ALBERT GORE, ROSS PEROT,
AND MARION BARRY, I HOLD RESPONSIBLE FOR
THE DISAPPEARANCE OF MY BROTHER, WHO WAS
LIVING IN ARCADIA, CALIFORNIA. MY BROTHER
WAS KIDNAPPED ABOUT THREE MONTHS AGO
BY AGENTS WORKING FOR ARSENIO HALL
AND EDDIE MURPHY.

THIS IS TO HUMBLLY REQUEST YOU TO
TAKE LEGAL ACTIONS AGAINST THE CRIMINALS
I MENTIONED ABOVE.

SINCERELY YOURS,

Yod B. Jantu

CC PRESIDENT GEORGE BUSH,
ALL POLICE CHIEFS IN DC,
DIPLOMATIC COMMUNITY

425 CCNV NW
WASHINGTON DC 20002

ATTENTION:
MR JAMES BAKER
WHITE HOUSE

09/23/92

Council Member Jack Evans,
Ward #2,
Washington D.C.

Dear Sir:

The secret service man you sent to speak to me at Q St shelter in March 1991, in response to my report to you that I have knowledge of persons who are trying to poison President George Bush, never returned to me again after the initial interview.

Then, in September of the same year an african American living at CCNV shelter, where I dwell now, was practically dragged out of the shelter and his throat cut and I called your attention to it. And now this McClosky murder near the capitol

This is, to, again, inform you that Governor Clinton, Senator Albert Gore, Ross Perot, and Marion Barry are the perpetrators of these crimes, and request you to arrange a meeting between Mr James Baker, white House chief of staff, Mr Ron Brown of the Democratic Party and myself.

Sincerely yours,

C.C. President George Bush
Diplomatic community

Ed B. Jantu

ATTENTION:
MR Jim BAKER
WHITE HOUSE

GOVERNMENT OF THE DISTRICT OF COLUMBIA
EXECUTIVE OFFICE



DIRECTOR OF
EDUCATIONAL AFFAIRS
1350 PENNSYLVANIA AVE., N.W. - RM. 212
WASHINGTON, D.C. 20004

February 28, 1992

Mr. Yadhegdhigu B. Fantu
c/o Ms. Sara Cartmill
Zachaeus Clinic
1329 N Street, N.W.
Washington, D.C. 20005

Dear Mr. Fantu:

We appreciate your sharing with us the concept of Mathematical Chess. We commend you for your mathematical capabilities.

Unfortunately, there are no grants available at this time to fund your proposal.

Thank you again for writing to Mayor Kelly.

Sincerely,

A handwritten signature in cursive script that reads "Janette Hoston Harris".

Janette Hoston Harris, Ph.D.
Director, Educational Affairs

[Faint, illegible handwritten notes in the bottom left corner]

[Faint, illegible handwritten notes in the bottom right corner]

ELEANOR HOLMES NORTON
DISTRICT OF COLUMBIA

WASHINGTON OFFICE
1631 LONGWORTH HOUSE OFFICE BUILDING
WASHINGTON, D.C. 20515-5101
(202) 225-8060
(202) 225-3002 (Fax)
(202) 225-7829 (TDD)

CONSTITUENT SERVICE OFFICES:
815 15TH STREET, NORTHWEST, SUITE 100
WASHINGTON, D.C. 20005-2201
(202) 783-5065
(202) 783-5211 (Fax)
2216 MARTIN LUTHER KING, JR. AVENUE, SOUTHEAST
WASHINGTON, D.C. 20020-5734
(202) 678-8900
(202) 678-8844 (Fax)



Congress of the United States
House of Representatives
Washington, DC 20515

March 13, 1992

COMMITTEE ON
PUBLIC WORKS AND TRANSPORTATION

SUBCOMMITTEES:
SURFACE TRANSPORTATION
PUBLIC BUILDINGS AND GROUNDS

COMMITTEE ON
POST OFFICE AND CIVIL SERVICE

SUBCOMMITTEES:
CIVIL SERVICE
POSTAL OPERATIONS AND SERVICES

COMMITTEE ON
THE DISTRICT OF COLUMBIA

SUBCOMMITTEES:
FISCAL AFFAIRS AND HEALTH
JUDICIARY AND EDUCATION

DEMOCRATIC STUDY GROUP
EXECUTIVE COMMITTEE

Mr. Yad B. Fantu
425 2nd Street, NW
Washington, DC 20002

Dear Mr. Fantu:

This is just a note to let you know that I have already contacted the appropriate officials regarding the matter outlined in your recent correspondence.

As soon as I receive a response from them I will be in touch with you immediately. Thank you for bringing this matter to my attention.

Sincerely,

Eleanor Holmes Norton

EHN/cme

ELEANOR HOLMES NORTON

DISTRICT OF COLUMBIA

WASHINGTON OFFICE
1631 LONGWORTH HOUSE OFFICE BUILDING
WASHINGTON, D.C. 20515-5101
(202) 225-8050
(202) 225-3002 (Fax)
(202) 225-7829 (TDD)

CONSTITUENT SERVICE OFFICES:

815 15TH STREET, NORTHWEST, SUITE 100
WASHINGTON, D.C. 20005-2201
(202) 783-5065
(202) 783-5211 (Fax)

2216 MARTIN LUTHER KING, JR. AVENUE, SOUTHEAST
WASHINGTON, D.C. 20020-5734
(202) 678-8900
(202) 678-8844 (Fax)



Congress of the United States
House of Representatives
Washington, DC 20515

March 22, 1992

COMMITTEE ON
PUBLIC WORKS AND TRANSPORTATION

SUBCOMMITTEES:
SURFACE TRANSPORTATION
PUBLIC BUILDINGS AND GROUNDS

COMMITTEE ON
POST OFFICE AND CIVIL SERVICE

SUBCOMMITTEES:
CIVIL SERVICE
POSTAL OPERATIONS AND SERVICES

COMMITTEE ON
THE DISTRICT OF COLUMBIA

SUBCOMMITTEES:
FISCAL AFFAIRS AND HEALTH
JUDICIARY AND EDUCATION

DEMOCRATIC STUDY GROUP
EXECUTIVE COMMITTEE

Mr. Yad B. Fantu
425 2nd Street, NW
Washington, DC 20002

Dear Mr. Fantu:

Thank you for your most recent letter regarding your problems. As you may know, I have a very limited number of staff with which to serve over 600,000 constituents. I am therefore unable to have them observe conditions at the Center for Creative Nonviolence.

Since I am a federal legislator, I do not have jurisdiction over the obligations of the District of Columbia. You may wish to contact your Councilmember, The Honorable Jack Evans at 724-8058 or the Mayor at 939-8750.

When I receive additional information regarding your disability check, I will again contact you.

Sincerely,

Eleanor Holmes Norton

Eleanor Holmes Norton

EHN/cme

3/17/92-^P-1221

ELEANOR HOLMES NORTON

DISTRICT OF COLUMBIA

WASHINGTON OFFICE

1631 LONGWORTH HOUSE OFFICE BUILDING
WASHINGTON, D.C. 20515-5101
(202) 225-8050
(202) 225-3002 (Fax)
(202) 225-7829 (TDD)

CONSTITUENT SERVICE OFFICES:

815 15TH STREET, NORTHWEST, SUITE 100
WASHINGTON, D.C. 20005-2201
(202) 783-5065
(202) 783-5211 (Fax)

2216 MARTIN LUTHER KING, JR. AVENUE, SOUTHEAST
WASHINGTON, D.C. 20020-5734
(202) 678-8900
(202) 678-8844 (Fax)



Congress of the United States
House of Representatives
Washington, DC 20515

April 2, 1992

COMMITTEE ON
PUBLIC WORKS AND TRANSPORTATION

SUBCOMMITTEES:
SURFACE TRANSPORTATION
PUBLIC BUILDINGS AND GROUNDS

COMMITTEE ON
POST OFFICE AND CIVIL SERVICE

SUBCOMMITTEES:
CIVIL SERVICE
POSTAL OPERATIONS AND SERVICES

COMMITTEE ON
THE DISTRICT OF COLUMBIA

SUBCOMMITTEES:
FISCAL AFFAIRS AND HEALTH
JUDICIARY AND EDUCATION

DEMOCRATIC STUDY GROUP
EXECUTIVE COMMITTEE

Mr. Yad B. Fantu
425 2nd Street, NW
Washington, DC 20002

Dear Mr. Fantu:

Because of the small size of my staff I am unable to forward copies of your correspondence to Senators and Congresspersons which you name. However, you may write to any Senator at U.S. Senate, Washington, DC 20510 and to any Congressperson at U.S. House of Representatives, Washington, DC 20515.

If you desire me to look into your food stamp problem, please forward your social security number to my Northwest Constituent Service Office at your earliest convenience.

I understand Ms. Cartmill has given you your money and you have opened a bank account.

Sincerely,

Eleanor Holmes Norton

EHN/cme

4/2/92-P384-1

ELEANOR HOLMES NORTON
DISTRICT OF COLUMBIA

WASHINGTON OFFICE
1631 LONGWORTH HOUSE OFFICE BUILDING
WASHINGTON, D.C. 20515-5101
(202) 225-8050
(202) 225-3002 (Fax)
(202) 225-7829 (TDD)

CONSTITUENT SERVICE OFFICES
815 15TH STREET, NORTHWEST, SUITE 100
WASHINGTON, D.C. 20005-2201
(202) 783-5065
(202) 783-5211 (Fax)
2216 MARTIN LUTHER KING, JR. AVENUE, SOUTHEAST
WASHINGTON, D.C. 20020-5734
(202) 678-8900
(202) 678-8844 (Fax)



Congress of the United States
House of Representatives
Washington, DC 20515
April 23, 1992

COMMITTEE ON
PUBLIC WORKS AND TRANSPORTATION
SUBCOMMITTEES:
SURFACE TRANSPORTATION
PUBLIC BUILDINGS AND GROUNDS
COMMITTEE ON
POST OFFICE AND CIVIL SERVICE
SUBCOMMITTEES:
CIVIL SERVICE
POSTAL OPERATIONS AND SERVICES
COMMITTEE ON
THE DISTRICT OF COLUMBIA
SUBCOMMITTEES:
FISCAL AFFAIRS AND HEALTH
JUDICIARY AND EDUCATION
DEMOCRATIC STUDY GROUP
EXECUTIVE COMMITTEE

Mr. Yad B. Fantu
425 2nd Street, NW
Washington, DC 20002

Dear Mr. Fantu:

Thank you for providing me with your computations. I always appreciate hearing from my constituents.

I shall take this information under advisement and refer to it in making future decisions.

I hope you will always feel free to write and to share your concerns with me.

Sincerely,

A handwritten signature in cursive script that reads "Eleanor Holmes Norton".

Eleanor Holmes Norton

EHN/cme

JOSEPH R. BIDEN, JR., DELAWARE, CHAIRMAN

EDWARD M. KENNEDY, MASSACHUSETTS
HOWARD M. METZENBAUM, OHIO
DENNIS DECONCINI, ARIZONA
PATRICK J. LEAHY, VERMONT
HOWELL HEFLIN, ALABAMA
PAUL SIMON, ILLINOIS
HERBERT KOHL, WISCONSIN

STROM THURMOND, SOUTH CAROLINA
ORRIN G. HATCH, UTAH
ALAN K. SIMPSON, WYOMING
CHARLES E. GRASSLEY, IOWA
ARLEN SPECTER, PENNSYLVANIA
HANK BROWN, COLORADO

RONALD A. KLAIN, CHIEF COUNSEL
CYNTHIA C. HOGAN, STAFF DIRECTOR
THADDEUS E. STROM, MINORITY CHIEF COUNSEL
AND STAFF DIRECTOR

United States Senate

COMMITTEE ON THE JUDICIARY

WASHINGTON, DC 20510-6275

May 5, 1992

Mr. Yadhedhigu Fantu
495 CCNV 2nd Street, N.W.
Washington, D.C. 20001

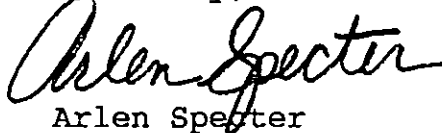
Dear Mr. Fantu:

Thank you for your letter of April 30, 1992. I understand the concern which prompted you to write.

Please be assured of my desire to help whenever I am in a position to do so. However, while I would like to be of assistance to you in this matter, there is a long-standing policy of Senatorial courtesy which reserves for each Senator the privilege of handling the affairs of his or her constituents.

Therefore, I am respectfully referring your correspondence to Delegate Eleanor Holmes Norton, as she represents the District of Columbia. I am confident that she will do everything she can to be of assistance to you.

Sincerely,



Arlen Specter

AS/mrp

ELEANOR HOLMES NORTON
DISTRICT OF COLUMBIA

WASHINGTON OFFICE
1631 LONGWORTH HOUSE OFFICE BUILDING
WASHINGTON, D.C. 20515-5101
(202) 225-8050
(202) 225-3002 (Fax)
(202) 225-7829 (TDD)

CONSTITUENT SERVICE OFFICES:
815 15TH STREET, NORTHWEST, SUITE 100
WASHINGTON, D.C. 20005-2201
(202) 783-5065
(202) 783-5211 (Fax)
2216 MARTIN LUTHER KING, JR. AVENUE, SOUTHEAST
WASHINGTON, D.C. 20020-5734
(202) 678-8900
(202) 678-8844 (Fax)



Congress of the United States
House of Representatives
Washington, DC 20515
May 8, 1992

COMMITTEE ON
PUBLIC WORKS AND TRANSPORTATION

SUBCOMMITTEES:
SURFACE TRANSPORTATION
PUBLIC BUILDINGS AND GROUNDS

COMMITTEE ON
POST OFFICE AND CIVIL SERVICE

SUBCOMMITTEES:
CIVIL SERVICE
POSTAL OPERATIONS AND SERVICES

COMMITTEE ON
THE DISTRICT OF COLUMBIA

SUBCOMMITTEES:
FISCAL AFFAIRS AND HEALTH
JUDICIARY AND EDUCATION

DEMOCRATIC STUDY GROUP
EXECUTIVE COMMITTEE

Mr. Yad B. Fantu
425 2nd Street, NW
Washington, DC 20002

Dear Mr. Fantu:

I am in receipt of your letter of April 30, 1992. I regret items 1-4 pertain to matters over which I have no control.

Sincerely,

A handwritten signature in cursive script that reads "Eleanor Holmes Norton".

Eleanor Holmes Norton

EHN/cme

ELEANOR HOLMES NORTON
DISTRICT OF COLUMBIA

WASHINGTON OFFICE
1631 LONGWORTH HOUSE OFFICE BUILDING
WASHINGTON, D.C. 20515-5101
(202) 225-8050
(202) 225-3002 (Fax)
(202) 225-7829 (TDD)

CONSTITUENT SERVICE OFFICES:
815 15TH STREET, NORTHWEST, SUITE 100
WASHINGTON, D.C. 20005-2201
(202) 783-5065
(202) 783-5211 (Fax)
2216 MARTIN LUTHER KING, JR. AVENUE, SOUTHEAST
WASHINGTON, D.C. 20020-5734
(202) 678-8900
(202) 678-8844 (Fax)



Congress of the United States
House of Representatives
Washington, DC 20515
May 15, 1992

COMMITTEE ON
PUBLIC WORKS AND TRANSPORTATION

SUBCOMMITTEES:
SURFACE TRANSPORTATION
PUBLIC BUILDINGS AND GROUNDS

COMMITTEE ON
POST OFFICE AND CIVIL SERVICE

SUBCOMMITTEES:
CIVIL SERVICE
POSTAL OPERATIONS AND SERVICES

COMMITTEE ON
THE DISTRICT OF COLUMBIA

SUBCOMMITTEES:
FISCAL AFFAIRS AND HEALTH
JUDICIARY AND EDUCATION

DEMOCRATIC STUDY GROUP
EXECUTIVE COMMITTEE

Mr. Yad B. Fantu
425 2nd Street, NW
Washington, DC 20002

Dear Mr. Fantu:

Thank you for providing me with your views on hypnosis. I always appreciate hearing from my constituents.

I shall take this information under advisement and refer to it in making future decisions.

I hope you will always feel free to write and to share your concerns with me.

Sincerely,

Eleanor Holmes Norton

EHN/cme

ELEANOR HOLMES NORTON

DISTRICT OF COLUMBIA

WASHINGTON OFFICE
1631 LONGWORTH HOUSE OFFICE BUILDING
WASHINGTON, D.C. 20515-5101
(202) 225-8050
(202) 225-3002 (Fax)
(202) 225-7829 (TDD)

CONSTITUENT SERVICE OFFICES

815 15TH STREET, NORTHWEST, SUITE 100
WASHINGTON, D.C. 20005-2201
(202) 783-5065
(202) 783-5211 (Fax)

2216 MARTIN LUTHER KING, JR. AVENUE, SOUTHEAST
WASHINGTON, D.C. 20020-5734
(202) 678-8900
(202) 678-8844 (Fax)



Congress of the United States
House of Representatives
Washington, DC 20515
June 2, 1992

COMMITTEE ON
PUBLIC WORKS AND TRANSPORTATION

SUBCOMMITTEES
SURFACE TRANSPORTATION
PUBLIC BUILDINGS AND GROUNDS

COMMITTEE ON
POST OFFICE AND CIVIL SERVICE

SUBCOMMITTEES
CIVIL SERVICE
POSTAL OPERATIONS AND SERVICES

COMMITTEE ON
THE DISTRICT OF COLUMBIA

SUBCOMMITTEES
FISCAL AFFAIRS AND HEALTH
JUDICIARY AND EDUCATION

DEMOCRATIC STUDY GROUP
EXECUTIVE COMMITTEE

Mr. Yad B. Fantu
425 2nd Street, NW
Washington, DC 20002

Dear Mr. Fantu:

Thank you for contacting me regarding your problem. I will be glad to try to help; however, I am required by the Privacy Act to have your written permission to make inquiries on your behalf.

