

Originally Processed With FOIA(s):
2025-0373-S

FOIA Number:
2025-0373-S

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: Card, Andrew, Files
Subseries:

OA/ID Number: 04884
Folder ID Number: 04884-026

Folder Title:
Correspondence--X, Y, Z [2]

Stack:

G

Row:

15

Section:

21

Shelf:

7

Position:

CANCER WITH A **SMILE**



WRITTEN AND ILLUSTRATED BY DORIS ZUCKER

CANCER WITH A **SMILE**

by

DORIS ZUCKER



B I B L O - M O S E R

Cheshire, Connecticut

1990

© 1990 to the Estate of Doris Zucker
All rights reserved

The text and illustrations of this publication
or any part thereof
may not be reproduced in any manner whatsoever
without permission from the artist-author

Design: Jill Fisher

D E D I C A T I O N

Dedicated to my husband, Stanley Zucker
for his unswerving dedication and support

And to Dr. Donald S. Kaufman
oncologist at Massachusetts General Hospital
for his professionalism and humanity

Also in memory of my sister, Judy
who died of cancer in her late forties



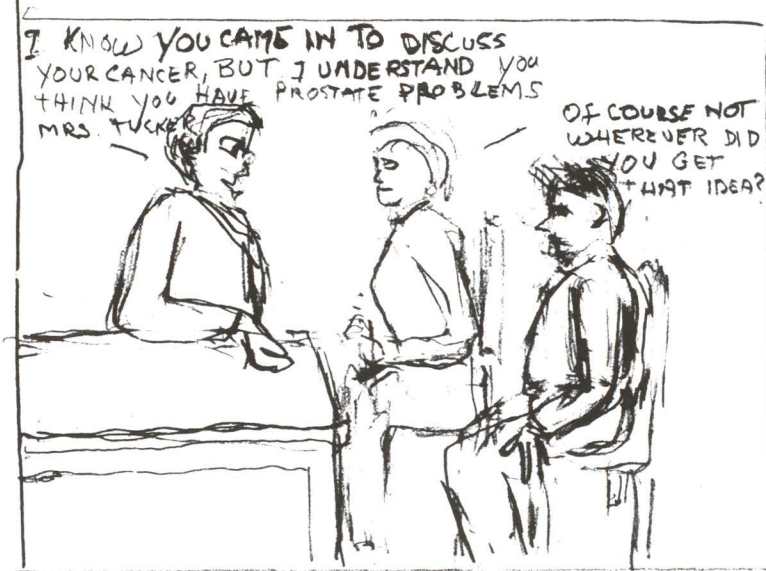
ONCOLOGY
DEPARTMENT

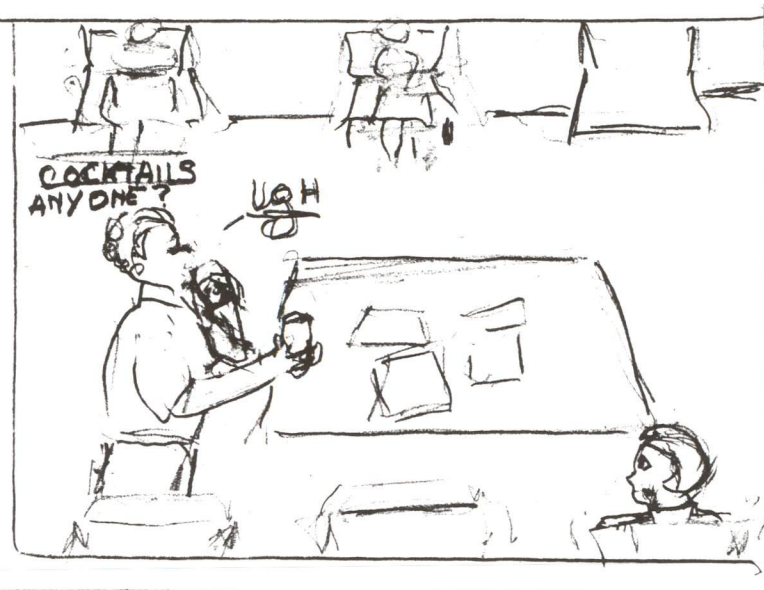
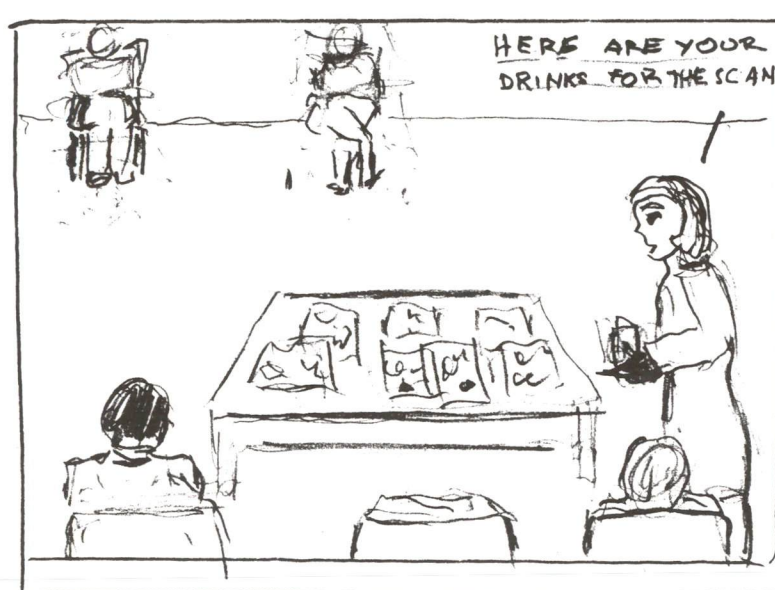
SURGERY →
RADIATION →
← CHEMOTHERAPY

CANCER-WITH A SMILE



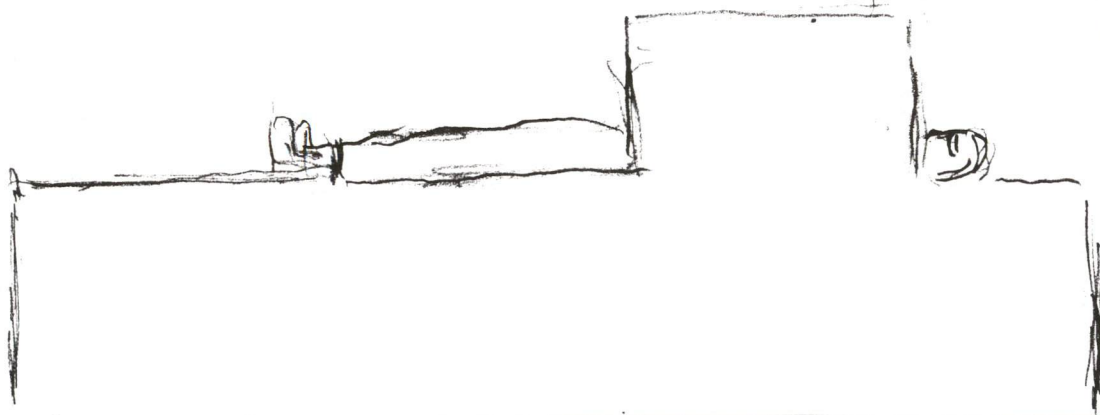


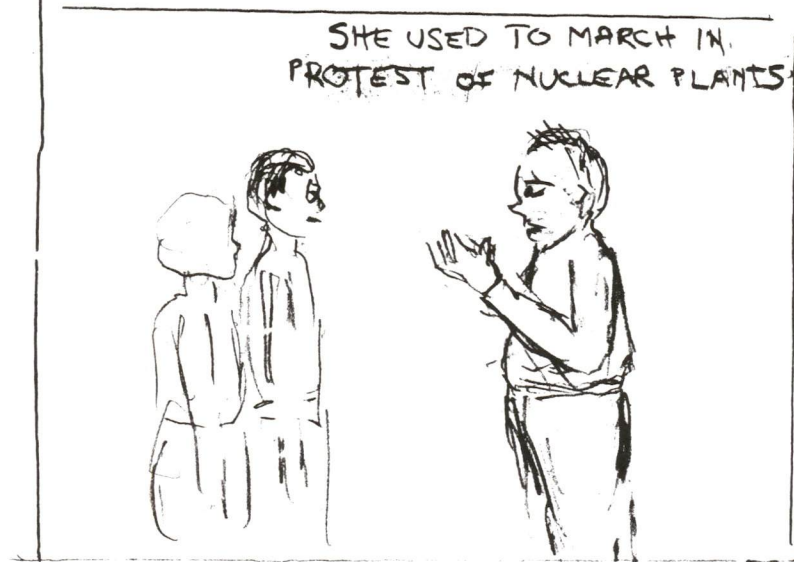
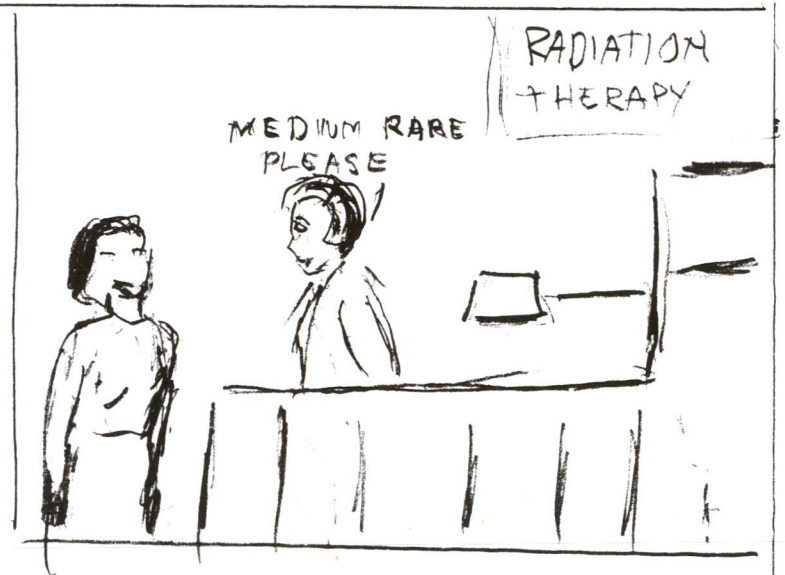
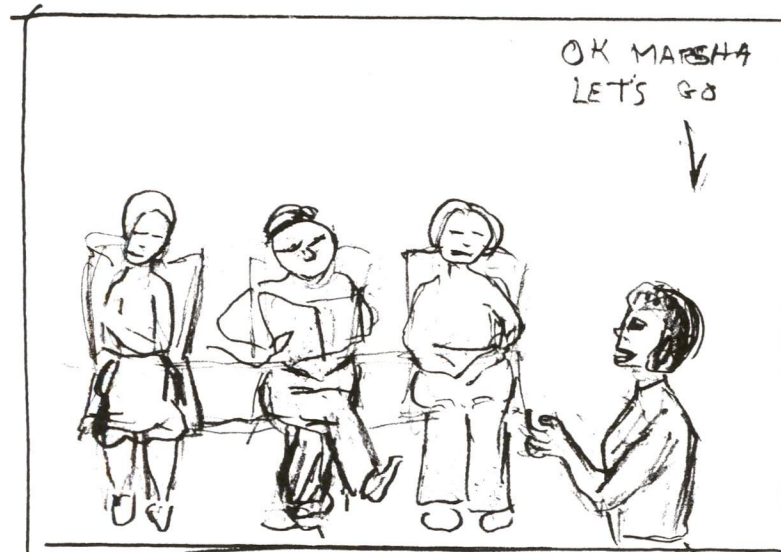