Therefore, I am enclosing a form to be completed and returned to me at the address indicated on the form. Please feel free to use additional pages and to enclose copies of any materials which you feel may be of use to me.

As soon as I receive the completed form, I will contact the proper authorities on your behalf.

Sincerely,

Eleanor Holmes Norton

EHN/nlj

Enclosure

GOVERNMENT OF THE DISTRICT OF COLUMBIA
EXECUTIVE OFFICE



DIRECTOR OF
INTERGOVERNMENTAL RELATIONS
1350 PENNSYLVANIA AVE., N.W. - RM. 416
WASHINGTON, D.C. 20004

M E M O R A N D U M

13 June 1990

TO: Craig Patterson

FROM: Henry Akins ⁷²⁷
Mayor's Office on Education Affairs ₀₂₄₈

SUBJECT: Assistance in finding temporary housing for Mr. Fantu

Craig this is the gentlemen that I spoke to you on the telephone about. I would appreciate it if you would direct him to someone in your office who could assist him.

As I mentioned I will be working with him to assist him in finding a job and continue his education.

Craig Patterson
Public And Assisted Housing
1133 N Capitol Street, N.E.
535-1706

Suite 113

Mr. Yadhegdhigu Fantu

ATTENTION
MR Jim BAKER
WHITE HOUSE

09/16/92

Mayor Sharon Pratt Kelley,
Washington D.C.,

Dear Madame,

Thank you very much for your letter
of September 2/1992.

Please kindly express my gratitude to
residents of ward #8, for putting, Marion Barry
on the spot; the man who made DC the
International Crime Center (ICC) during his
term as mayor.

The United States Congress carried out a
shameful mind control experiment in Somalia
from 1977 to 1988 in which tens of thousands
of Ethiopians, Jews, and Somalis were
exterminated in three concentration camps
near Mogadishow. I am one of the few sole
survivors of the 2nd Holocaust.

The same type of experiment has been carried
out here in the United States, in prisons and
shelters, under the guidance of Marion Barry,
Donald Grasier of Minneapolis, Bill Clinton of Arkansas,
Albert Gore of Tennessee, Lawton Chiles of Florida
and Mario Cuomo of New York.

Marion Barry, Bill Clinton, and Mario Cuomo have been instrumental in the murder of my sister in Canada in 1988, and the kidnapping of my brother in California just a few months back.

Governor Clinton and Marion Barry have attempted to poison President Bush thru Queen Elizabeth during her last visit here. They are in the << Kremlin Coup >> which was plotted at Howard University here. In 1990 they got, Mitch Snyder, former director of CCNV, hanged in the shelter merely to shock the homeless into silence. They made a human sacrifice on September 8/91 of an African American who was living here.

The Mt Pleasant riot, the Rodney King beating, and the burning of Los Angeles are all made but to cover up these crimes.

Last night I was threatened by Marion Barry agents in the shelter; their bed numbers are #133, 164, 261T, 296T, 451, and 473.

The head of Bill Clinton's and Barry's murder agents here is John McComb, on the second floor, and his closest assistants Ron and George, live with me on the first floor.

The three Ethiopians, Juntahun Tirfeneh of the Library of Congress, Damiel Mekonnen of Western Presbyterian Church, 1901 H ST NW, and Abiy Tord of the Ethiopian Community, advise Bill Clinton and Marion Barry on how to make human sacrifice for mind control according to the Ethiopian Royal Family tradition for seventy five years now.

As early as August 1990 I have handed a sixty five page report on these crimes to both houses of Congress, George Mitchell and later Thomas Foley; and Senator Glen Spectre and Rep. Newt Gingrich have referred my reports to Rep. Eleanor Norton.

The Australian and European Community ambassadors, I have kept informed constantly. Council members John Wilson and Jack Evans have my other reports with them.

This is to humbly request you to bring the matter up to the court before Bill Clinton and Marion Barry make DC the crime capital of the World once again as it was during Carter's administration.

E.C

Sincerely yours,

President George Bush

U.S. Congress

Diplomatic Community

Sad B. Jantu

YAD B. FANTO,
425 CONN, NW,
WASHINGTON DC 20002

MR Jim BAKER,
WHITE HOUSE
WASHINGTON DC

X-RAYED

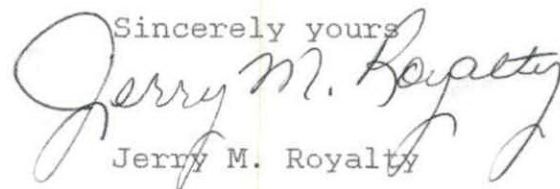
Assistant to the President
The Honorable Jim Baker
Washington, D.C. 20500

NRN

September 18, 1992

Dear Mr. Baker

I write to you in hopes that you may assist me in having a letter read on the floor of the Senate and the House of Representatives, that will allow me to express my anger, and hurt that I feel and have felt since Mr. Clinton has been chosen by the Democratic party to run for the highest and most honorable office of this great nation. As one who served in Vietnam during the Tet offensive of 1968, and now serve in the U.S. Air Force Reserves, being deployed to Saudi Arabia, I find it inconceivable that a draft dodger may be my Commander in Chief if elected. I have attached a letter that I wish to express to American the people and Mr. Clinton. But before closing I wish to express to the President, Vice President and you who have gave so much for so long to our nation and the free people of the world, thank you and may God bless you all.

Sincerely yours

Jerry M. Royalty

P.S. I would it if Senator Dole or Senator Helms along with Congressmen Dorn would enter this into record.

Mr. Clinton

Many who support you as well as yourself have stated publicly that your actions during the Vietnam war are not an issue with the American people anymore. I must raise my voice in protest and disagree with those statements. I cast my vote and for the 56,800 who are not represented here today because duty to our country was greater than self gain. Mr. Clinton, you and I grew up in the same time in this nations history. I can recall how much it hurt and confused me while in Vietnam, when I would read how some in our country were protesting, not realizing what comfort and encouragement they were giving North Vietnam. Those who did not give us the support during that difficult war in reality cost lives. At that time I could not do much about those like yourself and Ms Fonda, who were more concerned about self than service to country, but now I can with my vote! You must recognize one truth, not only does difficult circumstances build character, it also reveals character as well!

ONE VOTE

Jerry M. Boyatz

Jerry M. Bayatz
102 Mill Place
Goldsboro N.C. 27534



Assistant to the President
The Honorable Jemi Baker
Washington, D.C. 20500

Attn: Jemi Baker
Personal

G R Vodden
SF, CA

9/23/92

NRN

James Baker
The White House

RE: Presidential campaign.

1) Clinton and the draft - the denouement:

Just asking Clinton to come clean about the draft isn't going to make the point with the voters.

He needs to be coerced into an explanation of how with a draft notice in hand in late April 1969 he was able to avoid serving in the military.

Present Clinton with a problem.

If Clinton is a particularly effective debater, ask a question for which there is no easy debating point and for which he looses by not answering or answering. A question best presented in a debate format where he can't avoid or evade the answer without a follow up question.

To wit:

Once you had a notice from your draft board to report for active duty in the Army in your hand in late April of 1969 how were you able to have your draft status changed and the induction notice withdrawn?

Most voters aren't aware that Clinton actually had an induction notice in hand.

In fact, in the NYT of 9/22, page 21 OP-ED, William Broyles, JR. rationalizes that he feels Clinton's approach was the same as his "...: he would not enlist in a war he opposed, but if he were drafted he would serve." Clinton received a draft notice and he didn't serve.

If most voters think about this, their reaction will most likely be a delayed one.

The implication of doing anything wrong or improper aside, most men, even women, regardless of their political affiliation, would be very interested to know just how a man who wasn't working for a military contractor or who didn't have a medical excuse was able to pull it off.

PHILLIPS PETROLEUM COMPANY

BARTLESVILLE, OKLAHOMA 74004

NRN

September 23, 1992

C. J. SILAS
CHAIRMAN OF THE BOARD
AND CHIEF EXECUTIVE OFFICER

The Honorable George W. Bush
President of the United States
The White House
Washington, D.C. 20500

Dear Mr. President:

It has come to my attention that some within your Administration are considering mandating the use of specific percentages of ethanol in both the reformulated and oxygenated gasoline programs beginning in 1995. The net result of this ill-conceived policy would be to guarantee a market for up to two billion gallons of corn-derived ethanol annually but at enormous costs to our nation's ailing domestic refining industry, deteriorating highway infrastructure, and all motor fuel consumers. There is no valid environmental, economic or energy related justification for such a decision.

Mr. President, if this is indeed the direction your Administration is heading with regard to ethanol, I would ask that you intercede immediately and personally to prevent such a decision.

Your Administration has consistently defended free market principles. It was a party to the historic negotiated rulemaking which lead to an agreement regarding implementation of the reformulated and oxygenated gasoline programs mandated under the Clean Air Act, an agreement that both the ethanol industry and the corn-growers pledged to support. It has been a strong advocate of fuel neutrality and balancing the costs of producing such fuels against the benefits which they may provide.

Ethanol mandates of any kind will undermine those positions. Ethanol already enjoys the prospect of significant and steady growth over the next decade. Requiring its use in reformulated gasoline will force refiners to reduce dramatically the volatility of their base gasoline to levels which are both uneconomic and, in some instances, technically prohibitive. Such a decision would clearly violate the terms of the reg-neg agreement. It would impose huge costs on both consumers and refiners and lead to even greater levels of unemployment within the refining industry.

I urge you not to agree to such a proposal.

Sincerely,

cc: James A. Baker III ✓
Robert B. Zoellick

02 00 - 212:06

X-RAYED

Mr. James A. Baker III
Chief of Staff
Executive Office of the President
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

C. J. SILAS

PHILLIPS PETROLEUM COMPANY

BARTLESVILLE, OKLAHOMA 74004



Faculty of Law UNIVERSITY OF TORONTO

78 Queen's Park Toronto Canada M5S 2C5

NRN

9/24 - CJ called. Thanked -
JAB appreciated especially
given family tie, etc.

This man wants JAB
Endorsement, comment. I
explained can't do while in
govt. He plans to call
us again
in 6-8
months.

September 11, 1992

The Honourable James A. Baker III
White House
Washington, D.C.
20500

Dear Mr. Baker:

I am quite certain that the enclosed manuscript ("The Death of Old Man Rice") will interest you because, as you of course know, your grandfather was a central figure in the case. You can keep the manuscript. If you do have time to read it -- perhaps after the election -- I would very much like to have your comments on the manuscript and any light you may be able to shed on the story. The book will be published in about a year by New York University Press in the United States and by the University of Toronto Press in Canada. No doubt, they would love to have a favourable quote for the dust jacket.

Looking forward to hearing from you.

Sincerely,

M. L. Friedland

Martin L. Friedland
Professor of Law

MLF/py
encls.

P.S. I am attaching my c.v.

MARTIN L. FRIEDLAND

Professor, Faculty of Law, University of Toronto	1968-
University Professor, University of Toronto	1985-
Dean, Faculty of Law, University of Toronto	1972-1979
Associate Professor, Faculty of Law, University of Toronto	1965-1968
Assistant and then Associate Professor, Osgoode Hall Law School	1961-1965

B.Comm., 1955, University of Toronto
LL.B., 1958 (Gold Medal), University of Toronto
Called to the Ontario Bar, 1960 (Treasurer's Medal)
Ph.D., 1967, Cambridge University
Appointed Q.C. by Federal Government, 1975
Fellow of the Royal Society of Canada (F.R.S.C.), 1983
Visiting Fellow, Clare Hall and Institute of Criminology, Cambridge, 1980
Visiting Professor, Hebrew University and Tel Aviv University, 1979
Cross-appointed to the Centre of Criminology, 1984-
Senior Fellow, Massey College, 1985-
Recipient of Canadian Association of Law Teachers and Law Reform Commission of
Canada Award for an Outstanding Contribution to Legal Research and Law
Reform, 1985
Fellow of the Canadian Institute for Advanced Research, 1986-
University of Toronto Alumni Faculty Award, 1987
David W. Mundell Medal for "distinguished contributions to Letters and Law", 1990
Officer of the Order of Canada, 1990

Author of numerous periodical articles and the following books:

Detention Before Trial	1965
Double Jeopardy	1969
Courts and Trials	1975
Access to the Law	1975
National Security: The Legal Dimensions	1980
The Trials of Israel Lipski (Crime Writers of Canada Award for Non-fiction)	1984
A Century of Criminal Justice	1984
The Case of Valentine Shortis	1986
Sanctions and Rewards in the Legal System	1989
Securing Compliance: Seven Case Studies	1990
Casebook on Criminal Law and Procedure (6th edition) (with Kent Roach)	1991
Rough Justice: Essays on Crime in Literature	1991

Full-time Member of the Law Reform Commission of Canada (1971-72). Chairman of the Ontario Task Force on Inflation Protection for Employment Pension Plans (1987-88). Part-time Member of the Ontario Securities Commission (1989-91). Closely involved with a number of other government committees and commissions including the Joint Committee on Legal Aid (1964), the Attorney-General's Committee on Securities Regulation (the Kimber Committee) (1965), the Minister of Reform Institutions' Planning Committee on Regional Detention Centres (1967), the Ouimet Committee on Corrections (study of Magistrates' Courts) (1969), the Solicitor-General's Task Force on Gun Control (1975), the Royal Commission on the R.C.M.P. (the McDonald Commission) (1978), the Criminal Code Review (1980-).

March, 1992

3
10/28/88
7 Beacon Street
Danvers, Massachusetts 01923

NRN

September 21, 1992

Hon. James Baker
The White House
Washington, D.C. 20500

Dear Mr. Baker:

As a supporter of President Bush I am anxious to have him convince the American people that Governor Clinton lacks the qualifications to become President of the United States.

It seems to me that the most important way of accomplishing this is to thoroughly examine Mr. Clinton's performance as governor of Arkansas.

Recently in the very liberal Boston Globe, columnist Mona Charen wrote a very interesting and enlightening commentary on the Clinton record. If her analysis is accurate I believe that the President might stress some of these points as effective campaign issues.

I thought you might find Ms. Charen's column to be of interest so I am enclosing a copy for your information.

Sincerely,


Gordon R. Hamilton, Jr.

AWOL on Clinton's record

MONA CHAREN

Who said, "Read my lips — No new taxes!" OK, silly question: President Bush's betrayed pledge has been on everyone's lips for two years and has blown a gaping hole in his credibility.

Just a few months after Bush made nonsense of his promise on taxes, Bill Clinton, running for reelection as governor of Arkansas, was asked this question: "Will you guarantee all of us that, if reelected, there is absolutely, positively no way that you'll run for any other political office and that you'll serve your term out in full?"

Clinton replied, "You bet. I told you when I announced for governor I intended to run, and that's what I'm going to do. I'm going to serve four years. I made that decision when I decided to run. I'm being considered as a candidate for governor. That's the job I want. That's the job I'll do for the next four years."

Not all elected officials lie, dissemble and obfuscate their way to power. But Clinton is the kind of weather-vane, unprincipled self-seeker who gives politicians a bad name. One wag said this presidential race amounts to the "evil of two lessers."

But how can we make a choice without information? Like a needle stuck on a phonograph record, the press is stuck on Bush. There are some exceptions, but for the most part, the major media have been AWOL on Clinton's 12-year record as governor. Some papers ran long analyses early in the primary season, but where are those informative articles now that people are paying attention?

The PBS program, "Frontline," did a hard-hitting hour on the scandalous condition of Arkansas' child-welfare system, pointing out that the state had to be sued before the governor turned his attention to widespread abuses in the foster-care system. But there has been little follow-through by anyone else in the press.

Clinton derides Bush, saying he has never submitted a balanced budget while "I have balanced 11 state budgets." But Arkansas, like many states, requires a balanced budget by law.

Even after 12 years of the kind of "change" Clinton promises to bring to Washington, Arkansas continues to rank at or near the bottom of most measures of quality of life in the United States. In Little Rock, the mordant response to each sad new economic statistic is, "Thank God for Mississippi." Only two other states have lower median household incomes. Arkansas has more people living in poverty than all but two other states. Arkansas is No. 2 in the teen-age pregnancy rate.

Clinton's governing style has been a bureaucrat's delight. In 1988, for example, he said this about his "Rural Development Action Program" to fight poverty in Arkansas, "I believe it may wind up having an unbelievable impact." Three years later, the program is dead, and poverty remains as intractable as ever. How was the money spent? According to the Arkansas Democrat-Gazette, most of the money in the program's budget was spent on salaries.

The condition of Arkansas is extremely relevant to this presidential election. Clinton has been governor for 12 years, more than long enough to accomplish something.

Look at another small state — Delaware. Pete du Pont was governor for eight years, from 1977 to 1985, and was succeeded by a like-minded Republican. Comparing Census data from 1981 to 1991 — a fair measure since many of du Pont's policies didn't go into effect until the late '70s — reveals that tax-cutting, supply-side government yielded a 32 percent growth in employment. According to the Wilmington News Journal, the poverty rate dropped from 11.9 percent to 8.7 percent, despite growth in the state's population during the decade. All of this was accomplished with zero real increase in state spending. Government actually got smaller as a share of state product, and taxes were cut by 40 percent.

So far, the presidential race has been portrayed as George Bush vs. The Challenger. But Clinton has been an executive for 12 years in the only job remotely comparable to president. Ladies and gentlemen, let's examine the record.

Mona Charen is a syndicated columnist.



THE SECRETARY OF VETERANS AFFAIRS
WASHINGTON

September 14, 1992



NOTE TO JAMES A. BAKER
Chief of Staff to the President

FROM: Edward J. Derwinski

Enclosed is a copy of a memo from Ed Moskal, President of the Polish National Alliance. The issues are very typical what I am hearing among ethnic leaders.

Enclosure

Office Of The President

POLISH NATIONAL ALLIANCE of the U.S. of N.A.

6100 NORTH CICERO AVENUE • CHICAGO, IL 60646-4385

PRES-
ISSUES for BUSH

1) Economy

- a) new investment in America
Whether that investment is in one's education, one's retirement or that small business in expansion--there must be incentives to save and invest.
 - * for business an investment tax credit
 - * for the individual, a savings credit and capital gains tax
 - * for the individual's retirement, a return to the IRA
- b) more education, more training
the more we invest in people--what is called "human capital"
the more productive our economy
- c) expanded public works
our cities and the infrastructure is deteriorating--investment in basic water, sewer, roads, utilities are a must, otherwise the cost in the future is prohibitive (as an example look at the environmental cost in the former USSR)
- d) tackling the deficit
the size of the deficit is important when we address the ~~the~~ interest payment which represents over 10% of the budget -- squeezing what discretionary spending is available in the budget

2) Changing role in the new world order

- a) the largest immediate objective of American foreign policy is to ensure that the Cold War is not renewed
 - * we must help the developing democracies in their economic programs
 - * we must carefully quell any civil unrest (ethnic fights) which may escalate
- b) with respect to Poland--development of structures such as health and welfare, environment and agriculture. Poland needs not only capital, but technology transfer and the management practices to develop a free market economy

3) Environment and health care

- a) balance damage to the environment with job development
 - b) include part-time workers and seniors not yet eligible for medicare
- 4) Re-training armed forces personnel for civilian duty;
Using defense budget--the swords into plowshares-- for economic development
- 5) Negative view of the national press--must stress the positives
(such as the # of jobs created rather than only on the number unemployed)

HENRY L. HILLMAN
GRANT BUILDING
PITTSBURGH, PA. 15219

Jim - ✓
This is critical
to Pittsburgh and
Pennsylvania and
could give the
President a big
boost if he
gives his approval.
Denny

HENRY L. HILLMAN
GRANT BUILDING
PITTSBURGH, PA. 15219

(extra)
Files

✓
September 16, 1992

The President
The White House
Washington DC 20500

Dear Mr. President:

The announced alliance between British Airways and USAir is one of extreme importance to the United States and to Pittsburgh. It is important that the administration approval be made in an expeditious fashion in order to enable the loaning of badly needed funds to USAir by British Airways. This loan will not only enable USAir to continue operation but, more importantly, retain jobs.

More than 20,000 USAir jobs are located in Pennsylvania with the lions share being located in Pittsburgh. Of interest is the fact that USAir is the largest single private employer in the Pittsburgh region, and it is clear that the loss of these jobs would have a devastating effect on the Pittsburgh economy.

On September 30, 1992, the County of Allegheny (Pittsburgh) will dedicate our new \$700 million world class air terminal at Pittsburgh International Airport. This is a unique one of its kind event and the only new terminal being opened anywhere within the United States.

We would urge your attending this dedication ceremony and use this opportunity to not only portray the administration's approval of the British Airways/USAir deal, thus enabling the saving of 20,000 Pennsylvania jobs. In addition, this would help Arlen Specter in his senatorial race.

We wanted you to be aware of this opportunity and to seize this opportunity to save 20,000 U.S. jobs.

Best regards,



bcc: ✓ The Honorable James A. Baker
The Honorable Robert Mosbacher

State
9-16-92
Rg-B

9/23 -
bmm
passed to
Debbie Dunn.

NRN

Textile leader says U.S. must be more competitive

The Associated Press

AIKEN

The president of Delta Woodside Corp. refuses to join the cry for textile import restrictions, saying Americans can and must be more competitive in the world market.

Bettis Rainsford said manufacturers and consumers can't allow themselves to become dependent on federal government protections.

"Our saving grace will not come with import quotas," Rainsford said in a speech Monday. He said alignments with other countries that produce jobs and markets are good business for both America and foreign entities.



Rainsford

The Edgefield native joined with Erwin Maddrey to salvage an out-of-business textile mill in the early 1980s and turn it into Delta Woodside.

Last year, Delta Woodside, the creator and producer of the Duck Head garment products, had sales of about \$700 million and operating earnings of \$40 million in 35 manufacturing facilities and 22 retail stores.

The company, now listed in Fortune 500 and on the New York Stock Exchange, began as a yarn mill, but has grown into five major divisions selling woven fabrics and making materials for Levis and Dockers along with Haggar and Farah.

A \$40 million Delta Woodside mill is scheduled to open in Edgefield next June.

"Our colleagues in the textile industry talk about the import threat in seeking quotas," Rainsford said. But, he said, "we are more competitive than some would have you believe."

Dear Jim:
The Delta Woodside mill
dedication at Edgefield, S.C.
is on Oct. 13, 1992.
It is important to have
some member of the Bush
family there.
Rainsford is a great admirer
of Pres. Bush - and is very
influential.

Regards,
Strom Thurmond

Central File

cf called to say how
much JAB appreciated
the note & award
citation

WYCHE, BURGESS, FREEMAN & PARHAM, P.A.
ATTORNEYS AT LAW
44 EAST CAMPERDOWN WAY
POST OFFICE BOX 728
GREENVILLE, SOUTH CAROLINA 29602

C. THOMAS WYCHE
DAVID L. FREEMAN
JAMES C. PARHAM, JR.
JAMES M. SHOEMAKER, JR.
WILLIAM W. KEHL
CHARLES W. WOFFORD
LARRY D. ESTRIDGE
D. ALLEN GRUMBINE
CARY H. HALL, JR.
CARL F. MULLER
HENRY L. PARR, JR.

BRADFORD W. WYCHE
ERIC B. AMSTUTZ
FRANK S. HOLLEMAN III
MARSHALL WINN
WALLACE K. LIGHTSEY
LESLEY R. MOORE
WILLIAM D. HERLONG
JO WATSON HACKL
WILLIAM P. CRAWFORD
J. THEODORE GENTRY

August 24, 1992

C. GRANVILLE WYCHE
1890-1988
ALFRED F. BURGESS
1906-1992
TELECOPIER 803-235-8900
TELEPHONE 803-242-3131
EXTENSION NO. 208

Mr. James A. Baker, III
Chief of Staff
The White House
1600 Pennsylvania Avenue
Washington, DC 20500

Dear Jim:

It was a great pleasure to see you at reunions, and to have a part in your Distinguished Classmate Award. Congratulations, again, from all of us. Enclosed is a copy of our comments which, of course, are inevitable understatement.

We wish you well, especially in the challenges of coming months, and hope to see you again soon at Princeton.

With best regards,

James C. Parham, Jr.

James C. Parham, Jr.

JCP:jk
Encl.

cc: Committee:
Joe Bolster
John Emery
Jack Joyce

Bill Murdoch, President Emeritus
George Dean, President

CLASS OF 1952 DISTINGUISHED
CLASSMATE AWARD

FOR EXCELLENCE IN CAREER

40TH REUNION CLASS DINNER
JUNE 5, 1992

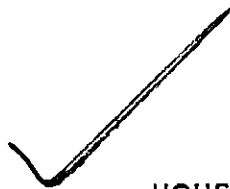
JAMES ADDISON BAKER, III

WE ARE ESPECIALLY PLEASED TO HAVE JIM WITH US TONIGHT BECAUSE IT IS ONE OF THE FEW TIMES IN RECENT YEARS WHEN HE HAS BEEN ABLE TO BREAK AWAY TO JOIN US. (EVEN NOW FOREIGN MINISTERS THROUGHOUT THE WORLD MUST BE WONDERING WHERE HE IS.) WE ACKNOWLEDGE, GRATEFULLY, JIM'S SPECTACULAR ROLE IN THE COURSE OF HUMAN HISTORY IN THE PAST DECADE. DURING THE LAST THREE AND A HALF YEARS, ALONE, THE WORLD HAS UNDERGONE ITS MOST DRASTIC CHANGES SINCE WORLD WAR II, ALMOST ALL FOR THE BETTER, AND JIM HAS FIGURED PROMINENTLY IN ALL OF THESE.

TONIGHT, WE HONOR JIM NOT ONLY FOR THE POSITIONS OF GREATNESS WHICH HE HAS HELD, BUT ALSO BECAUSE OF THE HIGH STANDARDS FOR COMPETENCE, DECENCY AND INTEGRITY IN PUBLIC SERVICE WHICH HE REPRESENTS. DURING A TIME WHEN PUBLIC CONFIDENCE IN POLITICIANS AND GOVERNMENT HAS WAINED, JIM STANDS OUT AS A DRAMATIC EXAMPLE OF HOPE FOR A BETTER DAY. HE HAS DEMONSTRATED TO ALL OF US, POLITICAL FRIEND AND FOE ALIKE, THAT POLITICS AND PUBLIC SERVICE CAN BE PRACTICED SUCCESSFULLY, NOT ONLY WITH SKILL AND POWER, BUT ALSO WITH INTEGRITY, FAIRNESS, GRACE AND HONOR. JIM'S EXAMPLE IN WHAT SHOULD BE "THE NOBLEST PROFESSION" OF ALL, IS A PRICELESS GIFT TO HIS COUNTRY, HIS FAMILY, HIS FELLOW PRINCETONIANS AND ALL WHO LEARN ABOUT HIM.

JIM REPRESENTS THE BEST PRINCETON AND THE CLASS OF 1952 HAVE TO OFFER, AND WE EXTEND TO HIM OUR PRIDE, OUR PRAYERS AND OUR DEEP AFFECTION.

JIM, WE ARE PROUD TO CLAIM YOU AS A DISTINGUISHED CLASSMATE.

NAN
Central
FileHOUSE OF REPRESENTATIVES
WASHINGTON, D. C. 20515BILL GOODLING
19TH DISTRICT, PENNSYLVANIA

September 22, 1992

Dear Jim:

Please! Please!! Please!!!

Remove the word "choice" from the President's education comments as well as the "G.I. Bill" for elementary and secondary students.

I begged the Secretary not to send the President out on those two issues before an election. The President has the private-parochial school vote, but 85% send their children to public schools and we have to get half of that vote.

Sincerely,

BILL GOODLING
Member of Congress

The Honorable James Baker, III
Chief of Staff
The White House
Washington, D.C. 20500

ALAN K. SIMPSON
WYOMING



United States Senate

WASHINGTON, D. C. 20510

9/23 '92 called
his of. NRN

✓
September 10, 1992

Honorable James A. Baker III
Chief of Staff and
Senior Counselor to the President
The White House
Washington, D.C. 20500

Dear Jim:

You are doing 'er pal! Your steady hand on the wheel is showing great results. No one could do it better. The boss knows that. You know that. You are in every sense "making the difference."

I have one tiny suggestion (you knew damn well I would have something, didn't you?!). We both know retired Marine Corps General P.X. Kelley. The Party put him to good use in Houston and I would like to earnestly and respectfully suggest he be even more extensively involved in "surrogate work" with the various veterans groups between now and November.

General P.X. Kelley speaks very eloquently about our President. He clearly defines what a Clinton presidency would truly mean for our country and he defines the difference in these two candidates with regard to their feelings for this nation and their view of the military and "answering the call." People who have heard him speak say he is absolutely powerful and extraordinarily persuasive.

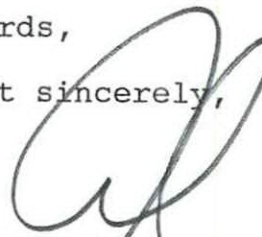
Our pal General P.X. Kelley is raring to go. Perhaps the arrangements for his further assistance have already been made. But, if not, I believe it would be an absolutely vital and important thing to do. I would surely appreciate any assistance you could give to help facilitate any and all possible use of the good General in this most important of missions. I have not spoken with him personally about this at all -- I just know what affect he is having as he travels the United States.

Honorable James A. Baker III
Page Two

As always, let me know if I can be of any service to you or to our fine friend. Take care and be well. Ann joins in sending our love to you and to Sue.

With best personal regards,

Most sincerely,

A handwritten signature in dark ink, appearing to be 'A. K. Simpson', written over the typed name.

Alan K. Simpson
United States Senator

AKS/jrj

GUY VANDER JAGT
9TH DISTRICT, MICHIGAN

2409 RAYBURN HOUSE OFFICE BUILDING
TELEPHONE: (202) 225-3511

COMMITTEE:
WAYS AND MEANS

SUBCOMMITTEES:

TRADE
SELECT REVENUE MEASURES

JOINT COMMITTEE ON TAXATION

Congress of the United States
House of Representatives
Washington, DC 20515-2209

NAN

DISTRICT OFFICES:

ROOSEVELT PARK
950 WEST NORTON AVENUE
MUSKEGON, MI 49441-4193
(616) 733-3131

186 SOUTH RIVER AVENUE
HOLLAND, MI 49423-2848
(616) 396-3849

900 EAST FRONT STREET
TRAVERSE CITY, MI 49684-2706
(616) 946-3832

CHIEF OF STAFF
JIM SPARLING

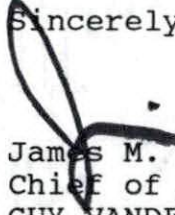
September 22, 1992

The Honorable James A. Baker, III
Chief of Staff
The White House
Washington, D.C. 20500

Dear Jim:

I just wanted you to know that if there is anything I can do to help, I am available. Hang tough, the best is yet to come.

Sincerely,


James M. Sparling, Jr.
Chief of Staff
GUY VANDER JAGT, M.C.

JMS/lk

9/24: To Central Files

Called John Salamone w/ NIAF
and regretted for JAB.

File - no further action
necessary.

Bridget Montagne

Janet,

9/23

The attached invitation came over from
State. We're assuming it's a regret but
wanted to check w/ you.

_____ Accept ☒ _____ Regret

Thanks,

Bridget



Office of Legislative Affairs
United States Department of State

Caron,

As you will note by the attached buck slip, Janet Mullins wanted this to be brought to Secretary Baker in September. I found it while going through our files, and I am sending it for your review.

Joel Danies

647-1712

URGENT

H ROUTING SLIP

Classification:

AM IM BM

SUBJECT:

INVITATION TO SECRETARY BAKER TO
NATIONAL ITALIAN AMERICAN FOUNDATION
GALA DINNER ON OCTOBER 3, 1992

From:

REP. TORRICELLI

ACTION - FYI

Interim Action Taken.
RE-RAISE WITH S ON
SEPTEMBER 1

Date (logged):

6/18/92

----- JGM

----- SKB

----- RM

----- LC

1

----- GP

----- SC

----- BMCI

cc: () Corres. Unit

2

----- **SPECIAL ASST.**

HOLD FOR ACTION
ON

cc:

NOTES:

*Toil
make sure
Caron I take
or have a copy of
this to take
with him
to work.
6/18/92 1:45pm
SAB*

Sept. 1, 1992

1) Torricelli's office informed of receipt,
that decision will be made closer to
date 6/18/92 JMR:side informed
Rebecca Turner

2) PENDING - Re-raise with
S SEPTEMBER 1

U.S. DEPARTMENT OF STATE
EXECUTIVE SECRETARIAT
ACTION SLIP

unc
(Classification/Downgrader)

DATE: *6/17*

DATE DUE IN S/S BY:

S/S CONTROL NUMBER

9212845

ACTION ASSIGNED TO:

ACTION REQUESTED:

___ STATE TO ___ MEMO

___ PRESIDENTIAL

☒ CONGRESSIONAL (*Torricelli*)

___ HIGH PRIORITY ITEM

___ STATE TRANSMITTAL FORM
TO NSCS ___ OVP ___

___ TRAVEL AUTHORIZATION

___ PROVIDE INFO COPY OF
DIRECT REPLY

WITH DRAFT REPLY FOR SIGNATURE
BY: _____

___ WITH COMMENT/RECOMMENDATION

___ IF NO SIGNED ORIGINAL IS NECESSARY,
PREPARE CROSS-HATCH CABLE.

___ AFTER CROSS-HATCHING, SEND A
COMEBACK COPY OF OUTGOING STATE CABLE
AND ORIGINAL WH CORRESPONDENCE,
UNDER COVER OF TRANSMITTAL FORM.

___ IF NO REPLY IS NECESSARY, RETURN
ORIGINAL WH CORRESPONDENCE UNDER
COVER OF A TRANSMITTAL FORM.

___ PROVIDE COMEBACK FOR _____

___ DIRECT REPLY ON BEHALF OF _____

___ WITH REPLY FOR SIGNATURE BY _____

___ RECOMMENDATION FOR _____ UNDER COVER OF AN ACTION MEMO

☒ WITH REPLY FOR SIGNATURE

☒ FOR APPROPRIATE HANDLING _____ FOR YOUR INFORMATION

REMARKS/SPECIAL INSTRUCTIONS: *Pls. re-raise closer to the event. Pls. ADVISE Torricelli's office.*

CLEAR WITH:

COPIES TO:

☒ S
☒ S/SCHED.
___ D
___ D/P&R
___ P
___ E
___ T
___ M
___ C
___ S/B
☒ PA
___ INR

___ S/S
___ S/S-O
___ S/S-EX
☒ S/S-S
___ TEAM A
___ TEAM B
___ S/S-C
☒ S/S-IRM
___ AF
___ ARA
___ EAP
___ EUR
___ NEA

___ A
___ B
___ CA
___ CIP
___ CPR
___ CT
___ DS
___ EB
___ EEOCR
___ FMP
___ FSG
___ H-2

___ HA
___ IL
___ IO
___ INM
___ L
___ M/DGP
___ MEBCO
___ M/MED
___ M/OFM
___ M/MWG
___ PA/WHL
___ NP

___ NRRC
___ NST
___ OES
___ OIG
___ PM
___ REF
___ RP
___ ST
___ ACDA
___ AID
___ USIA

FROM: *S. Saulis*

S/S-S

TEAM: A

B

EXT: 7-8062/8063/8339/8348 5804/5805/8338/8349

STARS-UP

JUN 17 1992

JUN 17 8:18

9212845

Congress of the United States
House of Representatives
Washington, DC 20515

June 12, 1992

Reply to: Congressman Robert Torricelli
c/o NIAF
666 11th Street, NW, #800
Washington, DC 20001

Honorable James A. Baker, III
Secretary of State
2201 C Street, NW, 7th Fl.
Washington, DC 20520

Dear Secretary Baker:

As Chairman of the Quincentennial Gala Dinner of the National Italian American Foundation, I am pleased to invite you to be my guest at this special event to be held at the Washington Hilton Hotel on October 3, 1992.