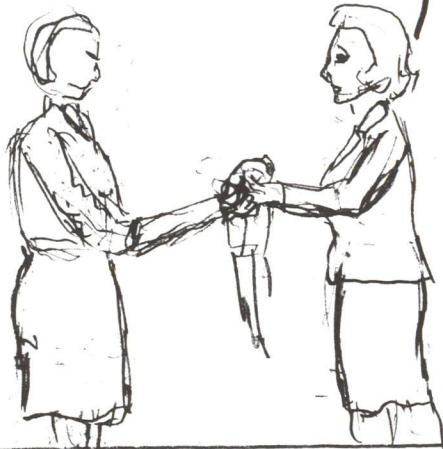
CT SCAN

PLEASE G-D
MAKE IT OK !!





HERE'S YOUR
JOHNNY



IT LOOKS SMALL. I
HOPE IT FITS ME.



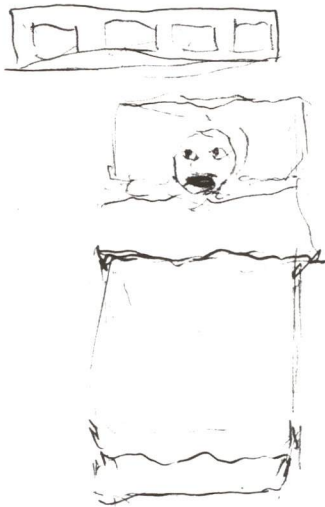
OH YES. ONE SIZE
FITS ALL.



SURE ONE SIZE
FITS ALL - IF
YOU ARE SIZE 10.



GOOD MORNING
I'M DR. ELWOOD
I HAVE TO DO
A BONE MARROW
TEST. I WILL
TRY TO BE AS
EASY AS POSSIBLE



I BET I HAVE
THE BIGGEST
BEHIND YOU
EVER WORKED ON.



SORRY YOU
DONT WIN
THE PRIZE



WHAT AM I
SMILING AT-AT
A TIME LIKE THIS

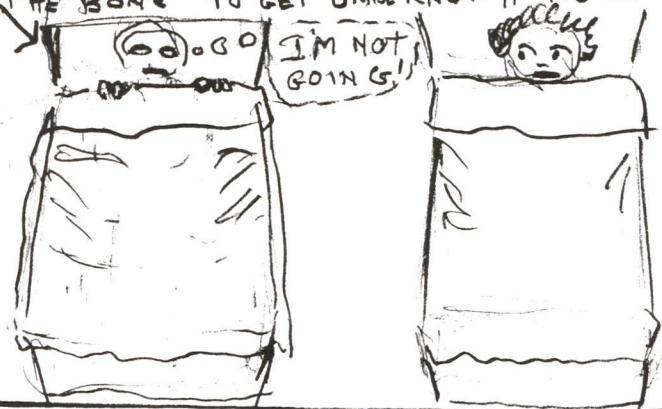




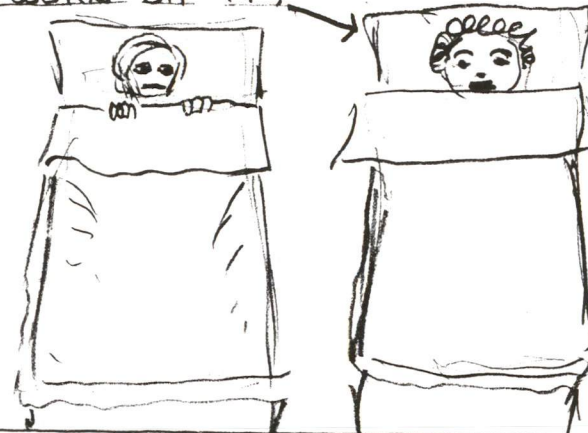
ISN'T THIS THE TRUTH-DOESN'T
THIS HAPPEN EVERY TIME THEY
SCHEDULE FOR A TEST OR X RAY?



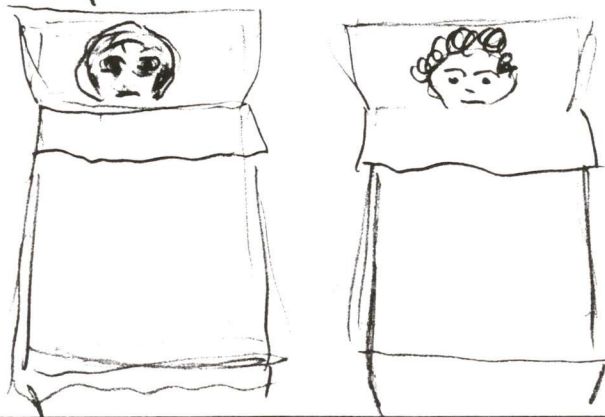
I'M TERRIFIED. MY DOCTOR SAID
IN MY OPERATION HE HAS TO MAKE
A SLIT ABOVE THE EYE - CUT OUT A PIECE
OF THE BONE TO GET UNDERNEATH THE EYE



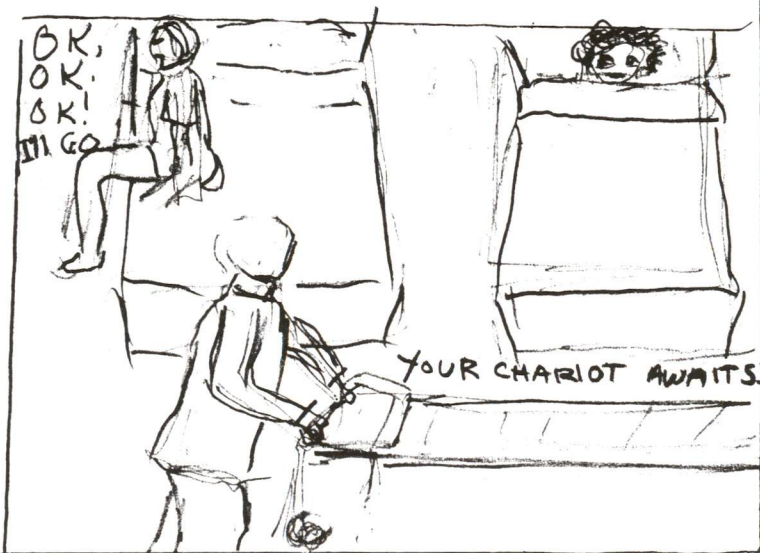
I THINK MY DOCTOR SAID HE HAS
TO TAKE MY ENTIRE EYE OUT BEFORE
HE WORKS ON IT.



(Hmmm.....)



OK,
OK,
OK!
I'M GO



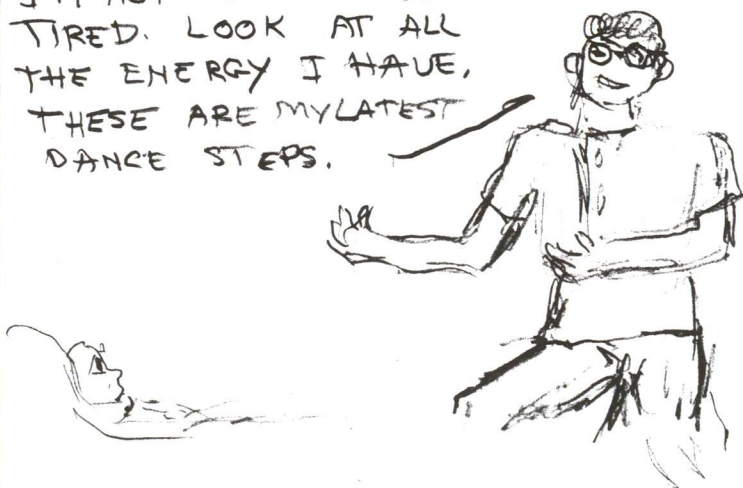
I KNOW YOU HAVE SIX
OPERATIONS BEFORE
MINE.



I'M REALLY WORRIED
THAT YOU'RE GOING
TO BE TIRED WHEN
YOU GET TO ME.



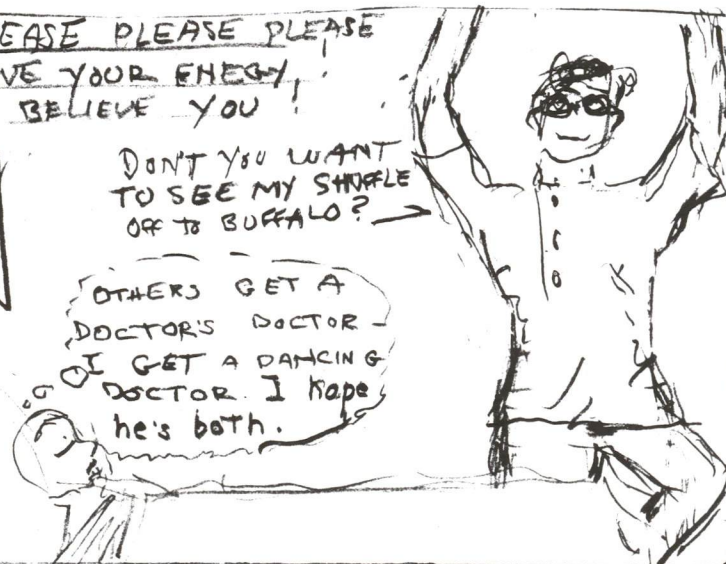
I'M NOT GOING TO BE
TIRED. LOOK AT ALL
THE ENERGY I HAVE,
THESE ARE MY LATEST
DANCE STEPS.

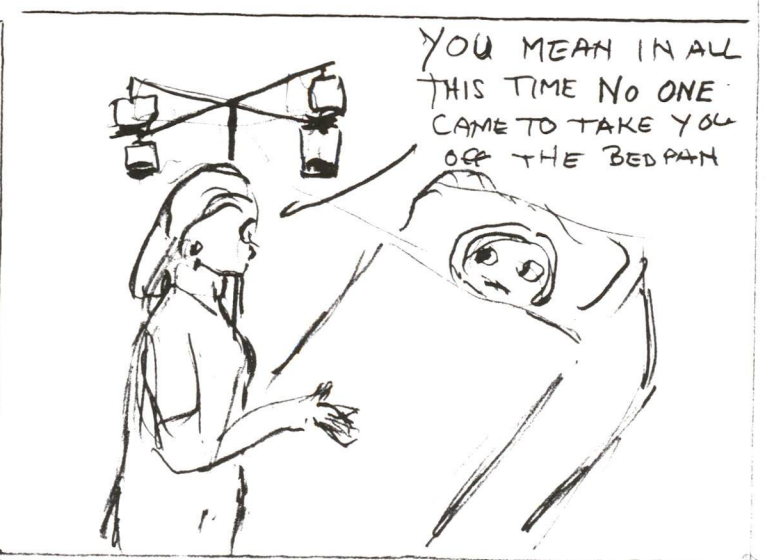
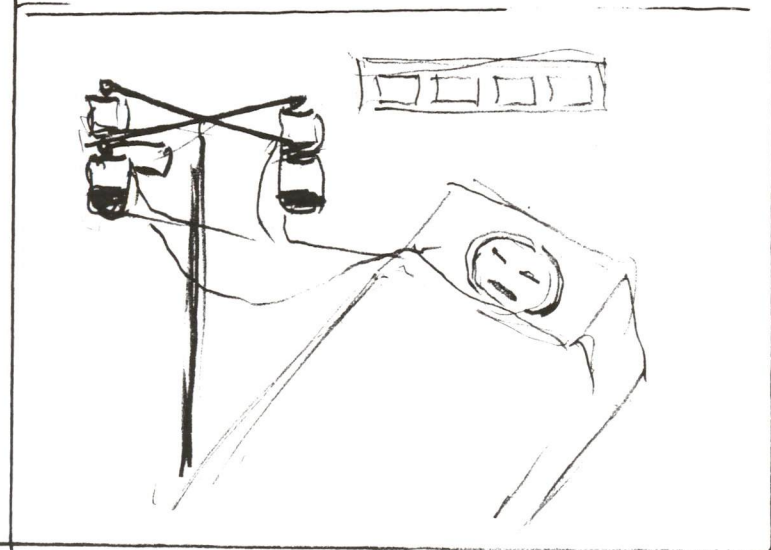
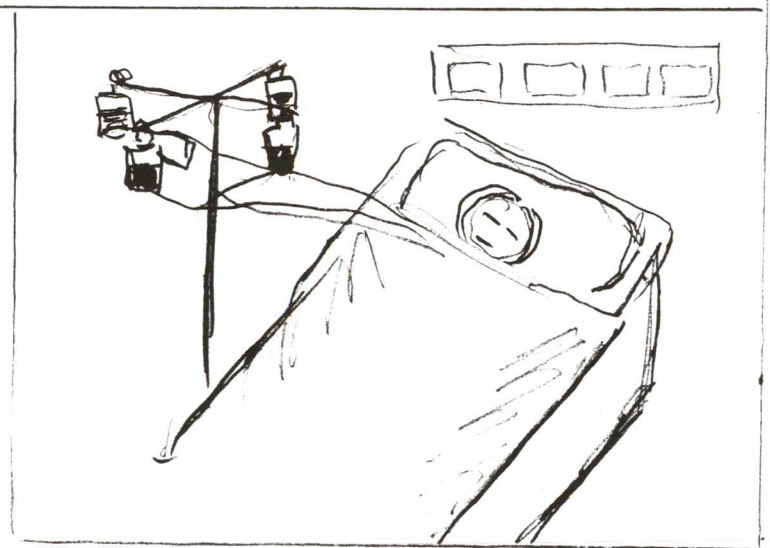
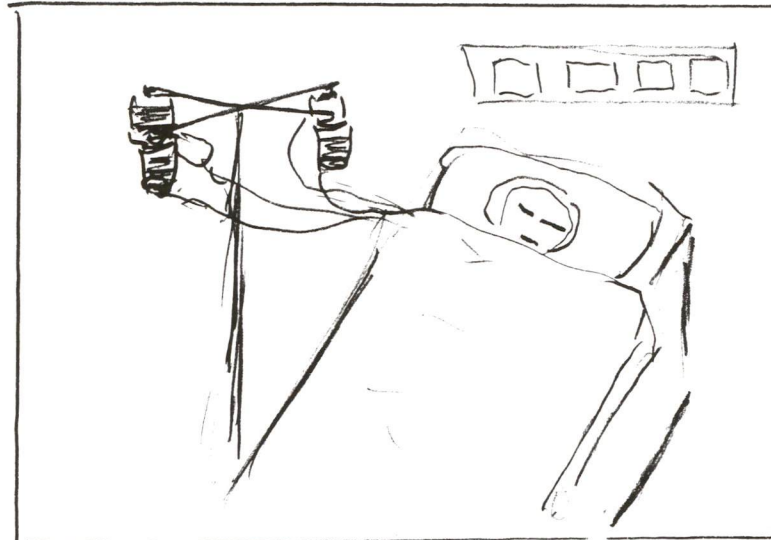


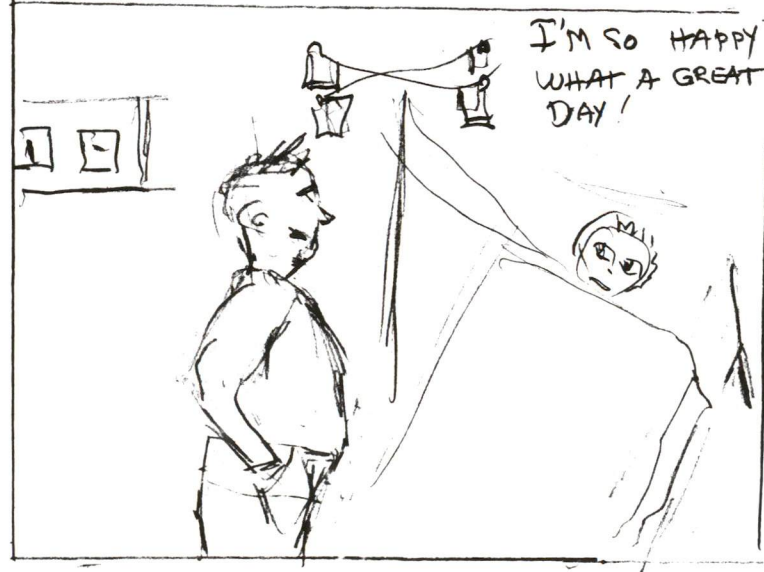
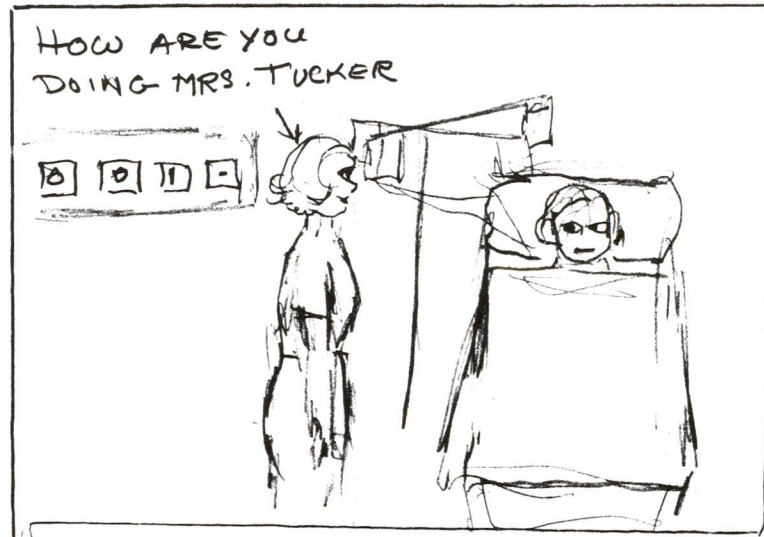
PLEASE PLEASE PLEASE
SAVE YOUR ENERGY,
I BELIEVE YOU!

DON'T YOU WANT
TO SEE MY STRUGGLE
OFF TO BUFFALO?

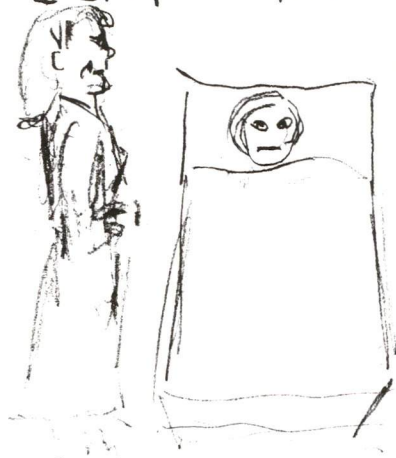
OTHERS GET A
DOCTOR'S DOCTOR -
I GET A DANCING
DOCTOR. I hope
he's both.