Frank Sinatra, Liza Minnelli, Sophia Loren, Luciano Pavarotti, Sylvester Stallone, Perry Como, Alan Alda, Frank Capra, Joe DiMaggio, and other distinguished individuals are among those who have joined the nearly 3,000 people in attendance at this gala black-tie event. Every president of the United States since NIAF was founded has also been in attendance, including the President and Mrs. Bush who have joined us six times.

In order to confirm your attendance, please return the enclosed non-transferable invitation. If you have any questions, please feel free to call my coordinator, John Salamone (202) 638-0220.

I look forward to hearing from you.

Sincerely,

1306
ROBERT TORRICELLI
Member of Congress

RT:gj

Enclosure

P.S. Dante Fascell has tried to get you to this event every year. Hope you and Mrs. B can finally make it.

*The
Officers and Board of Directors
of the
National Italian American Foundation
request the pleasure of your company
at the
Columbus Quincentennial Gala Dinner
on Saturday, October 3, 1992*

*Reception at 6:30
Dinner at 7:30*

*The Washington Hilton
Washington, D.C.*

R.S.V.P. card enclosed

Black Tie

Quincentennial Gala Dinner

October 3, 1992
Washington, D.C.

I/we will be pleased to attend the NIAF Quincentennial Gala Dinner.

Please Reserve:

2 Patron Dinner Tickets @ \$250.00 \$ Comp.
____ Patron Table @ \$2500.00 \$ _____
____ We will be unable to attend but would
like to contribute to the NIAF
Scholarship and Program Fund \$ _____
Total Remitted \$ _____

Please make checks payable to NIAF-DINNER
Contributions are tax-deductible according to applicable federal tax laws.

Name

Address

Firm Company

City State Zip

Telephone

*Quincentennial
Gala Dinner*

The National Italian American Foundation
666 - 11th Street, N.W., Suite 800
Washington, D.C. 20001

The National Italian American Foundation
666 - 11th Street, N.W., Suite 800
Washington, D.C. 20001

Yale University

Department of Biology

Kline Biology Tower

P.O. Box 6666

New Haven, Connecticut 06511-8112

Paul R. Huxford



*Jim Baker
White House
Washington, D.C.*

The Man. The Town. The Legend.



9/23- he'll call Dick Krimm e FEMA
(Grant Peterson's deputy)
re: "Volunteers - Technical
Assistance"

The Honorable James A. Baker III
Chief of Staff to the President
The White House Office
1600 Pennsylvania Avenue
Washington, D.C. 20500

646-3692

Central
File

September 22, 1992

Dear Jim:

The recent failures of FEMA to adequately respond to major disasters such as Hurricane Andrew and earlier disasters including Hurricane Hugo and the San Francisco earthquake have proven to be an embarrassment to the Administration as well as fodder for the opposition's campaign.

I am enclosing two memorandums outlining a proposal by The Special Operations Group to privatize the nation's emergency response services. This company has relocated from Orange County, California to Cody, but more importantly, they have an established track record and an inventory of equipment especially designed for responding to emergency situations. They have extensive experience in mobilizing response teams and crews for forest fire fighting and they currently contract with the U.S. Forest Service and the Bureau of Land Management for these services. The principal owner, Stu Alan Messnick, was the Task Force Chairman for the preparation of the California Earthquake Response Plan.

Because of this company's ability to respond to a variety of situations, The Special Operations Group was invited to provide transportation services for the Los Angeles Olympics and more recently the post Los Angeles riot work program headed up by Peter Uberroth. The Special Operations Group declined to participate in these projects because of their level of commitment to remaining prepared to respond to potential forest fires around the country.

Jim, I am presenting this proposal to you because I believe in the privatization of government services whenever appropriate and feasible. I also believe the President needs to make a strong statement about his commitment to less government and a better response to help the innocent victims of these tragic disasters. I have worked with FEMA before and their performance has been dismal at best and the American people deserve better. I believe the private sector can be more responsive and, at the same time, save federal dollars which is a combination that is hard to beat.

Best regards,

Paul Hoffman
Executive Director

CODY COUNTRY CHAMBER OF COMMERCE

836 SHERIDAN AVENUE • P.O. BOX 2777 • CODY, WYOMING 82414 • (307) 587-2297 • FAX (307) 527-6228

THE SPECIAL OPERATIONS GROUP

1244 RIVERVIEW DRIVE
CODY, WYOMING 82414 USA
(307) 527-5000 FAX (307) 527-5006

September 22, 1992

Re: ALTERNATE ANSWER
TO FEMA

TO: MR. PAUL HOFFMAN
FROM: STU ALAN MESSNICK

MR. HOFFMAN,

I HAVE PREPARED A PROPOSAL FOR SENATOR ALAN SIMPSON TO PRESENT TO THE PRESIDENT REGARDING THE ONGOING PROBLEM OF FEMA BEING UNABLE TO EFFECTIVELY RESPOND TO CATASTROPHIC EMERGENCIES IN OUR COUNTRY.

I HAVE SUBMITTED THIS PROPOSAL TO FEMA SINCE 1981 BOTH SOLICITED AND UNSOLICITED ALL TO NO AVAIL. THE RESPONSE HAS BEEN THAT IF WE WERE SUCCESSFUL WE WOULD EMBARRASS THE PUBLIC SECTOR AND WE SHOULD THEREFORE REMAIN ON THE SIDELINES.

OUR PROPOSAL INCORPORATES:

1. LOCATING "CACHES" OF EQUIPMENT AND SUPPLIES IN SEVEN REGIONAL LOCATIONS TO PROVIDE FOR A RAPID DEPLOYMENT WHEN NECESSARY AND TO CUT THE WASTE OF DOLLARS NOW OCCURRING BY THE PURCHASE AND PLACEMENT OF HUGE QUANTITIES OF THESE ITEMS TO LARGE NUMBERS OF GROUPS AND AGENCIES.
2. A "RAPID RESPONSE TEAM" TO RESPOND TO A DISASTER AREA PRIOR TO THE OCCURRANCE (WHEN A FORECAST IS AVAILABLE) OR IMMEDIATLY (FIVE HOURS OR LESS) WHEN NO WARNING IS AVAILABLE.

3. ESTABLISHMENT OF A MANAGEMENT TEAM COMPRISED OF PEOPLE WITH SIGNIFICANT EXPERIENCE IN THE FIELD OF EMERGENCY MANAGEMENT WITH PRIMARY EMPHASIS ON OPERATIONS, GROUND SUPPORT, AND LOGISTICS RATHER THAN DEGREES AND POLITICAL INFLUENCE.

4. AN "EXPEDITIOUS ASSISTANCE PLAN" TO PROVIDE FOR THE RESPONSE TEAM BEING ABLE TO DEPLOY THE RESOURCES OF BOTH THE PUBLIC AND PRIVATE SECTOR BEFORE AN INCIDENT, WHEN POSSIBLE, AND IN THE EVENT OF A "NO WARNING" INCIDENT IMMEDIATELY UPON DETERMINING THE NEED EXISTS. THE VAST AMOUNT OF RESOURCES ALREADY IN THE HANDS OF THE PUBLIC AND PRIVATE SECTOR NEED TO BE ORGANIZED INTO A "SIMPLE-COMMON SENSE" DATA BASE FOR EASY ACCESS.

5. REMOVING THE RESPONSE CENTER FROM WASHINGTON TO A LOGICAL LOCATION WHICH WOULD INCORPORATE COST EFFECTIVE FACILITIES FOR EVERYTHING INCLUDING; COMMUNICATIONS, TRAINING, PLANNING, AND BUILDING OF THE NECESSARY EQUIPMENT TO RESPOND TO EMERGENCIES.

ONE OF THE KEY INGREDIENTS OF WHAT WE PROPOSE TO DO IS TO ACTUALLY BUILD WHAT WE NEED FOR "FIRST RESPONSE" RATHER THAN CONTRACTING THIS WORK OUT AT FIVE TIMES THE COST. THE GREAT MAJORITY OF WHAT IS NECESSARY WE HAVE ALREADY DESIGNED AND IN MOST CASES ALREADY BUILT AT A FRACTION OF THE COST THE GOVERNMENT INCURRS WHEN THEY TRY TO DO THE SAME THING. THE PEOPLE WHO WILL BE DOING THE BUILDING AND DESIGN WORK WILL SERVE MULTIPLE FUNCTIONS AS THEY WILL ACTUALLY BE PART OF THE SUPPORT STAFF IN TIMES OF EMERGENCY ELIMINATING THE NEED TO HAVE HUGE NUMBERS OF EMPLOYEES.

I AM INCLUDING A COPY OF MY INITIAL PROPOSAL TO SENATOR SIMPSON WHICH OBVIOUSLY WILL NOT INCLUDE ALL OF THE COLOR PHOTOS, HOWEVER, IF YOU ARE INTERESTED I WILL BE HAPPY TO SEND YOU A COMPLETE PACKAGE WHICH INCLUDES PHOTOS OF ALL

THE EQUIPMENT WE ALREADY HAVE ON HAND AND HAVE DEVELOPED
OVER THE 20+ YEARS WE HAVE BEEN HANDLING EMERGENCIES.

THANKS FOR YOUR INTEREST AND WHAT YOU ARE DOING.

SINCERELY,

STU ALAN MESSNICK
CHIEF OF OPERATIONS

THE SPECIAL OPERATIONS GROUP

1244 RIVERVIEW DRIVE
CODY, WYOMING 82414 USA
(307) 527-5000 FAX (307) 527-5006

September 14, 1992

The Honorable Alan Simpson
United States Senator
Cody, Wyoming

Re: EMERGENCY RESPONSE
TO CATASTROPHIC
DISASTERS.

SENATOR SIMPSON,

THE RECENT DISASTERS WHICH HAVE OCCURRED IN FLORIDA, LOUISIANA, HAWAII, IDAHO, AND CALIFORNIA HAVE AGAIN CREATED NOT ONLY AN EMBARRASSMENT TO OUR GOVERNMENT BUT ONCE AGAIN LEFT OUR FELLOW AMERICANS TO SUFFER UNNECESSARILY.

THE EASIEST WAY I CAN THINK OF TO ILLUSTRATE THE PROBLEM WHICH EXISTS IS TO POINT OUT THE TELEVISION NEWS FOOTAGE WHICH SHOWED A FAMILY IN FRONT OF THEIR DESTROYED HOME IN SOUTH FLORIDA WITH PEOPLE ALL AROUND WORKING TO HELP THEM IN ANY WAY POSSIBLE AND THEN A MAN APPROACHED IN A PIN-STRIPPED SUIT LOOKING TOTALLY "OUT-OF-TOUCH" WITH WHAT WAS GOING ON. THE INTERVIEWER IDENTIFIED THIS PERSON AS BEING FROM "FEMA".

I think this points out in one way the real nature of our nations inability to respond to major Catastrophic Incidents. Over the past four or five years I have written proposal after proposal to FEMA, both solicited and unsolicited, directed towards creating a "RAPID RESPONSE TASK FORCE" to immediately respond when a disaster is either forecast or already occurred.

The "TASK FORCE" would be comprised of individuals with long term experience in the field of EMERGENCY RESPONSE and EMERGENCY OPERATIONS. The group would prepare REALISTIC

emergency response plans that would incorporate INTERAGENCY MUTUAL AID, SHARED RESOURCES, AND OPERATIONS UNDER THE INCIDENT COMMAND SYSTEM, now being adopted nationwide.

The "FIRST IN" team would be on site before a predicted incident, such as a hurricane, so that operations would already be underway for a "recovery effort". The thought of allowing a forecast incident to occur without a response then trying to play "catch-up" is an insult to all of us and something that should not be allowed to happen ever again. Once in position the advance team could do immediate evaluation of what needs exist, what resources should be dispatched so as to arrive in a timely manner, and what interagency command structure to implement to assure a smooth operation once the disaster occurs. In the event the forecast emergency fails to happen the entire effort could be used as an exercise thus creating great value where all involved benefit and no loss is incurred.

The Private Sector Task Force could provide all necessary first response equipment and resources without delay and provide a necessary cushion of time to allow other nationwide resources to arrive. The initial response would include communications, food service, emergency power and distribution, lighting, portable shower units, portable restroom facilities, temporary air operations, mobile medical dispensaries, temporary mass shelters, and other needed services that our fellow americans should not have to wait days for.

The people I propose to undertake this project are already organized and work for THE SPECIAL OPERATIONS GROUP now headquartered in CODY, WYOMING. The Company has been responding to emergencies since 1970 from its base in California. A new and more modern "Emergency Operations Center" is currently being completed at the Cody Center.

The staff members of SPECIAL OPERATIONS include retirees from various agencies like the Forest Service and BLM as well as experts from the private sector all with long years of

experience in the area of EMERGENCY OPERATIONS AND MANAGEMENT.

The need to do expensive research is precluded by the fact that SPECIAL OPERATIONS designs and builds all of its response equipment including all engineering and design and already owns most of the major equipment necessary to provide the type of emergency response suggested herein. Obviously additional equipment and staff would be necessary to provide the total response our country deserves and expects, however, SPECIAL OPERATIONS GROUP could provide this level of response at a fraction of what FEMA currently spends on their alleged "research and planning". Just one example would be the communications centers built by FEMA. SPECIAL OPERATIONS GROUP has built a comparable trailer at a cost of under thirty-five-thousand dollars, a fraction of what was spent by FEMA.

THE SPECIAL OPERATIONS GROUP currently owns and operates a modern fleet of Emergency Response Equipment including:

- *MOBILE COMMAND POSTS (4)
 - *MOBILE COMMUNICATIONS CENTERS (2)
 - *MOBILE REST CENTERS (30-36 PERSONS EACH)
 - *ON AND OFF ROAD EMERGENCY TRANSPORT VEHICLES (20-24 PASSENGERS EACH) (55)
 - *MOBILE MAINTENANCE CENTERS (4)
 - *RAPID RESPONSE SERVICE AND MAINTENANCE UNIT(SAMS) (3)
 - *FOOD DISTRIBUTION UNITS (1)
 - *INCIDENT COMMAND VEHICLES (7)
 - *EMERGENCY MASS TRANSIT VEHICLES (4)
 - *MOBILE MEDICAL DISPENSARIES (UNDER CONSTRUCTION)
 - *MASS CASUALTY RESPONSE UNIT (1)
 - *SUPPORT TRUCKS, TRACTORS, TRAILERS, PARTS AND SUPPLIES
- IN ADDITION SPECIAL OPERATIONS CAN SUPPLY:
- *LARGE MOBILE KITCHENS (UP TO 150,000 HOT MEALS DAILY)
 - *MOBILE LIGHTING AND POWER GENERATION EQUIPMENT
 - *MOBILE SHOWER UNITS
 - *PORTABLE RESTROOM FACILITIES IN LARGE QUANTITIES

It would be our suggestion that the EMERGENCY RESPONSE MISSION, currently the responsibility of FEMA, be contracted to THE SPECIAL OPERATIONS GROUP. The result of such an action would be:

1. A RELIABLE EMERGENCY RESPONSE IN TIME OF NEED WITH A TEAM OF EXPERIENCED EXPERTS IN THE FIELDS MOST NECESSARY TO PROVIDE RELIEF AND RECOVERY IN THE "REAL WORLD" OF A DISASTER.
2. A SINGLE COST EFFECTIVE SOURCE OF EQUIPMENT AND STAFF FOR INITIAL RESPONSE TO FILL THE IMMEDIATE LIFE SUPPORT NEEDS FOLLOWING A CATASTROPHIC OCCURANCE. THIS WOULD INCLUDE THE DEVELOPEMENT AND MAINTANANCE OF PRIVATE AND PUBLIC RESOURCE DATA BASE CAPABLE OF DETERMINING ON A MOMENTS NOTICE THE "WHO-WHAT-WHERE" OF EQUIPMENT AND SUPPLIES WHEN THE INFORMATION IS NEEDED.
3. A COST EFFECTIVE MOBILIZATION, TRAINING, AND PLANNING CENTER LOCATED IN AN AREA NOT SUBJECT TO CATASTROPHIC OCCURANCES AND ABSURD PROPERTY COSTS. (CODY, WYOMING)
4. A PRICE TAG THAT IS REASONABLE RATHER THAN OUTRAGEOUS WITH THE ABILITY TO "GO SOMEWHERE ELSE" IF THE EXPECTED RESULTS ARE NOT DELIVERED. (NOT GOVERNMENT EMPLOYEES AND POLITICAL APPOINTEES)

I KNOW THIS IS VERY BRIEF BUT IF THERE IS INTEREST IN THIS PROPOSAL AT THE WHITE HOUSE I WOULD BE DELIGHTED TO GO INTO MUCH GREATER DEPTH WITH THOSE PERSONS WHO ARE INTERESTED.

I HAVE HEARD THE PRESIDENT ON MANY OCCASSIONS SAY THAT THE PRIVATE SECTOR SHOULD BE UNDERTAKING A GREATER RESPONSIBILITY IN THE OPERATION OF OUR COUNTRY, THIS SEEMS TO FIT AS WELL AS ANY SITUATION EVER COULD. I AM INCLUDING SEVERAL PHOTOGRAPHS OF OUR EQUIPMENT TO ILLUSTRATE WHAT I HAVE SAID. I HOPE THIS MAKES AS MUCH SENSE TO THE FOLKS

YOU SHOW IT TO AS IT DOES TO US. WE ALL LOOK FORWARD TO
YOUR RESPONSE.