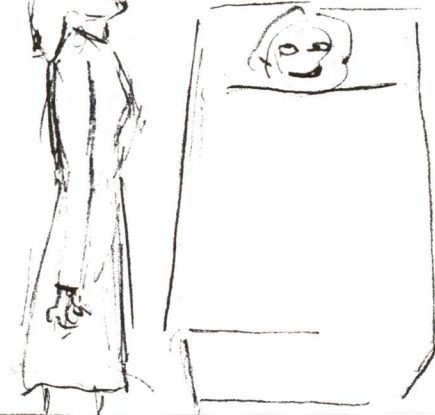




PLEASE CAN YOU FIND OUT
IF I CAN GO HOME TODAY



YES YOU'RE GOING
TO BE DISCHARGED
TODAY.



GREAT- GET BACK
INTO MY CLOTHES



I'M ALL READY.



ONE PROBLEM. WE
CAN'T DISCHARGE
YOU WITHOUT YOUR
DOCTOR'S SIGNATURE
AND WE CAN'T FIND
YOUR DOCTOR.



DR. DOREMAN JUST CALLED.
HE GOT THE RESULTS OF
MY BLOOD TEST AND SAID
I NEED TRANSFUSIONS
AGAIN.



HOSPITAL



YOU'VE HAD SO
MANY TRANSFUSIONS
I HAVE A NEW
NAME FOR YOU.



DRACULA



I'M TRYING TO
FIND A VEIN.



WE CAN'T HELP IT IF
YOU NEED 3 TRANSFUSIONS,
WE CAN'T FIND A VEIN.



LET'S TRY HEAT ON
HER FEET.

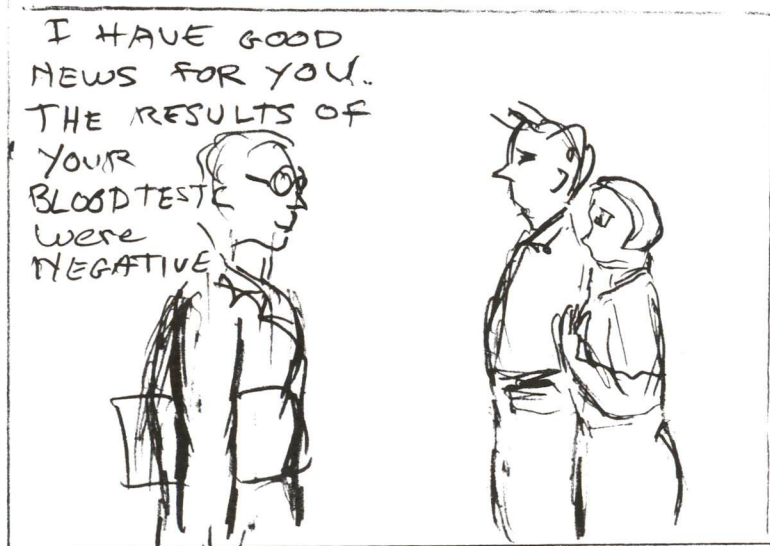
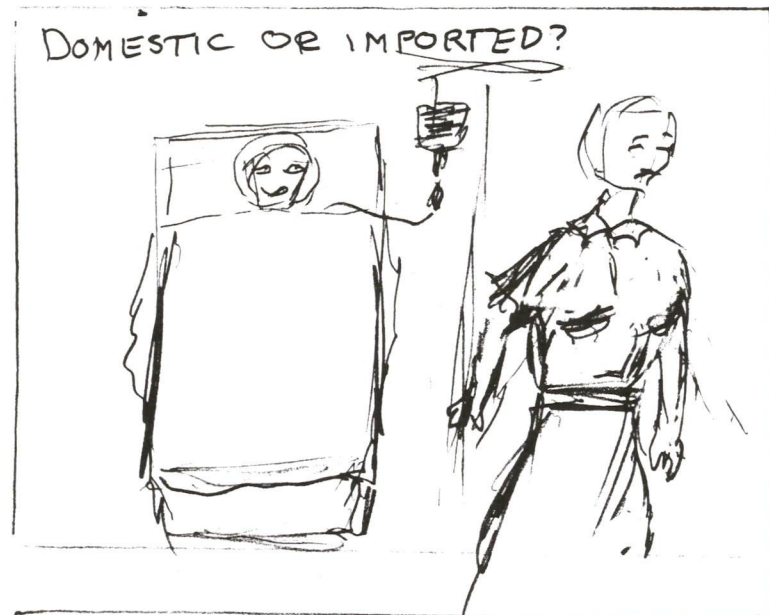


HEY I FOUND A
VEIN IN YOUR FOOT.

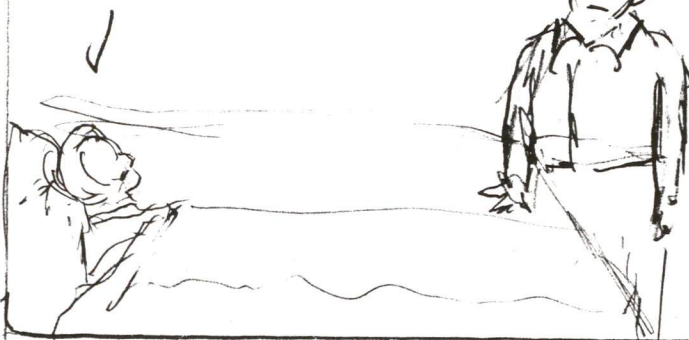
HOORAY!

I HOPE I HAVE
CLEAN FEET





I'M SO MISERABLE. I
CAN'T MOVE. EVERYTHING
HURTS - IT MUST BE 100°
IN THIS PLACE.



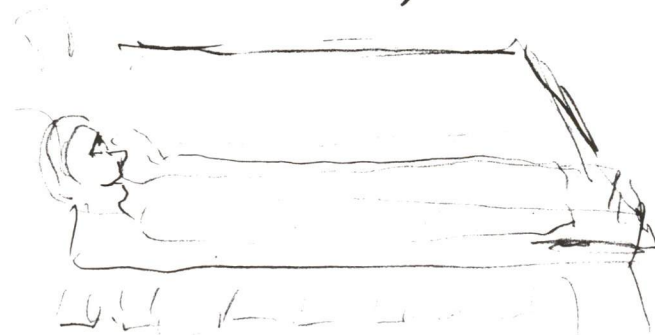
CAN I GET YOU
AN ASPIRIN?



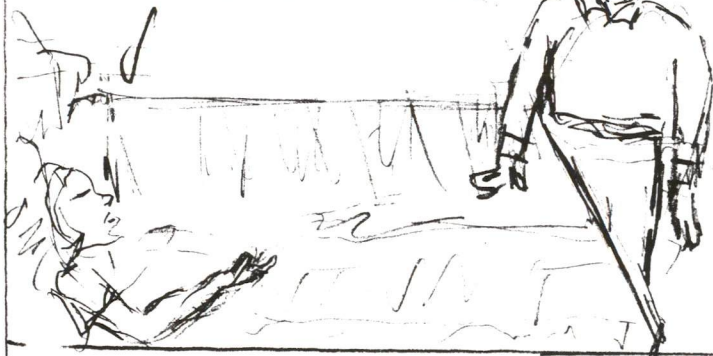
I KNOW IT
LOOKS GOOD - BUT
I CAN'T EAT.



AT LAST - A
MAGIC WAY TO
LOSE WEIGHT
CHEMOTHERAPY!



MY HEAD IS THROBBING
MY BACK IS KILLING ME.
I KNOW I HAVE A FEVER
I JUST FEEL TERRIBLE



HONEY IT COULD
BE WORSE.



HOW COULD
THINGS BE WORSE?

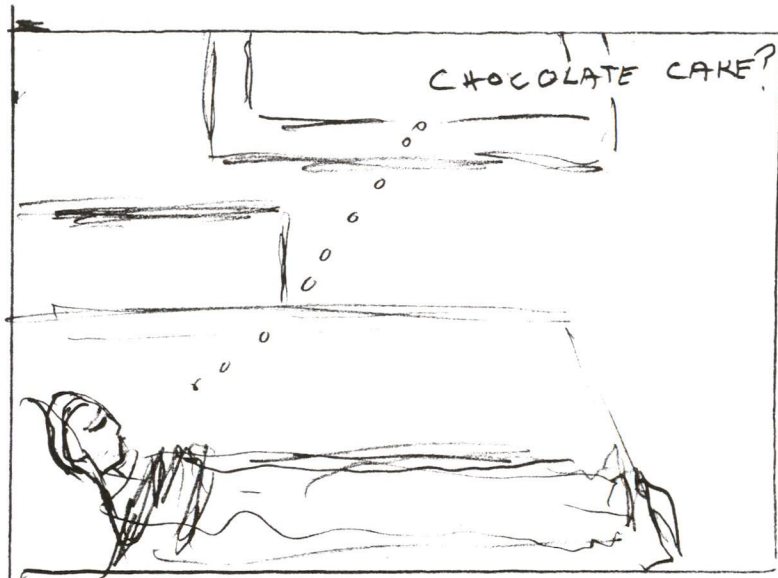
IT COULD BE
ME



JUST KIDDING.
HONEST+JUST
KIDDING!







DOCTOR - I JUST HAD MY TOE OPERATED ON IN BOSTON - COULD YOU PLEASE REBANDAGE IT AS THE BANDAGE FELL OFF,

EMERGENCY WARD

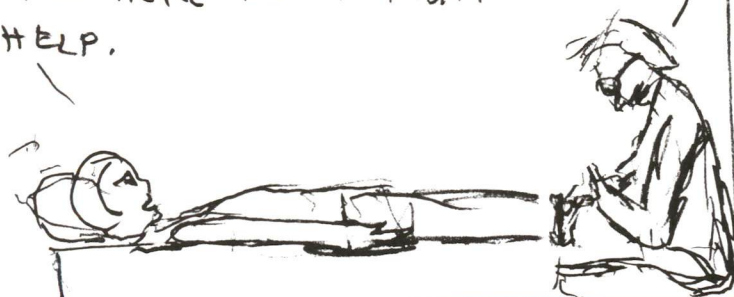


BOSTON BOSTON
WHAT MAKES
YOU THINK THE
DOCTORS THERE
ARE SO GREAT!



I'M GOING TO BOSTON FOR MY CANCER TREATMENT - BUT I DID HAVE THE TOE OPERATED ON FIRST HERE BUT IT DIDN'T HELP.

TODAY
THEY'RE THE
HEROES -
TOMORROW
WE ARE
THE HEROES



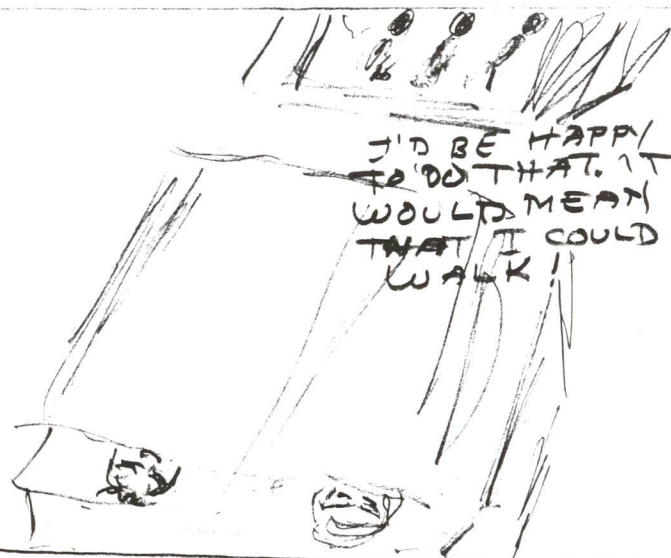
OH, NO! HE BANDAGED
THE WRONG TOE.



SEE HOW MRS
BUSH WALKS
BEHIND HER
HUSBAND - I THINK
THAT'S WHAT YOU
SHOULD DO -



I'D BE HAPPY
TO DO THAT. IT
WOULD MEAN
THAT I COULD
WALK!



I AM OUT VERY SELDOM,
BUT WHEN I DO, I LOOK
SO WEAK I HATE TO
SEE ANYONE I KNOW.
WHAT CAN I DO TO
APPEAR STRONGER?



DR. DOREMAN - PLEASE
TELL ME IF THERE IS
ANY REASON THAT
I SHOULDN'T GO TO
CALIFORNIA?



ONLY IF THE
PLANES DON'T
FLY /



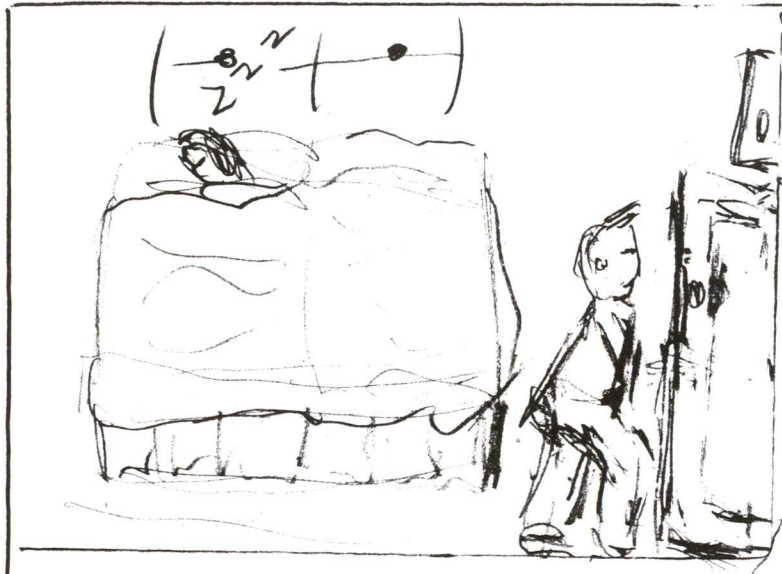
CALIFORNIA HOSPITAL
PASO ALTO

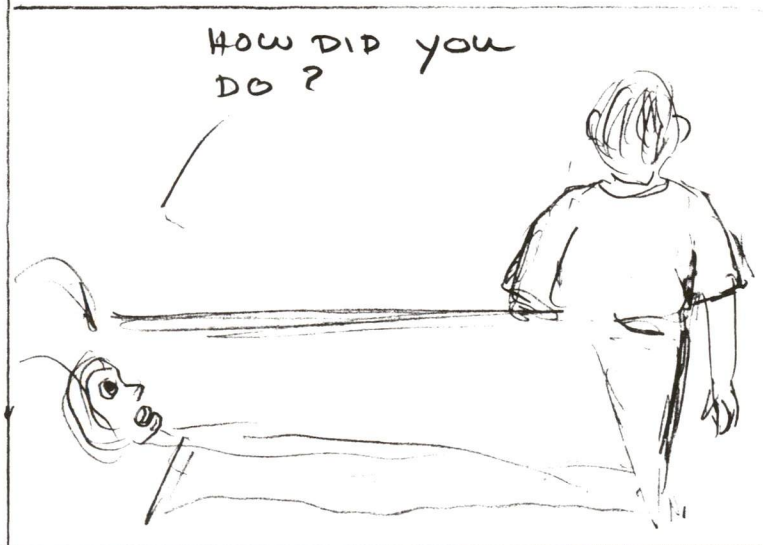
OH WELL. AT
LEAST I'M IN
CALIFORNIA.



DR. DOREMAN MUST
HAVE KNOWN HOW
MUCH I WANTED TO
SEE MY SON.











DAN - I DON'T RECOGNIZE
THIS VOICE.



DAN - I CAN'T
TELL WHO IT IS.

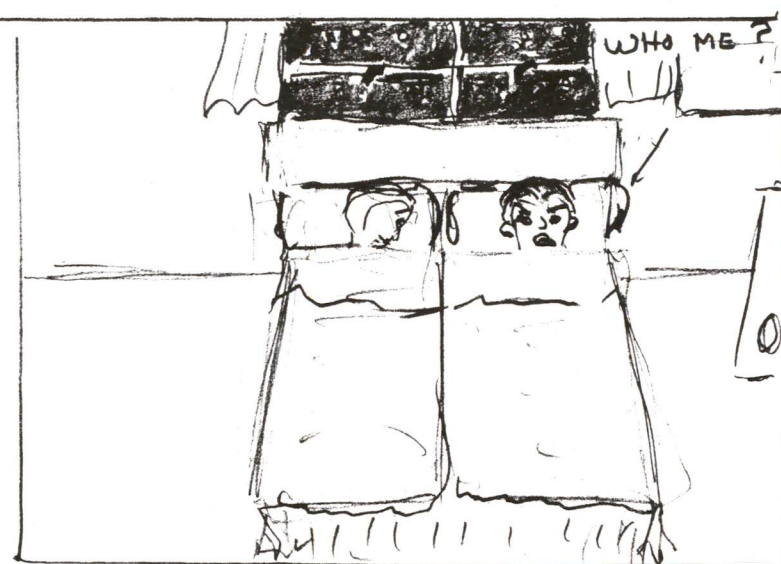


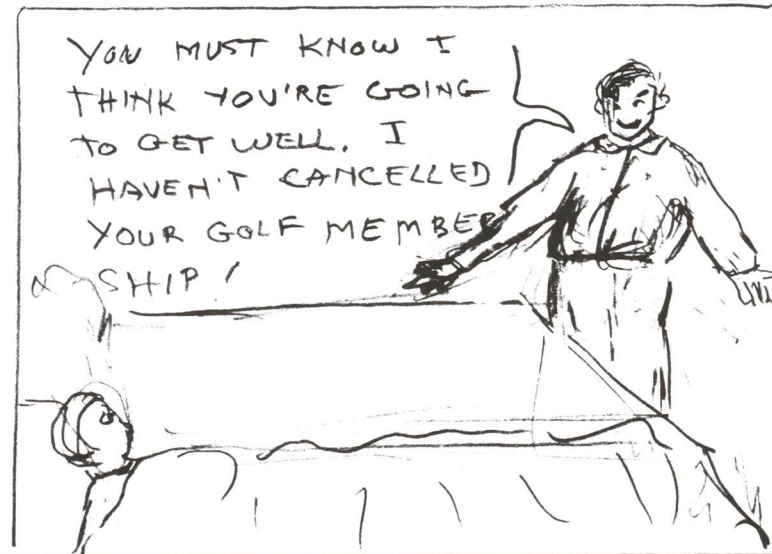
SHE'S TELLING ME WHAT
A GREAT COOK SHE REMEMBERS
I WAS.

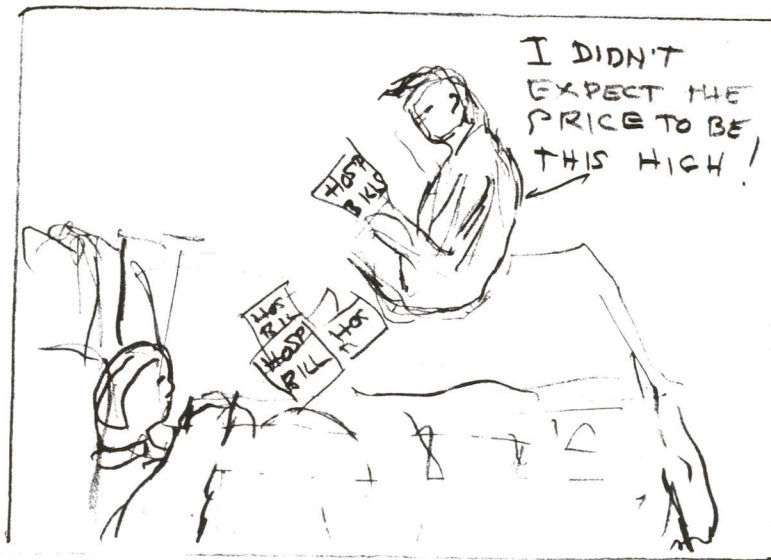


HANG UP. SHE
MUST HAVE THE
WRONG NUMBER.