Sincerely,

STU ALAN MESSNICK
CEO

NRN
no return
address

Clinton AS President ?

Headline News 1994 ? President Clinton has Ordered U.S. Military interventions to the Middle East because of the Ongoing Conflict in that region which has now jeopardized vital American Oil interests and the threat of attack on Israel.

Hundreds of thousands of protesters continue their March on Washington Chanting 60's Slogans like "Hell No, we won't go". President Clinton is mystified at the reluctance of these young men to serve in the time of need and has not yet decided what action he will take against them. Meanwhile, the war escalates.

Do we want this man as President? He'll Never send my son or daughter to war.

Robert Williams

Riverside, CA 92506

714-276-8377

P.s. Needless to say I'm Black from Georgia and I know that the Democrat party only uses Black for vote because they feel they (we) have no other place to go. The Democrat Party say what Clinton did 23 yrs ago don't matter. It's their any MIA OR POW in Vietnam. The question should be asked which one took Clinton Place.

R&I INVESTMENTS

To: James Baker

From: Robert Williams

714 - 276 - 8377

Page 1 of 2

Card regretted on 9/25

B.Montagne

*Ambassador at Large
Jewel Lafontant-Mankarious
United States Coordinator for Refugee Affairs
requests the pleasure of your company
at a program commemorating the*

Third Annual Refugee Day

*Friday, the thirtieth of October
from two to five o'clock
Dean Acheson Auditorium
Department of State*

*R.S.V.P. required
(card enclosed)*

PROGRAM

United States Coordinator for Refugee Affairs

Ambassador at Large

Jewel Lafontant-Mankarious

Welcomes You to the Commemoration

of

The Third Annual Refugee Day

The Dean Acheson Auditorium

Department of State

Friday, October 30, 1992

2:00 p.m. to 5:00 p.m.

TENTATIVE PROGRAM

1:30 p.m.	PRE-PROGRAM SENEGALESE DANCE	3:30 p.m.	Ambassador Warren Zimmermann, Director Bureau for Refugee Programs Department of State
2:00 p.m.	WELCOME Jewel Lafontant-Mankarious Ambassador at Large U.S. Coordinator for Refugee Affairs Department of State	3:50 p.m.	POINT OF LIGHT White House
2:10 p.m.	PRESIDENTIAL PROCLAMATION Mr. Clayton Fong The White House	4:00 p.m.	NATURALIZATION CEREMONY Commissioner Gene McNary Immigration and Naturalization Service
2:15 p.m.	CONGRESSIONAL RESOLUTION Congressman Lamar Smith		United States Army Band Presentation of Colors National Anthem (Army Band) Retiring of the Colors
2:20 p.m.	Amb. Joseph Verner Reed United Nations Under-Secretary-General Special Representative of the Secretary-General for Public Affairs		Remarks by Robert Scofield INS District Director
2:30 p.m.	Mrs. Sadako Ogata United Nations High Commissioner for Refugees		Address by Commissioner McNary Introduction of Candidates Administration of Oath
2:50 p.m.	Mr. Peter Kung Special Envoy International Committee for the Red Cross		Presentation of Certificates
3:10 p.m.	Ambassador William Eagleton Deputy Commissioner-General United Nations Relief and Work Agency for Palestine Refugees in the Near East		Pledge of Allegiance
		4:55 p.m.	CLOSING REMARKS
		5:00 p.m.	Ambassador Lafontant-Mankarious

Discussion will follow presentations where appropriate

Ambassador at Large and U.S. Coordinator
for Refugee Affairs
Room 6333
2101 C Street, N.W.
Department of State
Washington, D.C. 20520

bmw
~~*Clooney*~~
action

The Honorable James Baker III
The White
Washington, D.C. 20500

**PLEASE ARRIVE AT THE DIPLOMATIC
ENTRANCE AT 2101 C STREET, N.W.
NO LATER THAN 1:30 PM**

SEPTEMBER 24, 1992

MR. JAMES BAKER, CHIEF OF STAFF
WHITE HOUSE
WASHINGTON, D.C.

DEAR MR. BAKER:

I AM A MEMBER OF THE REPUBLICAN SENATORIAL INNER CIRCLE. I HAVE DISCUSSED SOME IDEAS WITH FRIENDS AND ASSOCIATES OF MINE ON GETTING THIS COUNTRY ON THE MOVE AGAIN. BEING CONSERVATIVE AS OUR PARTY IS, I DON'T BELIEVE WILL ADD TO THE BUDGET AT ALL. IF THINGS ARE HANDLED CORRECTLY I THINK IT CAN BE A TOTAL ASSET TO OUR COUNTRY. THE FOLLOWING ARE SOME TOPICS I FEEL NEEDS TO BE ADDRESSED. THE PURPOSE OF THIS LETTER IS TO HELP GET OUR PRESIDENT RE-ELECTED.

1. REPEAL THE TAX REFORM ACT OF 1986. THIS TAX ACT KILLED ALL INVESTMENTS IN THIS COUNTRY. IT STARTED A DECLINE IN OUR REAL ESTATE MARKET. I HAVE SPOKEN WITH MANY PEOPLE ABOUT THIS ACT AND THEY ARE OF THE SAME OPINION. FROM THE LESS FORTUNATE PERSON WHO BUYS A DUPLEX FOR RETIREMENT INCOME TO THE LARGE INVESTOR WHO STARTS A 500 APARTMENT COMPLEX.

2. EDUCATION: AT THE PRESENT TIME WE HAVE A HIGH PERCENTAGE OF OUR HIGH SCHOOL STUDENTS DROPPING OUT OF SCHOOL. I DO NOT HAVE THE PERCENTAGES IN FRONT OF ME, HOWEVER I KNOW IT IS HIGH BECAUSE I HAVE CONTACTED THE SCHOOLS HERE IN SAVANNAH, GEORGIA. OUR PRESIDENT SHOULD START AND USE THIS PHRASE IN HIS SPEECH. NO MORE DROPOUTS! THE WAY THAT I WOULD PROPOSE TO FACILITATE NO MORE DROPOUTS WOULD BE AS FOLLOWS:

A. USE OUR MILITARY INSTRUCTORS WHO ARE HIGHLY TRAINED IN DISCIPLINE, MOTIVATION, AND COMMITMENT. AT THE PRESENT TIME WE HAVE MANY NATIONAL GUARD ARMORIES THAT CAN BE USED FOR THIS PURPOSE. AS SOON AS A STUDENT LEARNS HE CANNOT JUST DEOP OUT, THAT HE MUST GO FOR ANOTHER TYPE OF TRAINING, YOU WILL THAN SEE FEWER DROPOUTS.

B. VOCATIONAL TRAINING: TO COINCIDE WITH THE DISCIPLINE, THE VOCATIONAL TRAINING WOULD TRAIN STUDENTS FOR SPECIFIC JOBS AND VOCATIONS FROM THEIR AREA.

AT THE PRESENT TIME THIS NATION HAS SO MANY SINGLE PARENT FAMILIES, SO MANY WORKING MOTHERS AND FATHERS, THAT MANY CHILDREN ARE NOT FORTUNATE ENOUGH TO HAVE FAMILIES THAT HAVE THE TIME FOR THE DISCIPLINE AND LOVE AND OTHER FAMILY ACTIVITIES. NO MORE DROPOUTS WOULD TEACH KIDS FAMILY VALUES AND WOULD START THE MORAL INCLINE IN THIS COUNTRY. AS YOU KNOW MR. BAKER, IN THE PAST 30 YEARS WE HAVE HAD A MORAL DECLINE IN OUR FAMILIES. AN EXAMPLE IS IN THE EDITORIAL SECTION IN THE SAVANNAH MORNING NEWS. THE TWO ARTICLES ARE BEING FAXED TO YOU ALONG WITH THIS LETTER.

3. CRIME: AUTOMOBILE THEFTS ARE UP. HOMES ARE BEING BROKEN INTO, ETC., CRIME IN THIS COUNTRY IS ON THE RISE AND GETTING TO BE TOO MUCH TO ABSORB. THERE ARE TOO MANY TRAINED MILITARY TROOPS BEING RETIRED AND TOO MANY LAW ENFORCEMENT OFFICERS TO CONTINUE TO LET THIS HAPPEN.

4. WELFARE: THE WELFARE SYSTEM NEEDS TO BE REFORMED. THERE ARE TOO MANY WELFARE RECIPIENTS RECEIVING CHECKS. THEY HAVE NO INCENTIVES TO GO OUT AND LOOK FOR A JOB. IN SOUTH AFRICA THEY HAVE A SYSTEM WHEREBY EACH INDIVIDUAL IS IDENTIFIED BY

*NEEN
no return
address*

PLACING THEIR FINGER ON A PLATE WHICH GIVES YOU THE
IDENTIFICATION BY NAME AND NUMBER. WE NEED TO IMPLEMENT
THIS SYSTEM TO GET THE WELFARE PROGRAM UNDER CONTROL.

MR. BAKER, I APPRECIATE YOU TAKING YOUR TIME TO READ THIS
LETTER. A REPLY IS NOT NECESSARY. USE YOUR TIME TO TAKE
CARE OF OTHER IMPORTANT ISSUES.

THANK YOU.

SINCERELY YOURS,

CHARLES W. SMITH

CWS:jas

*To Central Files
Dennis Ross' ofc will
handle.*

VINYARD & ASSOCIATES

COLUMBIA SQUARE
555 THIRTEENTH STREET NW
WASHINGTON DC 20004-1109
(202) 637-6838

September 9, 1992

The Honorable James A. Baker, III
The White House
Washington, D.C.

Dear Mr. Secretary:

On behalf of the ten million members of the 98 fraternal benefit societies which constitute the National Fraternal Congress of America (NFCA), we are writing to request an appointment with you before September 23.

NFCA members include organizations such as AAL, Catholic Aid Association, Greater Beneficial Union of Pittsburgh, Catholic Knights and Ladies of Illinois, Greek Catholic Union of the U.S.A., First Catholic Slovak Union of U.S.A. and Canada, Independent Order of Foresters, Knights of Columbus, Lutheran Brotherhood, Mennonite Mutual Aid Association, Modern Woodmen of America, Order of the Sons of Hermann in the State of Texas, Polish National Alliance of the United States of North America, Slavonic Benevolent Order of the State of Texas, Ukrainian National Association, William Penn Association and Woodmen of the World.

Members of NFCA societies reside in states such as Illinois (727,228 members), Michigan (420,440), Missouri (200,000), New Jersey (196,000), Ohio (521,830), Pennsylvania (746,084), Texas (570,000) and Wisconsin (741,012).

The President has repeatedly praised the fraternal and charitable programs of NFCA societies as prime examples of America's points of light. For this he deserves our appreciation.

Since 1985, however, the Treasury Department has conducted a study of seven societies, focusing primarily upon the income from insuring the lives and health of each society's own members, with very little attention to the hundreds of millions of dollars in fraternal and charitable programs nor to the tens of millions of hours volunteered by their members to serve people in need, such as the victims of Hurricane Andrew.

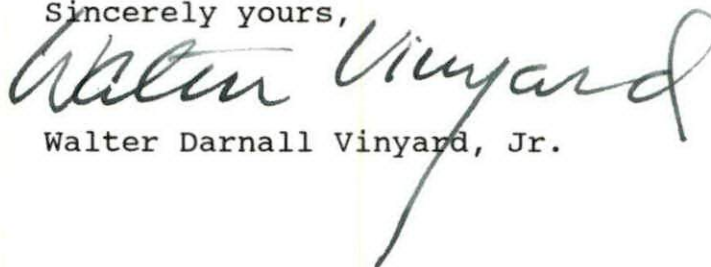
VINYARD & ASSOCIATES

The Honorable James A. Baker, III
Page - 2 -
September 9, 1992

Six years is long enough to have this unresolved bureaucratic threat hanging over NFCA members. We were told on June 15 that all of Treasury's analytical work is finished. Since then we have been waiting for the President's Treasury appointees to tell us their conclusions and to issue the report. There have been repeated delays and excuses.

We respectfully request your immediate assistance to ensure that the Administration issues by October 30 a positive report on fraternal benefit societies which recommends continuation of their tax-exempt status without change.

Sincerely yours,

A handwritten signature in dark ink, appearing to read "Walter Vinyard". The signature is fluid and cursive, with a long, sweeping underline that extends below the name.

Walter Darnall Vinyard, Jr.

WDV:css

VINYARD & ASSOCIATES

Rec'd
9/9/92

COLUMBIA SQUARE
555 THIRTEENTH STREET NW
WASHINGTON DC 20004-1109
(202) 637-6838

September 9, 1992

The Honorable James A. Baker, III
The White House
Washington, D.C.

Dear Mr. Secretary:

On behalf of the ten million members of the 98 fraternal benefit societies which constitute the National Fraternal Congress of America (NFCA), we are writing to request an appointment with you before September 23.

NFCA members include organizations such as AAL, Catholic Aid Association, Greater Beneficial Union of Pittsburgh, Catholic Knights and Ladies of Illinois, Greek Catholic Union of the U.S.A., First Catholic Slovak Union of U.S.A. and Canada, Independent Order of Foresters, Knights of Columbus, Lutheran Brotherhood, Mennonite Mutual Aid Association, Modern Woodmen of America, Order of the Sons of Hermann in the State of Texas, Polish National Alliance of the United States of North America, Slavonic Benevolent Order of the State of Texas, Ukranian National Association, William Penn Association and Woodmen of the World.

Members of NFCA societies reside in states such as Illinois (727,228 members), Michigan (420,440), Missouri (200,000), New Jersey (196,000), Ohio (521,830), Pennsylvania (746,084), Texas (570,000) and Wisconsin (741,012).

The President has repeatedly praised the fraternal and charitable programs of NFCA societies as prime examples of America's points of light. For this he deserves our appreciation.

Since 1985, however, the Treasury Department has conducted a study of seven societies, focusing primarily upon the income from insuring the lives and health of each society's own members, with very little attention to the hundreds of millions of dollars in fraternal and charitable programs nor to the tens of millions of hours volunteered by their members to serve people in need, such as the victims of Hurricane Andrew.

VINYARD & ASSOCIATES

The Honorable James A. Baker, III

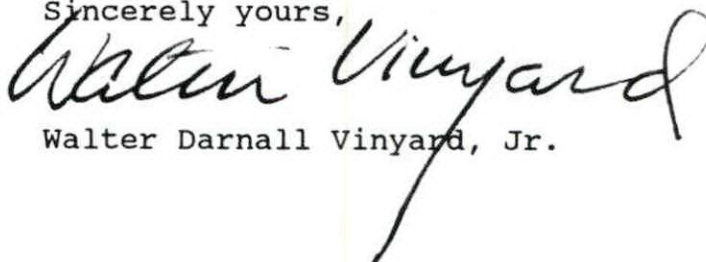
Page - 2 -

September 9, 1992

Six years is long enough to have this unresolved bureaucratic threat hanging over NFCA members. We were told on June 15 that all of Treasury's analytical work is finished. Since then we have been waiting for the President's Treasury appointees to tell us their conclusions and to issue the report. There have been repeated delays and excuses.

We respectfully request your immediate assistance to ensure that the Administration issues by October 30 a positive report on fraternal benefit societies which recommends continuation of their tax-exempt status without change.

Sincerely yours,

A handwritten signature in cursive script that reads "Walter Vinyard". The signature is written in dark ink and is positioned above the printed name.

Walter Darnall Vinyard, Jr.

WDV:css

VINYARD & ASSOCIATES

COLUMBIA SQUARE

555 THIRTEENTH STREET NW

WASHINGTON DC 20004-1109

Mr. Dennis Ross
Assistant to the President for
Policy Planning
The White House
Washington, D.C.

HAND DELIVERED

5-13-80
2:45

VINYARD & ASSOCIATES

COLUMBIA SQUARE
555 THIRTEENTH STREET NW
WASHINGTON DC 20004-1109
(202) 637-6336

PLEASE DELIVER IMMEDIATELY TO:

The Hon. James BakerFAX NO. 456-2883From: WALTER D. VINYARD, JR.No. of Pages 2
(Excluding This Cover Sheet)Date: 9/9/92

Time: _____

Recipient's Telephone _____ Telecopier Operator: _____

Please notify us immediately if there has been any problem
receiving this telecopy.

Telephone Number: (202) 637-6828

Telecopier Numbers: (202) 637-5910

The information contained on the accompanying pages is CONFIDENTIAL AND PRIVILEGED and is intended only for the use of the individual to whom it is addressed. In no event shall inadvertent transmission constitute a waiver of confidentiality or privilege. If the reader of this message is not the intended recipient, you are hereby notified that any direct or indirect dissemination, distribution or copying of the accompanying pages is strictly prohibited. If you have received this communication in error, please notify us immediately by telephone (collect) at 202-298-8660, and return the entire original communication to us at the above address by mail. Failure of the person(s) receiving such an inadvertent transmission to abide by these conditions will constitute acceptance of the accompanying pages on a continuing confidential and privileged basis. Thank you.

VINYARD & ASSOCIATES

COLUMBIA SQUARE
555 THIRTEENTH STREET NW
WASHINGTON DC 20004-1109
(202) 637-6836

September 9, 1992

The Honorable James A. Baker, III
The White House
Washington, D.C.

Dear Mr. Secretary:

On behalf of the ten million members of the 98 fraternal benefit societies which constitute the National Fraternal Congress of America (NFCA), we are writing to request an appointment with you before September 23.

NFCA members include organizations such as AAL, Catholic Aid Association, Greater Beneficial Union of Pittsburgh, Catholic Knights and Ladies of Illinois, Greek Catholic Union of the U.S.A., First Catholic Slovak Union of U.S.A. and Canada, Independent Order of Foresters, Knights of Columbus, Lutheran Brotherhood, Mennonite Mutual Aid Association, Modern Woodmen of America, Order of the Sons of Hermann in the State of Texas, Polish National Alliance of the United States of North America, Slavonic Benevolent Order of the State of Texas, Ukranian National Association, William Penn Association and Woodmen of the World.

Members of NFCA societies reside in states such as Illinois (727,228 members), Michigan (420,440), Missouri (200,000), New Jersey (196,000), Ohio (521,830), Pennsylvania (746,084), Texas (570,000) and Wisconsin (741,012).

The President has repeatedly praised the fraternal and charitable programs of NFCA societies as prime examples of America's points of light. For this he deserves our appreciation.

Since 1985, however, the Treasury Department has conducted a study of seven societies, focusing primarily upon the income from insuring the lives and health of each society's own members, with very little attention to the hundreds of millions of dollars in fraternal and charitable programs nor to the tens of millions of hours volunteered by their members to serve people in need, such as the victims of Hurricane Andrew.

VINYARD & ASSOCIATES

The Honorable James A. Baker, III

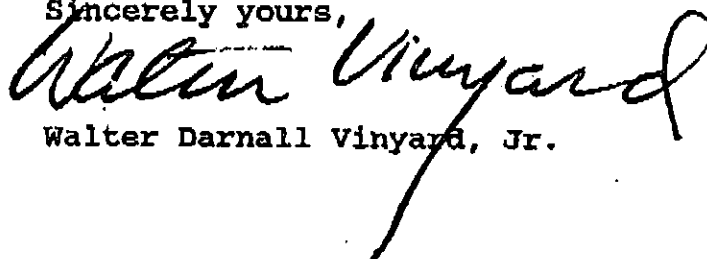
Page - 2 -

September 9, 1992

Six years is long enough to have this unresolved bureaucratic threat hanging over NFCA members. We were told on June 15 that all of Treasury's analytical work is finished. Since then we have been waiting for the President's Treasury appointees to tell us their conclusions and to issue the report. There have been repeated delays and excuses.

We respectfully request your immediate assistance to ensure that the Administration issues by October 30 a positive report on fraternal benefit societies which recommends continuation of their tax-exempt status without change.

Sincerely yours,



Walter Darnall Vinyard, Jr.

WDV:css

3

Love Thy Neighbor
He is all Nationalities
around the world
Bless World Peace

NRN

~~128-2A~~
Blessed is the nation
whose God is the Lord
Psalm 33:12

340 South Mesa #202
San Pedro
California, 90731

September 18, 1992

Mr. James Baker, Chief of Staff
To The White House
1600 Pennsylvania Avenue
Washington, DC 20500

Dear Mr. Baker,

We are happy for the keen manager President puts out in his campaign.

He is dear to our hearts, as are you!

Speaking of investment, we note Governor Clinton is appealing to the average middle class, those who are not very familiar with investment.

Our hearts finding God let us know upon needing stimulation for industry, finding new or products needing promotion are those the people find a desire in their hearts!

With admiration and care,
Joy DeLond
Sidney Klein &
new, 8 years, underground.

P.S. Please excuse the stationery, as I am short of funds, as yet!

Our concern regarding the controversial issue of abortion resulted in a great deal of thought and prayer. We found the little "Life Before Death" fetus in prayer tract telling of a heartbeat, beginning of life starting a little after 7 weeks. It is illegal to take a life. (over)

Life starting at this time allow incest and rape victims
time for abortion.

You may appreciate the enclosed leaflets!

NEW! EXPRESSIONS OF FAITH STICKERS

let you share the Lord's message on correspondence, memos, cards, gifts, lunch bags, too! Beautifully designed in full color, set of 120, 1 3/4 x 1" white self-stick labels features 15 different inspirational messages such as: "God loves you!" and "Believe in the beauty of the Lord." Expressions of Faith stickers will brighten the day for loved ones with their lovely designs and joyous sentiments!

\$6640 Faith Stickers \$2.49

Add 1.00 shipping & handling



Self-Stick

Stickers are in color!

ORDER FROM -

Walter Drake & Sons
62 Drake Building
Colorado Springs
Colorado 80940

Please excuse
our lack of
separation -
detained.

We here underground will
inspire people to spread the
word of God to help end
sin. Lightly talk to strangers!

We all suffer from others
sin. Some very much.

With an end to sin, we
will find the love of God
in our hearts. and bring
peace and Joy. to the WORLD.

PS, Bible scriptures are
God's word - messages
to help us!

Joy De Lange
Sidney Klein &c

I don't understand - I just don't understand.
I've got to go now.
Thank you for listening to me.

I LOVE YOU,
Your Girl Susan

Susan Crownover is a 19 year old Downs Syndrome child. She lives in Miami, Okla. with her parents. Susan has one brother and two sisters who are older.

Susan lives an exciting life serving the Lord and hopes to win many people to Christ.



Susan's Prayer ...
"Oh God, can't they
hear us cry !"



**REPRINTED WITH PERMISSION BY
FRED STALCUP MINISTRY
P.O. Box 393
Cramerton, NC 28032**

TRACTS FREE AS THE LORD PROVIDES THE MEANS.

Dear God,

Didn't you tell everyone to love little children? I hate to tell you this but I don't think everyone listens to you.

Did you know that they want to kill little kids because I'm mentally retarded?

I may be a little slow but I'm not dumb. I feel and love just like everyone else. I see and hear but best of all I know love.

Don't they know that you love me? That I belong to you and they'll get in serious trouble for killing little kids before they're born?

You know what I heard? I heard they kill us, then sell us and after that we're used in make-up. We're used to make women pretty on the outside. Why don't they understand that if they let us live we'll help them get pretty on the inside? That's what counts.

When they sell us they smash us up. Our arms, legs, heads and bodies get all smashed up. We didn't hurt anyone. Why do they hate us so much? Can't they hear our

cry? Oh, God, can't they hear our cry?

God, do you remember when you asked me to lay my hands on that little old lady and pray for her. I did and you made her well.

What about the time that man was so lonely and you told me to put my arms around him and it made him love you? He just praised you.

People down here don't know much about you. That you need all of us.

God, why would they want to kill little kids like me?

They kill horses for glue. Now they're killing kids for make-up.

When you plant a seed in the garden and it begins to grow you don't dig it up and throw it away. Why do they throw us away?

A seed doesn't grow unless it's living. Murder is a sin God - that's what you said.

Don't they know what they're doing?

Well, God, I guess that's it for now.

"If Someone Had Only Told Me..."

Few women faced with an unwanted pregnancy are told of the marvelous development of the life growing within them. In their ignorance, abortion seems to be the right decision at the moment. But they are not warned of what will really happen to their baby or of the possible physical and psychological effects of abortion which may stay with them the rest of their lives. And they are rarely told of the alternatives to save the life of their child.

Some doctors say that abortion is a routine operation to remove "fetal tissue." But in truth, it is the destruction of a living human being. They do not tell the patient the cruel truth that the fragile life within her may be torn to pieces and sucked into a jar, or poisoned by a strong salt solution, or perhaps born alive and allowed to die by neglect or sometimes killed by a direct act.

One young woman, who later regretted an abortion, stated, "The doctor said, 'a little fluid out and some fluid injected, severe cramps, then the fetus is expelled.' That isn't what it was. I felt my girl thrash around for an hour and a half 'til she died a slow death."

The mother is also exposed to long-term complications. Incomplete abortion resulting in blood clotting, bleeding, hemorrhage, and infections are not uncommon. Menstrual dis-

turbance, miscarriage, tubal pregnancies and sterility are always risks and tend to multiply with successive abortions.

Cervical lacerations and uterine perforation can result from suction and D & C procedures. Convulsions, severe vomiting and diarrhea are common with prostaglandin abortion. Cardiac arrests and maternal deaths have also been reported.

Long-term psychological and spiritual effects, which are now just beginning to be seriously studied, include guilt, anxiety, depression, anger, sense of loss, nightmares, death scenes, deterioration of self-image and even suicide.

A Life-Giving Alternative

But there is hope for both the mother and the child. If you have a problem pregnancy, we want you to know that you are not alone. God cares for you and the unborn child growing within you. He knew you before you were even born: "O, Lord, Thou hast searched me, and known me . . . My substance was not hidden from Thee, when I was made in secret . . . and in Thy book all my members were written . . . when as yet there was none of them." (from Psalm 139)

God wants to bring life—not death—out of your difficult situation. He has already provided lifelines to help you. Support is available to help

you care for your child or to provide a childless couple with a baby. Financial aid, emotional support, medical services, and most important, a future free of guilt and full of hope for you and your unborn child are yours for the asking.

Choose *life* today. You can call the following national 24 hour toll-free number. You have friends waiting to help you at: 1-800-B-E-T-H-A-N-Y. Or you can phone "information" and ask for a Right-to-Life or Birthright group near you.



7K06 For helpful Christian literature, please write to the address below.
Good News Publishers / a nonprofit corporation
1300 Crescent Street / Wheaton, Illinois 60187

Good News Publishers © 1985 Photography © Dr. Ramer Jones not to be reprinted without permission.

Life Before Birth



YOUR FIRST NINE MONTHS of life were the most eventful you have ever experienced. Here are the major milestones of that life before birth — the first chapter in your own biography:

CONCEPTION: Father's sperm penetrates mother's egg cell. Genetic instructions from parents interact to begin a new and unique individual — no bigger than a grain of sugar.

1st DAY: The first cell divides into two, the two into four, and so on.

5-9 DAYS: The new individual burrows into the wall of the womb. Sex can be determined.

14 DAYS: Mother's menstrual period is suppressed by a hormone produced by her child.

2 months •
This miniature infant is preparing for thumb sucking. Every organ is present. The heart beats sturdily. The baby's fingerprints are formed and will never change except for size.



Photography Dr. Rainer Jonas

- 18 DAYS:** Heart is forming; eyes developing.
- 20 DAYS:** Foundations of brain, spinal cord and nervous system are laid.
- 24 DAYS:** Heart begins to beat.
- 28 DAYS:** Muscles are developing along the future spine. Arms and legs are budding.
- 30 DAYS:** Child has grown 10,000 times to 6-7mm. ($\frac{1}{4}$ in.) long. Brain has human proportions. Blood flows in veins (but stays separate from mother's blood).
- 35 DAYS:** Pituitary gland in brain is forming. Mouth, ears and nose are taking shape.
- 40 DAYS:** Heart's energy output is 20 percent of adult's.
- 42 DAYS:** Skeleton is formed. Brain coordinates movement of muscles and organs. Reflex responses have begun. Penis is forming in boys. (Mother misses second period.)
- 43 DAYS:** Brain waves can be recorded.
- 45 DAYS:** Spontaneous movements have begun. Buds of milk teeth have appeared.
- 7 WEEKS:** Lips are sensitive to touch. Ears may resemble family pattern.
- 8 WEEKS:** Child is well-proportioned, small-scale baby, 3cm. ($1\frac{1}{8}$ in.) sitting up and a gram ($\frac{1}{30}$ oz.) in weight. Every organ is present. Heart beats sturdily. Stomach produces digestive juices. Liver makes blood cells. Kidneys

begin to function. Taste buds are forming.

9 WEEKS: Child will bend fingers around an object placed in the palm. Thumb sucking occurs. Fingernails are forming.

10 WEEKS: Body is sensitive to touch. Child squints, swallows and frowns.

11 WEEKS: Baby urinates, makes complex facial expressions — even smiles.

12 WEEKS: Vigorous activity shows distinct individuality. Child can kick, turn feet, curl and fan toes, make a fist, move thumbs, bend wrists, turn head, open mouth and press lips tightly together. Breathing is practiced.

13 WEEKS: Face is prettier, facial expressions resembling parents'. Movements are graceful. Vocal cords are formed (but without air baby cannot cry). Sex organs are apparent.

4 MONTHS: Child can grasp with hands, swim and turn somersaults.

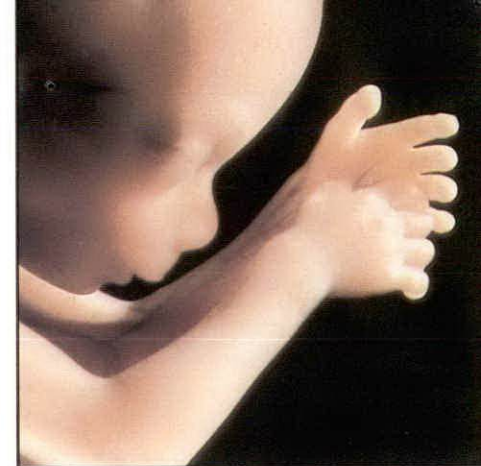
4-5 MONTHS: Mother senses movements.

5 MONTHS: Sleeping habits appear. Child responds to sounds in frequencies too high or low for adults to hear.

6 MONTHS: Fine hair grows on eyebrows and head. Eyelash fringe appears. Weight is about 640g. (1 lb. 6 oz.) and height 23cm. (9 in.). Babies born at this age have survived.

7 MONTHS: Eye teeth are present. Eyelids

5 months •
This baby, if born prematurely, has a good chance of survival with sufficient medical care. He is sensitive to sounds and is comforted by his mother's voice. He reacts sharply to pain.



Photography Dr. Rainer Jonas

open and close, eyes look around. Hands grip strongly. Mother's voice is recognized.

8 MONTHS: Weight increases by 1kg. (over 2 lbs.) and baby's quarters get cramped.

9 MONTHS: Child triggers labor and birth occurs, usually 255-275 days after conception. Of 45 generations of cell divisions before adulthood, 41 have already taken place.

Adapted from "Milestones of Early Life" by permission of Heritage House 76, Inc. The milestones listed above have been documented by scientific research. Slight variations of hours or days may exist and future research may show that some milestones occur earlier than is now realized.

3
~~TOP SECRET~~
MARTIN G. REEDY

13715 KIT LANE
LEMONT, IL 60439

NRN

September 21, 1992

The Honorable James A. Baker
Chief of Staff
The White House
1600 Pennsylvania Avenue, NW
Washington, DC 20500

Dear Mr. Baker,

As a pilot with American Airlines I am strongly opposed to the proposed merger of British Airways and USAir. This deal in its present form should not be approved by the Department of Transportation.

British Airways would gain total access to all U.S. markets with no reciprocal rights for any U.S. air carriers. In terms of global competition, U.S. air carriers must have equal access to the U.K. and beyond. Our government must not simply "giveaway" the U.S. market and gain nothing in return.

Please give very careful consideration to this decision because the viability of all U.S. air carriers and over 300,000 airline industry jobs are at stake.

Sincerely,

Martin G. Reedy

Martin G. Reedy
Captain, American Airlines

819728

Robert A. Oswald
P. O. Box 1066
Zephyr Cove, NV 89448
Telephone : (702) 588-2642
FAX: (702) 588-2382

JAB 07
September 14, 1992

NRN
Mr. James Baker
Chief of Staff to the President
The White House
Washington, D. C. 20500

Dear Mr. Baker:

I'm counting on you to see that the attached letter gets to the right people. It is my intent to assist Mr. Bush's effort to be re-elected plus provide a long-term plan for a boost to the economy.

Clean air and clean water are our most precious natural resources and I know that you share my concern.

Thank you for your assistance.

Sincerely,

R. A. Oswald
Robert A. (Bob) Oswald

Robert A. (Bob) Oswald
P. O. Box 1066
Zephyr Cove, NV 89448
Telephone: (702) 588-2642
FAX: (702) 588 2382

September 14, 1992

President George Bush
The White House
Washington, D. C. 20002

Mr. President:

It is with sincere concern for your re-election, as well as for the general welfare, that I offer a solution to the existing economic dilemma, budget deficit, ecological attrition and high unemployment. This is a 50-year plan but you have the resource people to put it into a presentation that would help your campaign and ensure your place in history as a Landmark President. I will try to make this brief enough that it will be read, but I am available to expand upon this idea to and for your staff either in person or by telephone.

Solve the Water Problem that is Crippling our Metropolitan Areas.

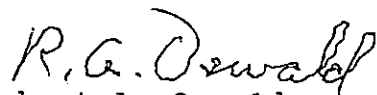
A system of reservoirs and pipelines traversing the United States could capture the floodwaters in some areas and transport clean, fresh water to the Western metropolitan areas, thus eliminating the need for current piracy of water from the great forest and agricultural areas. It would also open areas of arid desert to agriculture and preserve the existing natural lakes. The magnitude of possible uses is enormous.

Put People Currently on Government Subsistence to Work

With this project, the number and variety of jobs would be huge. All people currently living on government checks, without contributing to our economic productivity, would be the first to be employed. Medical examinations would determine those able to work and aptitude tests would determine the kind of job they should be doing. Let their compensation be the same as now, and those who can but refuse to work be dropped from the welfare roles.

I am leaving October 3rd for a six week visit to China, but am available until then for further discussion of this plan.

Respectfully submitted,


Robert A. Oswald

cc: Mrs. Barbara Bush

Mr. Marvin Fitzwater

Mr. James Baker

Congresswoman Barbara Vucanovich

BACKGROUND OF THE AUTHOR

Robert A. Oswald

Bob Oswald will be 80 years young on March 18, 1993. Now retired, he has had a long successful life that has included many years of Public Service and dedication to the Republican Party. He has served as County Commissioner for his extended community of Douglas County, Nevada, for eight years before health required his retirement. His tenure as County Commissioner was marked with logic, creativity and vigilance for prudent spending of the tax dollar.

The Great Depression prevented Bob Oswald from attending college and so, in 1936, he began his business career by accepting a trainee position at Bay Meadows Race Track in California. After one week of training, he was assigned full responsibility for the photofinish camera; making what had previously been his hobby a lifelong career in racetrack photography. He made many adaptations and innovations, including the patent (1940) for full race photos. Originally called "a crackpot with a Rube Goldberg idea", the concept quickly became popular and Bob's full-race photoequipment was in demand at tracks around the world.