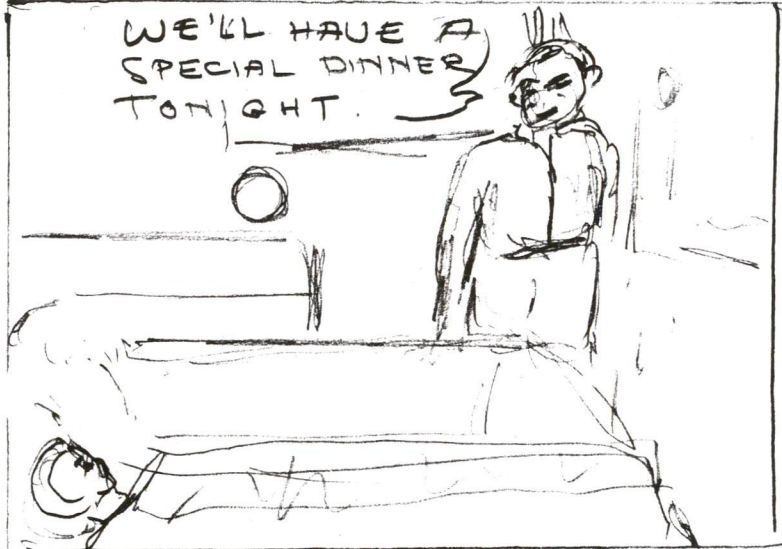








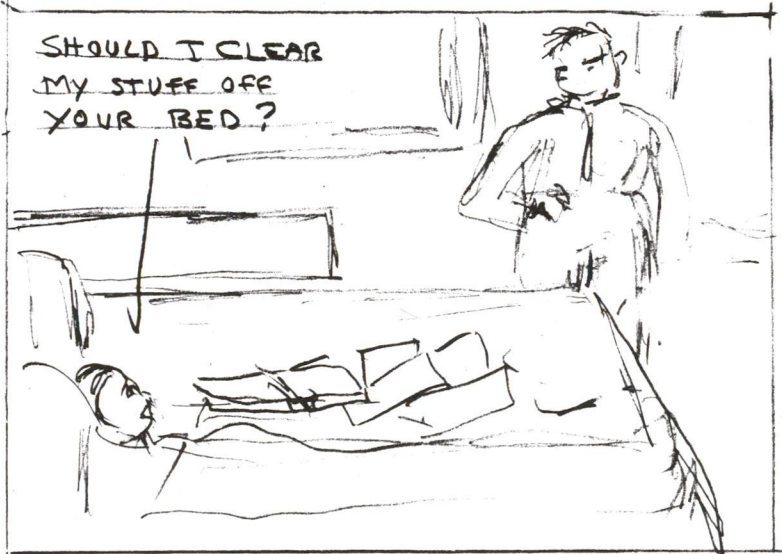
WE'LL HAVE A
SPECIAL DINNER
TONIGHT.



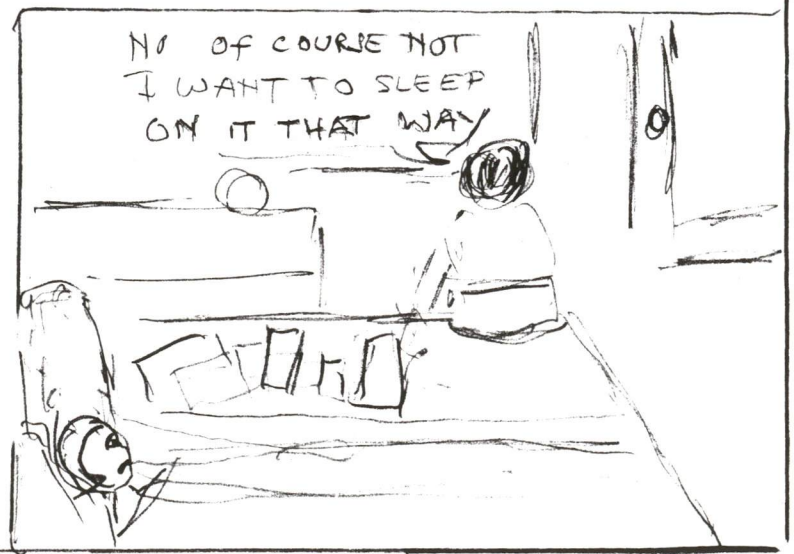
SOUTH CHINA
RESTAURANT



SHOULD I CLEAR
MY STUFF OFF
YOUR BED?



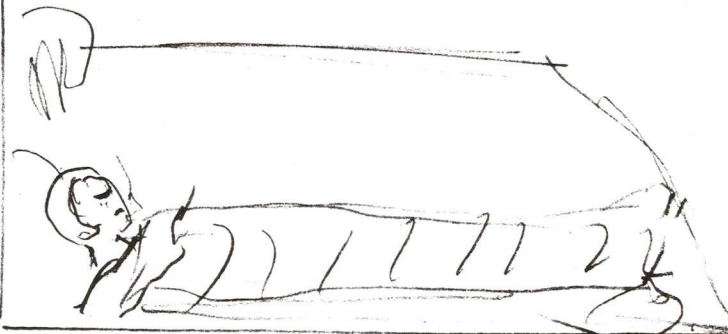
NO OF COURSE NOT
I WANT TO SLEEP
ON IT THAT WAY



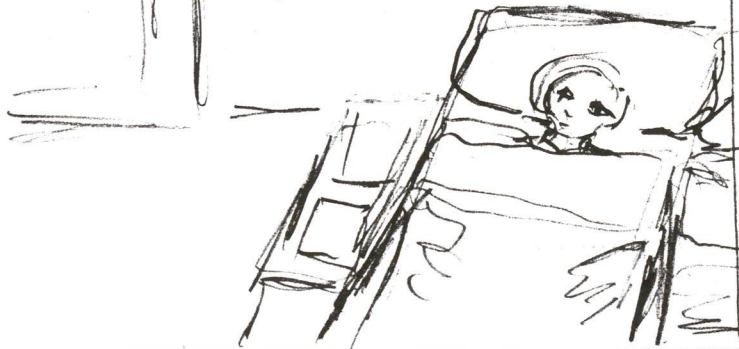
THESE CANDIES
ARE DELICIOUS



I BETTER NOT
EAT ANYMORE
OF THEM

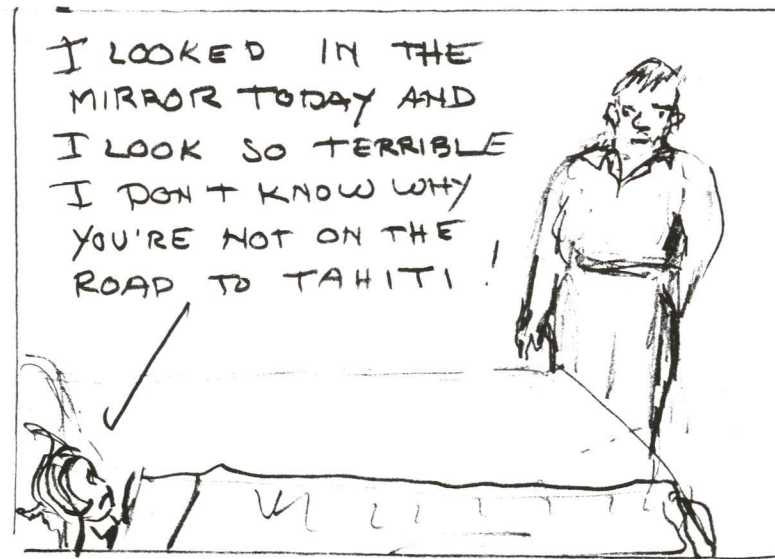
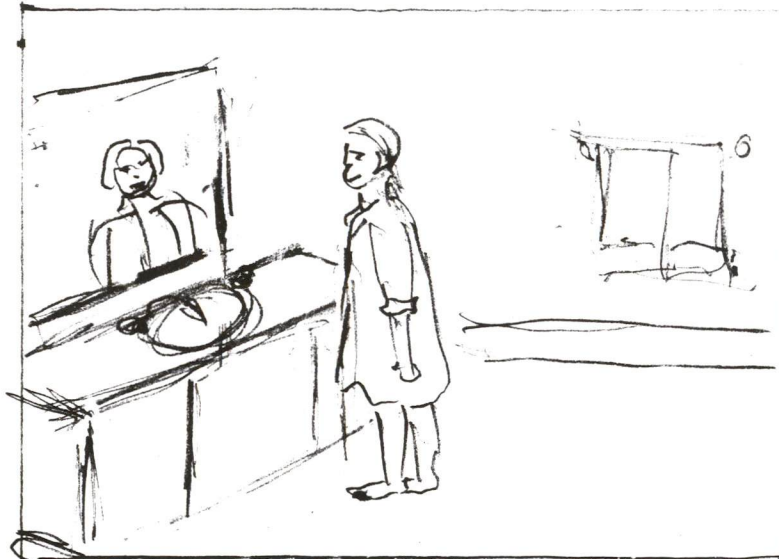


THEY ALWAYS AFFECT
MY TEETH HORRIBLY —
AND MY EYE HAS BEEN
AFFECTED BY THE CANCER

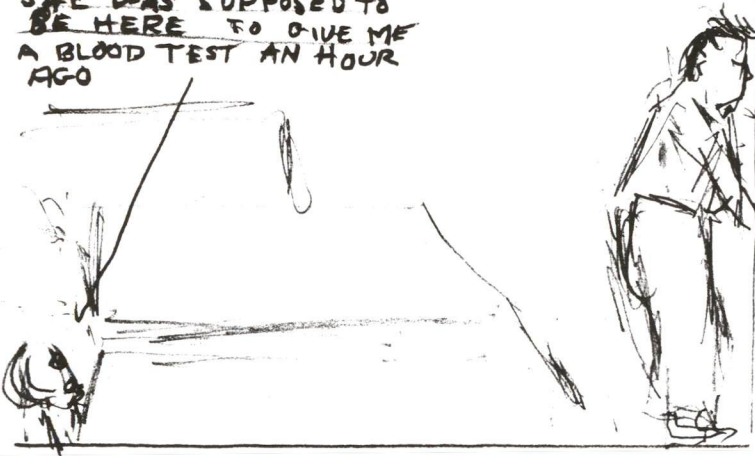


I BETTER STOP - IF I
CONTINUE, I'LL BE BALD
CROSS EYED AND TOOTHLESS.