The full race photo process eventually caught the military's attention and Bob had to design a projector for presentation of the idea. Today, this idea has changed the world of racetracks and is being used in the U.S.A., Hong Kong, Singapore, Manila, England, France, Korea, Mexico, Japan, S. Africa, Australia, New Zealand, Columbia and Brazil - that we know about.

Bob Oswald's creativity has not been limited to camera work alone. His life has been full of creative ideas - many before their time and rejected outrightly, but eventually becoming a way of life for Americans. For example, in the mid-1940's, Bob saw the need for rental cars at the San Francisco airport and asked his father for financial assistance. He got turned down because "no one coming into an airport would ever want to rent a car".

In the 1950's, Bob took the idea of a credit card system to the racetrack owners as a method of easily placing bets. He also told a friend at Bank of America about it but both rejected the idea. Only one year later, Diner's Club (without Bob's assistance) put out their card. Another idea of Bob's was quickly adopted by the Japanese in the early 1950's: using the panograph system to cut steel in the shipyards. This changed forever the way that steel was being cut and generated huge savings of time and accuracy; Japan became a shipbuilding giant during the 1950's.

Thoroughbred Photo Service, Oswald's company, closed its doors in 1980. Since then, he has devoted his time, energy and great ideas to the benefit of Douglas County, Nevada. His friends and neighbors are hoping that these great ideas will continue for many, many years to come.

Bob Oswald holds a strong conviction that the most precious things on earth are clean air and water. His concern is that preservation will not be implemented in time.

Mr. Robert A. Oswald
P. O. Box 1066
Zephyr Cove, NV 89448



RETURN RECEIPT
REQUESTED

SEP 21 1992

Mr. James Baker
Chief of Staff to the President
The White House
Washington, D. C. 20500



3
VOTER REGISTRATION
SPECIAL GROUPS

NRN
no zip

Mr. James Baker
c/o The White House
Washington, DC

Dear Mr. Baker:

Please don't give up on
California, or Orange County - where
I live. There is an euthanasia
initiative on the ballot here.
Tie in President Bush's
advertising to the anti-death
ads - for which our church
collected money. Encourage
registration + voter turnout
amongst the Vietnamese,
Cambodian + Hmong (2)
populations. Our local paper
said Mr. Frank Sao, local
Vietnamese businessman, is
leading a delegation to visit
Washington. Can you help
each other?

Wishing you success, again,
as a campaign manager -

Sincerely,
Mrs. P. Nordstrom
4740 Fir Ave.
Seal Beach, CA



Mr James Baker
c/o the White House
1600 Pennsylvania Ave,
Washington, D.C. 20550

Please forward to PPO /
Katja Bullock for direct
reply.

Many thanks,

csj

✓ Done - 9/22/92
DA



JAB-11

CS FIRST BOSTON

CS First Boston, Inc.
Park Avenue Plaza
New York NY 10055
Tel: 212 909-2393

John M. Hennessy
President and
Chief Executive Officer

September 14, 1992

The Honorable James D. Baker
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Mr. Baker:

It has come to my attention that Arthur Hill, Assistant Secretary for Housing and Federal Housing Commissioner, may be considered as a possible replacement for the late William Taylor at the Federal Deposit Insurance Corporation (FDIC).

I have come to know Mr. Hill as a client of First Boston and recently had an opportunity to speak with him at the Convention in Houston. Both his background in the Florida banking industry and his broader understanding of the financial institutions sector would make him well qualified for your consideration. While I'm not aware of what the Administration's approach will be at the FDIC in the coming months, I would view Mr. Hill as a well qualified candidate if and when a new appointment is deemed desirable.

If you have any questions please call me at 212/909-2393.

Sincerely,

John M. Hennessy

ROBERT M. METCALF

Sep't 15, 1942

MR
Dear Mr. Baker:

Here is a copy of that splendid article I referred to in my mailing to you last Thursday: Perceptive Paul Johnson deeply analyzed our national situation of today. Especially does he point to the epitomization of it, "... a serpent in this Garden of Eden... deadly. debt."

See my note attached to the next-to-last page of the article.

Very, very sincerely,
Bob Metcalf



METCALF & COMPANY

Real Estate

3387 Poplar Avenue

Memphis, Tennessee 38111



Lunch Wagon 1890s
23 USA



AMERICAN

The White House
1792
1992



29 USA

Mr. James A. Baker, Chief of Staff,
The White House — First Floor, West Wing
Washington, DC 20500



#BXBCBGJ*****5-DIGIT 38111
 #FRB0001567312/7#84 04JAN93

HIGHLAND BRANCH LIBR
 460 SO HIGHLAND
 MEMPHIS TN 38111-4397

ANIMAL NO NUCLEAR
 RIGHT TO LIFE
 DOWN WITH GAY
 BAN THE BOMB
 PORNOGRAPHY
 EUROCENTRISM
 GO BACK TO WHERE YOU CAME FROM
 ARTISTIC FREEDOM
 FREE SPEECH
 FAMILY VALUES
 MEN'S LIB
 SEXISM

Why we feel so bad

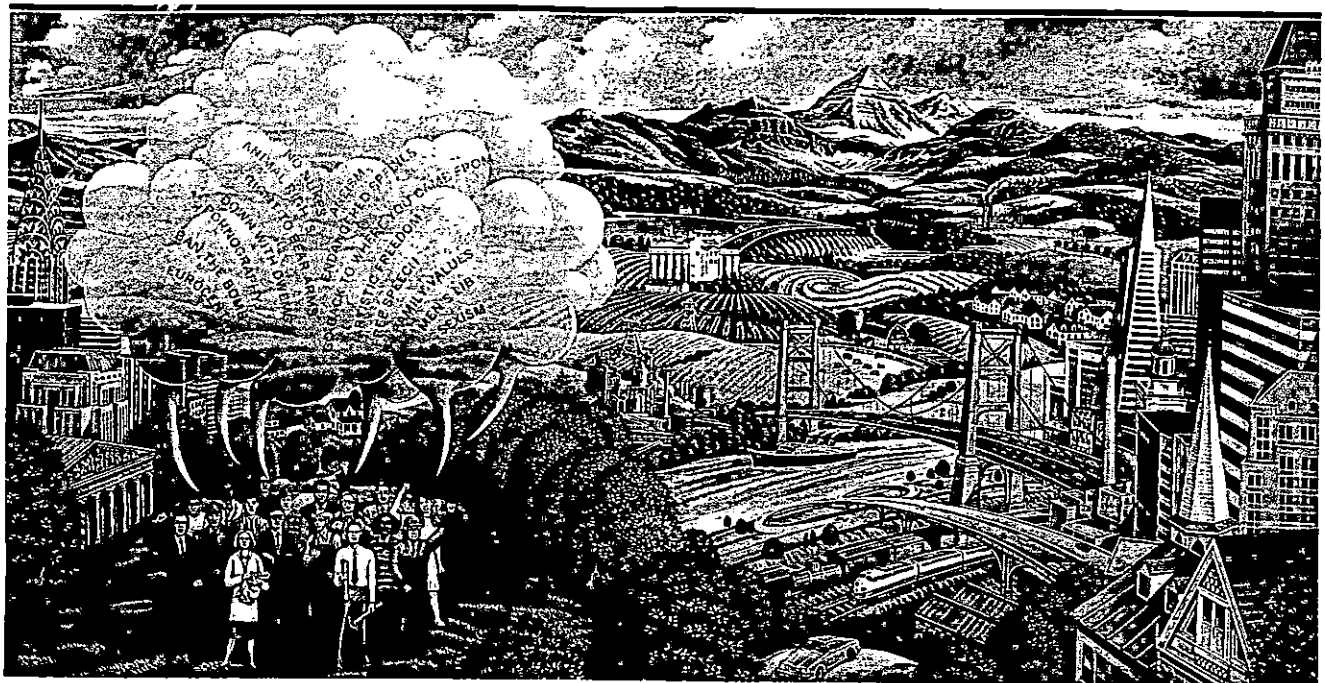
FOR

THE NEW SERIES ISSUES

by: John Ashbery • Saul Bellow • Henry Louis Gates Jr. •
 zine: • Peggy Noonan • Dick Schapp • Simon Schama

1992

Sept. (4)



75TH ANNIVERSARY ISSUE

Oh, Our Aching Angst 47

By James W. Michaels

Americans live better than any other people on the globe—so why do we feel so depressed?

You'd Cry Too 58

By Peggy Noonan

We are the first generations of man that expected to find happiness here on earth, and our search for it has caused such—unhappiness.

The Space To Chase Rainbows 72

By John Updike

American plenty, to taste right, needs a seasoning of idealism.

So Much Of The Joy Is Gone 86

By Dick Schaap

"The owners screwed the players for 100 years. We've been screwing them for 5. We've got 95 more years."

Too Much To Think About 98

By Saul Bellow

Can it be we are tired of whatever it is that we in fact are, and we now want to rise above all tiresome differences?

Contradictions Of Capitalism 110

By James Q. Wilson

The three reasons for our problem: prosperity, freedom and democracy.

A De-Moralized Society? 120

By Gertrude Himmelfarb

There is nothing fanciful about our fears and grievances.

Two Nations . . . Both Black 132

By Henry Louis Gates Jr.

For black America, these are the worst of times—and the best of times.

Cry, The Beloved Country 140

By Alfred Kazin

Political authority is discredited, civic violence is on a mass scale, education is a catastrophe, as we drift toward an irreversible mediocrity.

Feelgood America: A Tragicomedy In Four Scenes 160

By Simon Schama

Yes, friends, the era of couch potato democracy is at hand.

An Awakened Conscience 176

By Paul Johnson

Americans know that debt accumulation is wrong. As individuals they feel powerless to do anything. As collective voters they are divided.

A Last Word From A Poet 193

By John Ashbery

The decline of the West.

How Was It Then? 196

Compiled by Michael Schuman

Take a look at the race relations, economics and women's rights of an earlier era.

Convenience-Of-Living 218

By Nina Munk

How can a price index compare an electric stove to a wood stove?

The Top Industrials Of 1917 232

By Peter Newcomb

Some would have made you rich.

Shake-Up 236

By Pablo Galarza

For corporations, life at the top is more turbulent than before. Why?

A Brief History Of Stock Fads 253

By Jean Sherman Chatzky

Cigars, aviation, pyramids, uranium, bowling. All nifty in their day.

Just The Facts 271

By Robert Rosenstein with Riva Atlas

A statistical slide show comparing America with other countries and with its own past.

Cussedly Independent 318

By Laura Jereski

A portfolio of contrarianism and independent thinking over 75 years.

An awakened conscience

"... Americans are well aware of the improvident manner in which debt is being accumulated. They know it is wrong as well as foolish. As individuals they feel powerless to do anything. As collective voters they are divided. So the wrong is not righted. The folly continues. They are, in consequence, profoundly uneasy..."

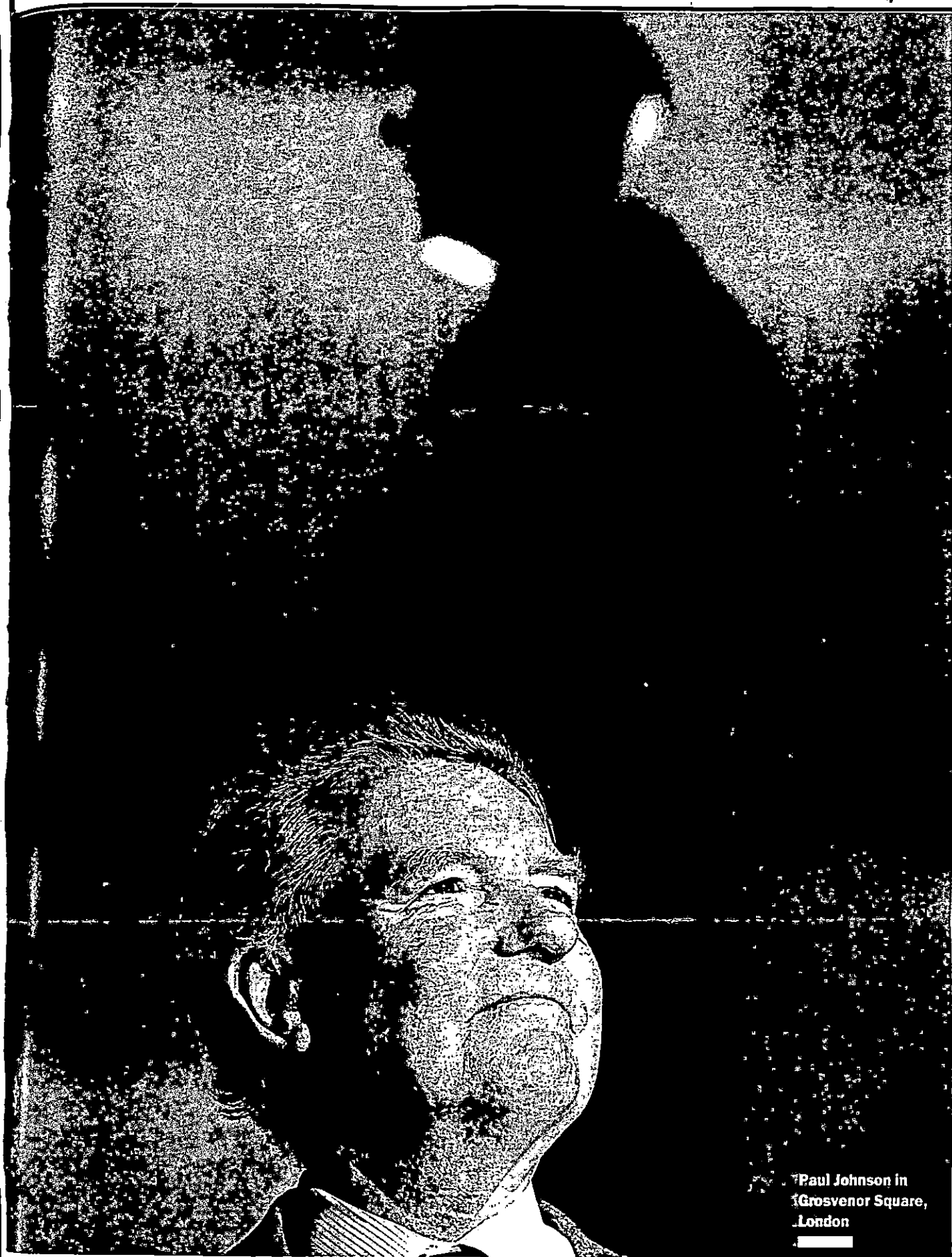
By Paul Johnson

Paul Johnson has written more than two dozen works of history, including *A History of the Jews*, *Modern Times: The World from the Twenties to the Eighties* and *Intellectuals*. His awards include the Francis Boyer Public Policy Award and the Krug Award for Excellence in Literature. He is presently at work on a history of the American people.

A paradox now faces the United States, one that is glaringly apparent to a regular visitor like myself. A majority of its inhabitants are enjoying a material prosperity unprecedented in history. Yet it is nonetheless riven by ferocious self-doubt and self-criticism, and even by a sense of failure and doom. That paradox is rooted deep in American history. For the United States, from its earliest origins in the first decade of the 17th century, has been an uneasy blend of practicality and utopianism, created, on the one hand, by sensible, moderate men of the world, and on the other by extremists and fanatics, who saw visions and sought to realize them at any cost. Satisfaction in its huge material achievements, therefore, has always been undermined by a nagging sense that the Garden of Eden, the Godly kingdom the pioneers and pilgrims set out to build, has somehow eluded their progeny. Americans tend to fix their gaze not on what has been done, but on what has been left undone.

At the bottom of it all lies a particular religious faith. America was a religious creation. The militant English Protestants of the 16th century thought of the English as "the Chosen People," the New Israel. When King Charles I refused to build the New Jerusalem in England, the Puritans, and other religious extremists, decided to create it in the Americas. There, a new elect would arise and build what John Winthrop termed "a City upon a Hill," to serve as a beacon of enlightenment to all the nations of the world.

These early settlers really believed in their Godly mission, as their letters, diaries and even their legal enactments abundantly testify. The early constitutional documents, such as the Mayflower Compact itself, the 1639 Fundamental Orders of Connecticut and the 1641 Massachusetts Body of Liberties, are redolent with this sense of divine and humanitarian mission, the belief that what was being designed would be unique in moral and material history. They were even more ambitious than the early



Paul Johnson in
Grosvenor Square,
London

radicals of the French Revolution in 1789 because they felt that their foundation was not merely of secular and worldly significance but was also to be a halfway house to eternity and the heavenly kingdom. When Thomas Prince wrote his early-18th-century history of New England, he began with "Genesis," the creation story, believing that the founding of America opened the culminating phase in God's divine plan for the world. The Americans had taken the place of the Israelites fleeing "Egypt," that is Europe, to settle the Promised Land. Even a severely practical man like Benjamin Franklin proposed in the 1770s that the seal of the newly created United States should show Moses leading the children of Israel across the Red Sea. And, amid all the horrors of the Civil War, Abraham Lincoln could still wryly refer to the Americans as "the almost-chosen people."

Those who settled these lands in the early 19th century could scarcely believe their good fortune. One wrote: "After the first year, I never saw any scarcity of provisions." Another: "No weeds or grass sprang up on such ground the first year and the corn needed no attention with plough or hoe. Provisions in abundance was the rule." In 1819, from the new township of Franklin, the *Missouri Intelligencer* offered a spring toast: "Boon's Lick—two years since, a wilderness. Now—rich in corn and cattle!"

Moreover, such land was available at prices lower than at any other time in history. Land, which in Europe had to be fought for or painfully acquired, piece by piece, over generations, was available in the United States even to the poor. The Land Ordinance of 1785 offered public lands to farmers in 640-acre (one square mile) lots at a dollar an acre. The lots were later reduced in size to facilitate settlement by poorer men, and by 1800 a man could buy a farm for as little as \$100, which, wages being so high, he could easily save in two years' work as a laborer. Under different laws, public lands varied in price from \$2 an acre to as little as 12½ cents, and under the Homestead Act of 1862 and the Timber Culture Act of 1873, a citizen got 160 acres absolutely free if he agreed to live on and cultivate them. A peasant from Europe, where he and his progeny could never hope to own anything other than a vegetable patch, could become a prosperous freeholding farmer in a decade or less. Nothing like this had ever happened before—or since. It gave to the United States a sense of exaltation, a deep, warm feeling that Divine Providence was smiling on it and its people. And that in turn raised expectations of still more bounty.

There was, however, a serpent in this Garden of Eden: a necessary serpent, perhaps, but deadly nonetheless. Debt. Many of the original settlers in all 13 states that came into existence

FEDERAL DEBT AS % OF GNP PER CAPITA FEDERAL DEBT

Constant 1991 dollars

Historical dollars

100 % \$15,000

90 13,500

80 12,000

70 10,500

60 9,000

50 7,500

40 6,000

30 4,500

20 3,000

10 1,500

0 1791

WAR OF 1812
Impressment of an American sailor by the British in the early 19th century.



Meriwether Lewis' first glimpse of the Rocky Mountains in the course of his expedition with William Clark, 1804-1806.

1800

Two centuries of debt

MEXICAN WAR

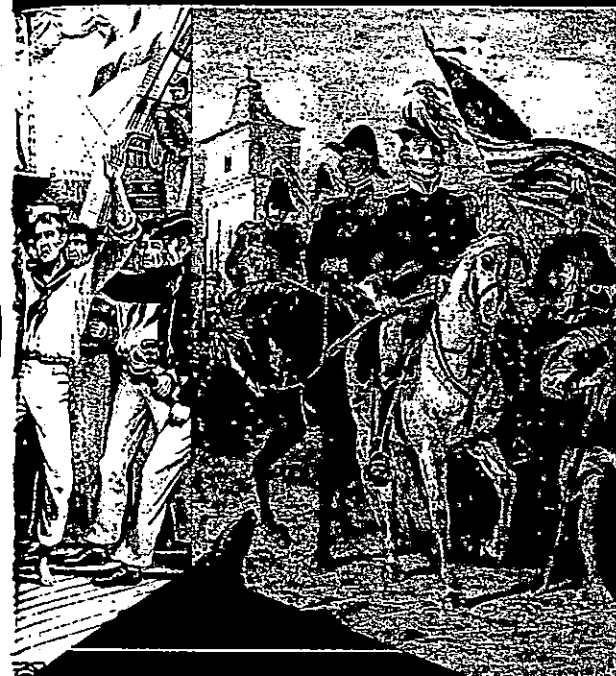
General Winfield Scott enters Mexico City, 1847.

CIVIL WAR

Union soldiers in trenches before Petersburg, Virginia, 1865.

SPANISH-AMERICAN WAR

Theodore Roosevelt and the Rough Riders atop San Juan Hill, 1898.



Slave family picking cotton near Savannah, Georgia.

Nebraska settlers and sod house, circa 1890.



Scene along the Erie Canal, 1832.

1820 1830 1840 1850 1860 1870 1880 1890

WORLD WAR I

American troops on parade in Paris, 1918.

WORLD WAR II

The U.S. battleship Missouri in action, 1945.

KOREAN WAR

U.S. soldier near the Taegu front in Korea, 1950.

VIETNAM WAR

Protesting in Washington, D.C.

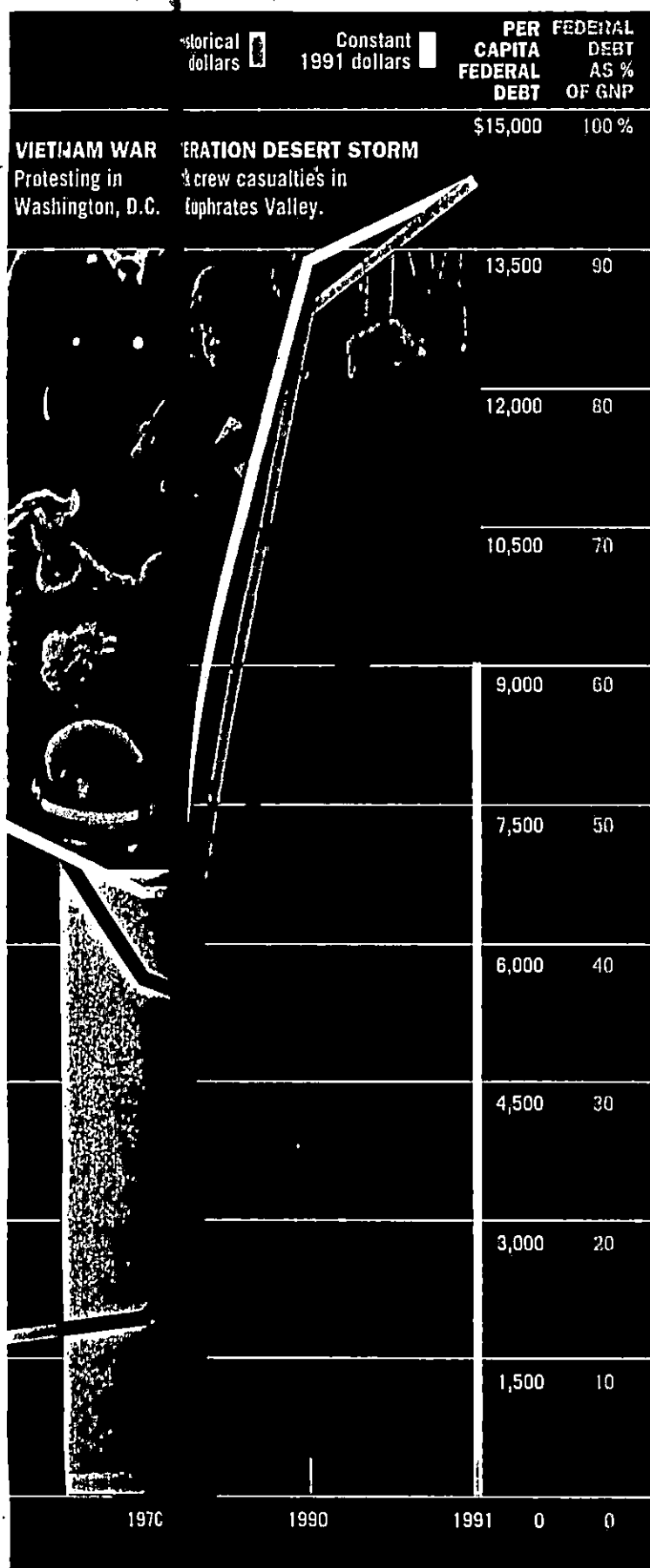
Land rush scene near Yankton, South Dakota, 1904.

WPA street widening project, circa 1935.

Dancers in Palm Beach, Florida, 1929.

1900 1910 1920 1930 1940 1950 1960 1970

Sources: Jack W. Wilson, North Carolina State University; Richard Sylla, New York University



before the Revolution had financed their purchases of land and tools by debt. For a poor man to acquire debt in Europe was difficult, usually impossible; no one would lend him money as he had no collateral. In America it was easy, because he had the security of his labor and, above all, a limitless future. Land purchase by debt, speculation on credit, were thus written into the title deeds of the new nation. It was inevitable, and it was fully justified by the speed at which the land was settled and debt, in most cases, discharged. But acquiring debt, borrowing against the future, became a national characteristic: Indebtedness was not only not shameful it was almost, in a sense, patriotic, and once independence was gained, financial institutions, above all a plethora of banks, came into being to serve this marked American propensity.

The state abetted the process. The Harrison Land Law of 1800, for instance, sold the public 320-acre farms but required only a quarter of the purchase price down. The rest was paid out of harvest profits over four years. Much of congressional land legislation provided for credit—the Desert Land Act of 1877, for instance, offered farms in huge areas of the West for as little as 25 cents an acre down, provided only the purchaser promised to irrigate. Congress also encouraged company debt by, for instance, providing land free to railroads that could borrow enough money from the banks to lay down track. America's 19th-century pursuit of her "manifest destiny," both in land settlement and in the communications revolution that made it possible, was essentially launched on credit.

Behind this willingness to shoulder debt was the profoundly felt sense of America's co-founders that Almighty God had intended it that way: that Canaan, God's Country, the Promised Land, had been given to the Chosen People to be enjoyed in the here-and-now, and that it was permitted to go into the red provided only that each member of the elect had the industry and self-discipline to work his way out of it. And that is precisely what the vast majority always did. That was what America was about. The Declaration of Independence laid down what no other political document in the whole of history had yet claimed, that men were "endowed by their Creator" with the right not only to "Life" and "Liberty" but *the pursuit of Happiness*. By this last, what the Founding Fathers had in mind was the acquisition, by honest effort, of property, which they saw as the precondition of human felicity. Without widely dispersed property, true individual independence, and so a sound Republic, was impossible. Hence it was the business of the General Government, as indeed of the states, each in its way, to create the conditions for this process. The Supreme Court, under John Marshall, set up a

property-based structure of federal law; and much of the politics of the 19th century—President Andrew Jackson's creation of the Democratic Party, for instance—had as its aim the provision of cheap credit so that poor men could acquire property, the key to happiness.

But if America set its sights on the extremist vision of utopia on earth and used debt to get there, it was also careful to construct a federal framework, within which individuals pursued happiness, designed to be provident and frugal. As I say, there were two kinds of men who created America. There were the visionaries, the extremists, the fanatics, who saw America in religious terms, who executed the ungodly and burned witches and who, by preaching the doctrine of the Promised Land, raised the expectations of ordinary Americans to the heights. But there were also the practical men, the moderates, raised in the tradition of the English

Parliament, with its give-and-take, compromising approach, and the old Common Law. These were the men who put together the nuts and bolts of the individual states, gave them law and government and commerce, and in due course drafted the Constitution and implemented it. Men like Richard Henry Lee, John Adams, Thomas Jefferson, Roger Sherman and Robert Livingston—succeeded in due course by other sensible men like Henry Clay and Thomas Hart Benton, Martin Van Buren and De Witt Clinton. The extremists supplied the vision, but it was the moderates who brought it into existence.

An excellent way of examining the course of American history, as it develops under the impulse of the extremists and the guiding hand of the moderates, is to look at the national debt. Pursuing the ideal of independence in the 1770s—a utopian vision as it must then have seemed to many, and dynamized by radical views of human rights—the Founding Fathers not only created the national debt but led the new nation into the worst inflation in its history: By 1780 the \$240 million of paper "Continental" it had issued were almost worthless. America was extricated from this mess by the financial genius of the archetype practical, moderate statesman, Alexander Hamilton, the first Secretary of the Treasury. His ingenious funding plan, based as it had to be on the notion that the federal government must be frugal, not only restored America's credit but attracted foreign capital, so that by 1803 the nation had no trouble borrowing the money to finance the Louisiana Purchase. Thereafter, Washington, run for the most part by sensible men, kept the purse strings tight to

the point where President Jackson, in 1835, while pushing for individual cheap credit, had reduced the debt—which in 1791, when Hamilton's plan first came into being, stood at \$75 million, or 40% of GNP—to virtually zero. This satisfactory state of affairs has never been achieved by any other power, before or since.

Thereafter, the debt rose in accordance with national emergencies, and was reduced by moderate, sensible men when they had passed. By the end of the Civil War—a bloody and vastly expensive episode made inevitable by the extremist, fanatical strain in American life—it had risen to over \$2.76 billion. Twenty-eight years later it had been reduced to only a third of that amount, though the GNP had more than doubled in the meantime. This prudent management continued. The debt rose to \$25 billion at the end of the First World War, and was then prudently reduced by about a third during the prosperous 1920s. As a result of the Great Depression, when deficit financing became inevitable to get the country at work again, it rose once more, standing at \$48 billion in 1939. With the Second World War it rose still further, this time astronomically, to \$271 billion by 1946. But again the dictates of prudence began to operate. Between 1946, its high point, and 1975, the national debt was reduced by more than half. Expressed in terms of 1991 dollars, the debt fell from \$13,381 per capita at the end of the war to \$6,349 per capita in 1975.

That was satisfactory, conforming to the pattern of 200 years of sound federal government. But then, in the late 1970s, a curious thing happened. Without an emergency, without a world war, without even the excuse of a severe recession, the national debt began to rise again, first slowly, then more rapidly. By the end of President Reagan's first term it stood (still in 1991 dollars) at over \$8,600 per capita. By the end of his second term it was nearly \$12,000 per capita, well on its way to the post-World War II peak. Since then it has reached a historic high.

Why is this? Why, for the first time in its independent existence, has the nation abandoned the fundamental prudence with which it has hitherto conducted its financial affairs? A number of figures, compiled by James Dale Davidson and William Rees-Mogg in their book *The Great Reckoning*, show the deterioration, at least in statistical terms, in the 60 or so years since 1929, when the nation was on the brink of the greatest financial crisis in its history. These figures help to explain the deficit. In 1929 government had few long-term unfunded liabilities: By 1990 it had \$14 trillion. In 1929 government—federal, state and local—was small, employing less than 10% of the work force. By the 1980s it was enormous, and employed 21.2% of the work force. In 1929

In the late 1970s a curious thing happened. Without an emergency, without a world war, without even the excuse of a severe recession, the national debt began to rise again, first slowly, then more rapidly.

Johnson is wrong here: Conservative evangelical Christians — like our Puritan forebears who gave us our great nation (and had their philosophical thinking on political/economic concerns fully regnant until far into the 19th century), such Christians today are the soundest thinkers of all and would be the most practical in organizing any

transfer payments were largely confined to former government employees. By 1990 they embraced a huge segment of the nation. Government involvement in every aspect of national life has increased almost immeasurably.

All these factors explain why, although in 1989 government took 36.8% of personal incomes in taxes, it was still adding massively every year to its enormous debt. That meant a growing proportion of its revenues were devoted, year by year, simply to servicing the debt, and in turn (since its expenditures were not substantially reduced) that meant added pressure either to raise taxes or to expand the deficit and so increase the debt still further.

Why has the nation got itself into this fix? I suggest that the underlying reason lies in the continuing conflict between extremists and moderates in American society, between those seeking to build utopia and those who believe the object of government is merely to create an equitable framework in which industrious men and women can prosper. The extremist utopian elements have lost the fundamentalist religious impulse that was their original dynamic in the 17th century. They have, in fact, become secularized. What they have embraced instead is the secularized utopianism of the 20th century: the belief that society can be made comfortable, safe, healthy and secure for all, irrespective of merit or effort, and that the agency in this process is the state. This secular utopia has not been realized, any more than the religious-inspired Zion of the Pilgrim Fathers was realized. And sensible people will argue that it never can be. But the continuing effort to realize it, now going back a

whole generation, has proved enormously and increasingly expensive. Religious utopias involve burning witches and forcing children to go to church twice or even thrice on Sunday; but they do not cost money. Secular utopias cost the earth.

Moreover, pursuing the secular utopia has led to a dangerous malfunction in the practice of the separation of powers, which lies at the heart of the U.S. Constitution. By and large, the secular utopians have captured Congress, while the moderates have continued to occupy the White House and so the agencies of government. High-spending congressmen, pursuing aims that by their nature are ultimately unrealizable, have proved popular with voters locally, and so have acquired strong security of tenure. That explains the continued domination of Congress, especially the House, by Democrats. And that in turn means that it has proved impossible for federal governments, no matter how deter-

mined—and they have not been very determined—to reduce transfer payments and other utopian elements in domestic spending.

At the same time, the electorate as a whole, voting nationally, has expressed its concern at the country's drift into financial profligacy by sending to the White House candidates pledged to do something about it, or at least advocating programs that will not make it substantially worse. In practice, this has led to dichotomy: Democratic Congresses, unwilling to cut domestic spending, and Republican administrations, unwilling to raise taxes. Thus the federal polity of the United States is under the conflicting control of both extremists and moderates, of utopians and pragmatists, both blaming the other for what is, at bottom, a profoundly immoral procedure—spending money by borrowing against the future. The result is the deficit and the mounting debt.

Now this public debt comes on top of a huge volume of private debt, which itself is increasing. As I have argued, the United States was created by the judicious use of private credit. But this was balanced by a strict regimen of public probity. That has now been abandoned, and there is no longer a balancing factor. All is debt, and an enormous burden is being shifted onto the shoulders of future generations.

My belief is that the American people, as an entity, have a strong, deep-rooted moral sense, and a clear view of what is right and wrong, especially in money dealings. In some respects, notably in regular church attendance, they are still the most religious people on earth. For that reason, they are well aware of the improvident manner in which debt is being accumulated. They know it is wrong as well as foolish. As individuals they feel powerless to do anything. As collective voters they are divided. So the wrong is not righted. The folly continues. They are, in consequence, profoundly uneasy. Surrounded, as most of them seem to be, by unprecedented prosperity, by material acquisitions no earlier generations have enjoyed anywhere, they sense there is something false and unsubstantial in the glitter. Hence their pettish mood, which often takes the unreasonable form of sniping and bellyaching in the midst of plenty.

But this unreasonableness may in the end prove a blessing. A returning sense of wrongdoing often takes irrational forms but is none the less welcome. There is a famous Victorian painting showing a beautiful woman, who is "living in sin," suddenly profoundly disturbed by the strains of a tune her lover is picking out on the piano, which recalls her childhood innocence. The work is called "The Awakened Conscience." That is what is currently inflicting itself on America—an awakened conscience—and it may be the first step towards a remedy.



"The Awakened Conscience"
by William Holman Hunt