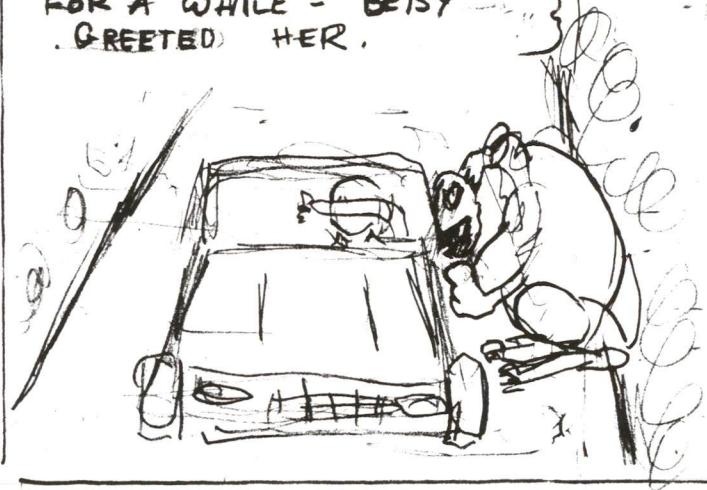




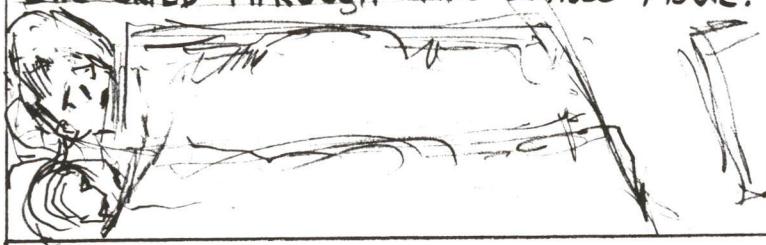
I WONDER WHERE THE
LABORATORY WOMAN IS.
SHE WAS SUPPOSED TO
BE HERE TO GIVE ME
A BLOOD TEST AN HOUR
AGO



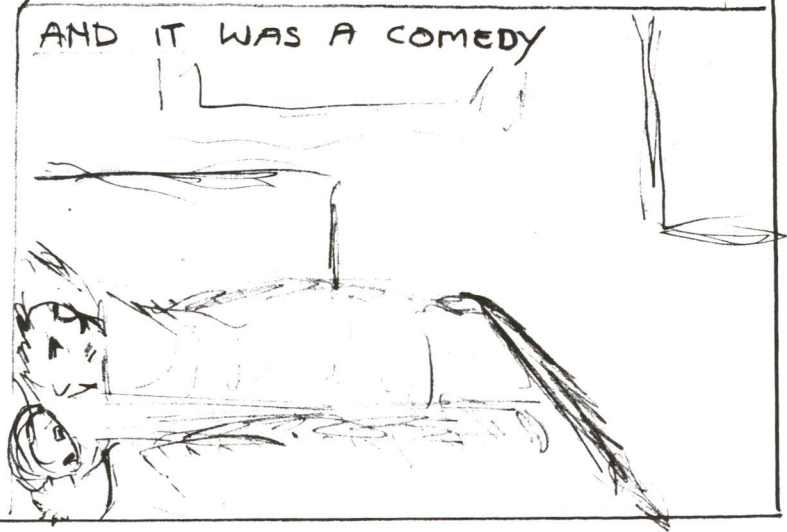
I THINK SHE'S BEEN HERE
FOR A WHILE - BETSY
GREETED HER.



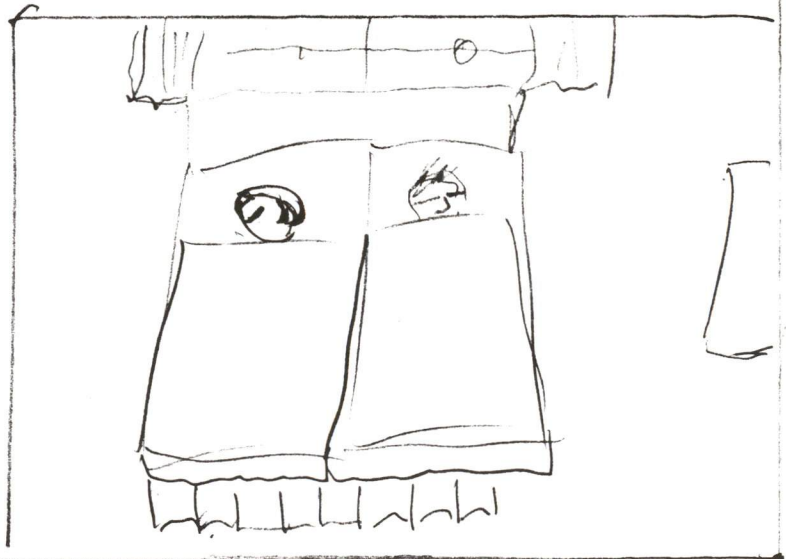
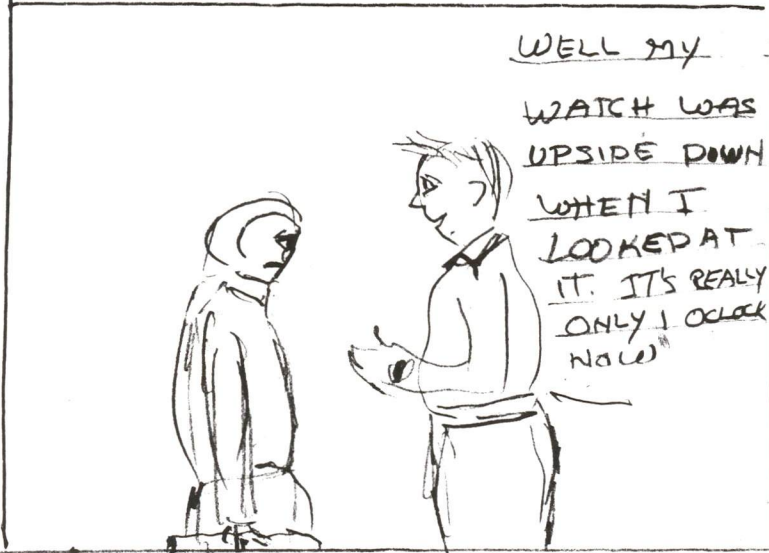
I CAN'T BELIEVE HOW OLD I LOOK.
BUT I KNOW IT HAPPENS TO EVERYONE.
IN FACT IRIS CALLED TODAY. SHE WAS
WATCHING AN OLD MOVIE OF CARY GRANT
AND KATHERINE HEPBURN AND THINKING
HOW BEAUTIFUL THEY WERE AND
HE WAS GONE + SHE WAS SO OLD AND
SHE CRIED THROUGH THE WHOLE MOVIE.

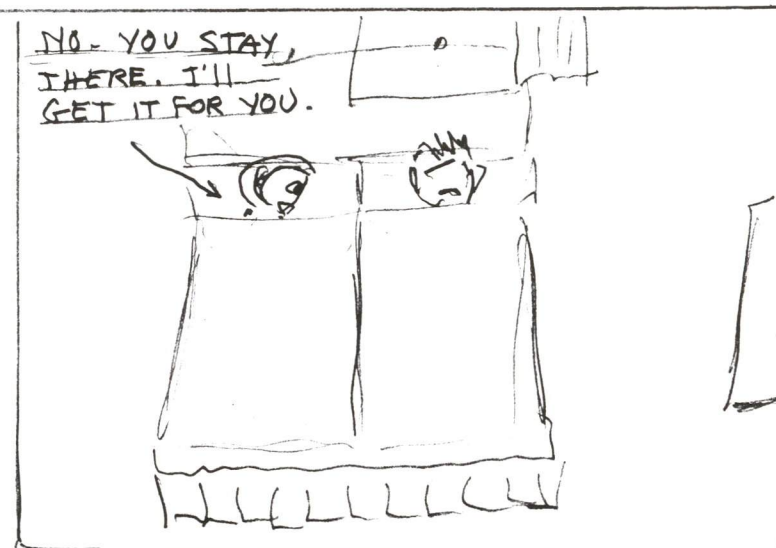


AND IT WAS A COMEDY









I'VE DECIDED TO
POSTPONE YOUR
TREATMENT. I
KNOW YOU WOULD
LIKE TO GO TO YOUR
SON'S WEDDING



OK THANK YOU SO
MUCH. YOU ARE SO
WONDERFUL!

OK. IT'S A BEAUTIFUL
GOWN AND I WANT
TO LOOK ELEGANT AT
MY SON'S WEDDING



HI MOM - WE JUST
GOT THE PICTURES
FROM THE WEDDING.
BY THE WAY - EVERYONE
THOUGHT YOU LOOKED
SEXY IN THAT GOWN.



DAN. I WANTED
TO LOOK ELEGANT
BUT SCOTT SAID THEY
THOUGHT I LOOKED
SEXY.



SEXY-HA HA



WELL - DON'T
GET HYSTERICAL!



SEXY HA HA



YOU WEREN'T THAT
NICE AT THE ROAST
AND TOAST DINNER
~~BEFORE~~ THE WEDDING
WHEN MY MOTHER WAS
ASKED TO SPEAK AND
SHE DECLINED



AND YOU SCREAMED
OUT "THAT'S THE
FIRST TIME I'VE BEEN
WITH MY MOTHER-IN-LAW
WHEN SHE HAD NOTHING
TO SAY"



DR. DOREMAN is going to
RUSSIA AND I SAW THE
BOOK PERESTROIKA ADVERTISED,
WHY DON'T WE GET HIM A
COPY FOR HIS TRIP.



OH - THAT'S A
WONDERFUL IDEA



WELL I COULDN'T GET A
COPY IN THE BOOKSTORE
NEAR THE HOTEL, BUT THEY
CALLED WALDEN'S AND THEY
PUT A COPY ASIDE FOR ME.
I'LL TAKE A CAB OVER TOMORROW



I HOPE IT'S THE
HARD COVER.



I'll call WALDEN'S, NO
THEY DON'T HAVE THE
HARD COVER ONE.



LET'S CALL AND
GET A HARD
COVER.



I'VE CALLED
BARNES, + NOBLE
LAURIA'S
HARVARD BOOK STORE
HARVARD COOP
NO HARD COVERS.



OK. I'll TRY SOME
OTHERS. DO YOU HAVE
A HARD COVER COPY OF
PERESTROIKA?
DO YOU HAVE - - - -
DO YOU HAVE - - - -
I GIVE UP.



OK. I'll PICK
UP THE COPY
THEY SET
ASIDE.



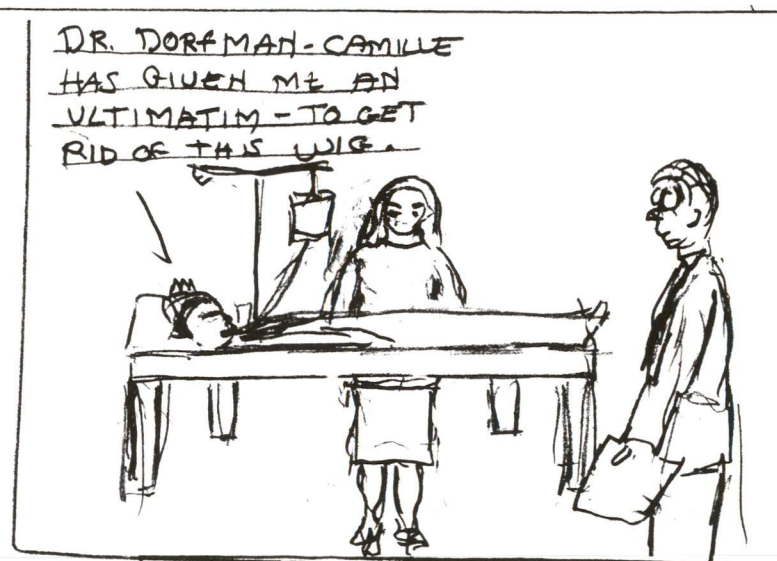
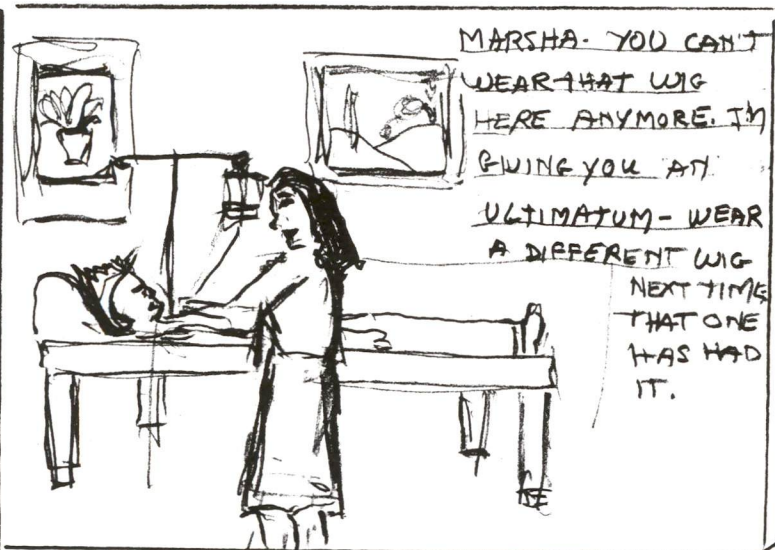
HERE IT IS.
WRAPPED AND
ALL SET.



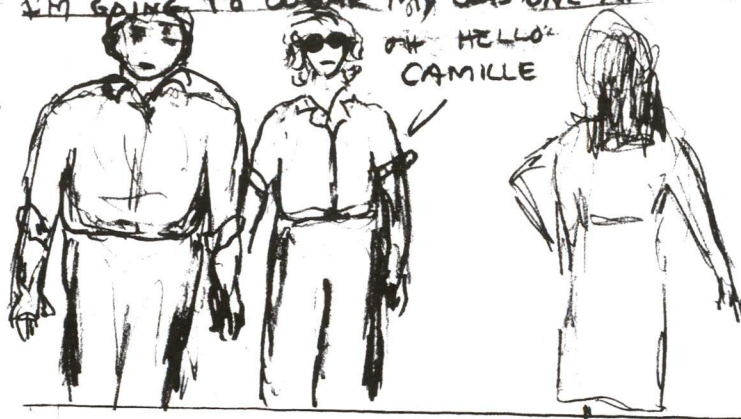
WOMEN
I'll NEVER
UNDERSTAND
THEM!

OH - THAT'S GREAT
IT'S LIGHTWEIGHT
FOR CARRYING
AND EASY TO
PACK. A HARD
COVER WOULD
BE TOO BULKY.



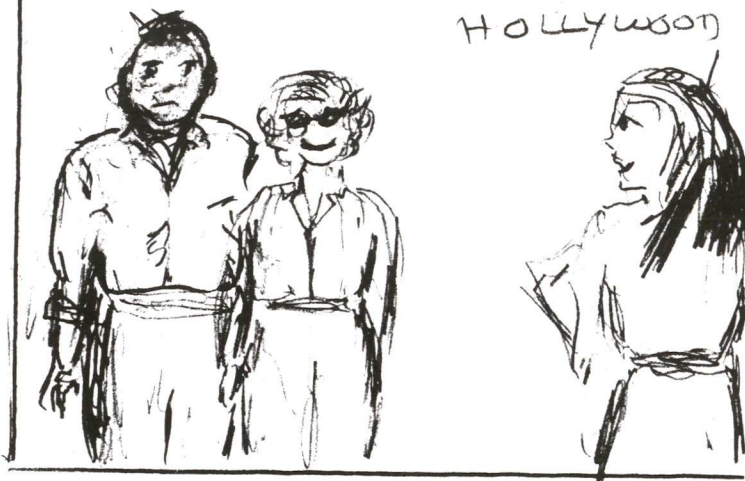


WELL WE'RE BACK IN BOSTON - AGAIN - I
DON'T KNOW WHY I WORE THIS WIG.
I'M GOING TO WEAR MY OLD ONE ATHONIE



OH HELLO
CAMILLE

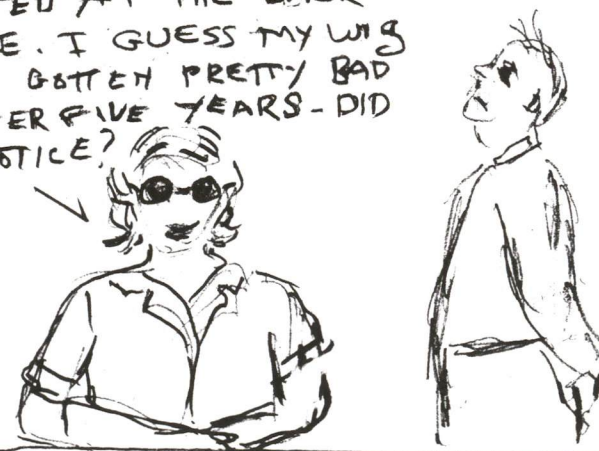
WELL HELLO
HOLLYWOOD

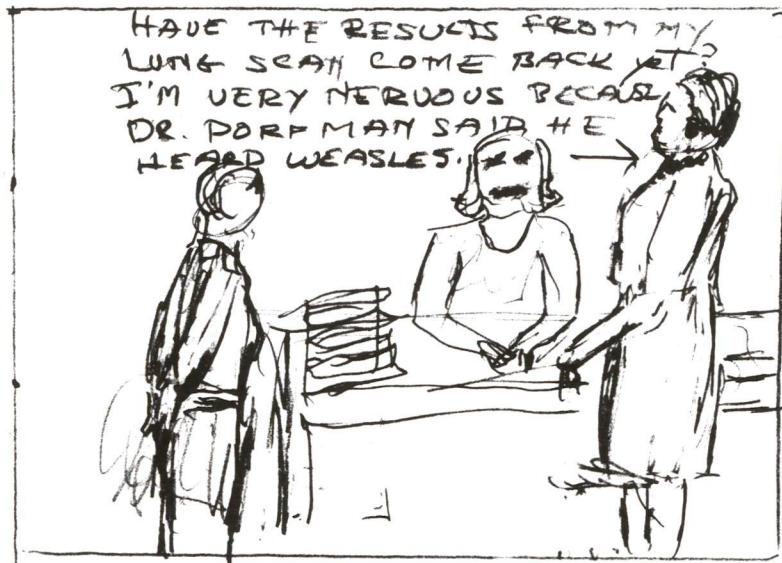


WE WERE
SEATED AT A
FRONT TABLE



I ALWAYS WONDERED
WHY WE WERE ALWAYS
SEATED AT THE BACK
TABLE. I GUESS MY WIG
HAD GOTTEN PRETTY BAD
AFTER FIVE YEARS - DID
YOU NOTICE?





HE'S AMAZING
GETTING BLOOD FROM
ME - AND AT HIS
FIRST TRY, I'M GOING
TO TELL HIM HOW
FANTASTIC I THINK
HE IS



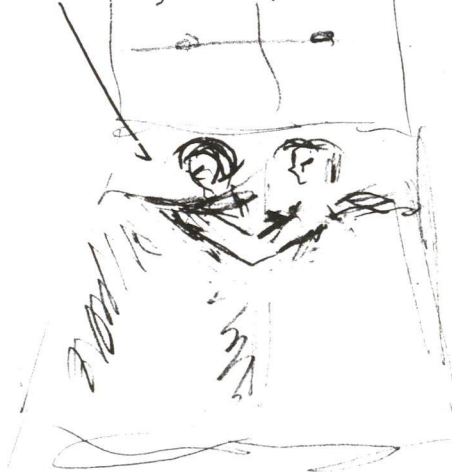
IF YOU LIKE
MY WORK
YOU CAN DO
ONE OF TWO
THINGS
THROW MONEY
OR APPLAUSE
I'VE HEARD
ENOUGH
APPLAUSE



THANK YOU
VERY MUCH



IS THAT YOU, DAN?



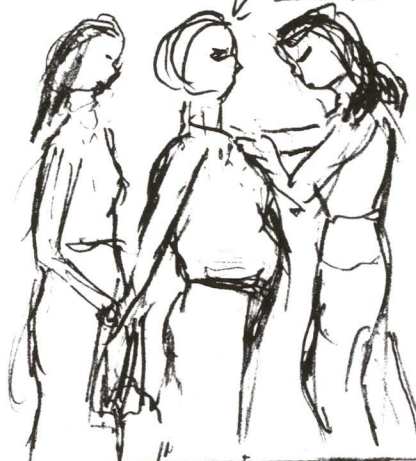
IT MUST BE
THE CHEMOTHERAPY



GIRLS - I'VE GOT TO
GO TO THE DOCTOR
TO DRAIN SOME OF
THE FLUID FROM
MY ABDOMEN



HOW DO I
LOOK?



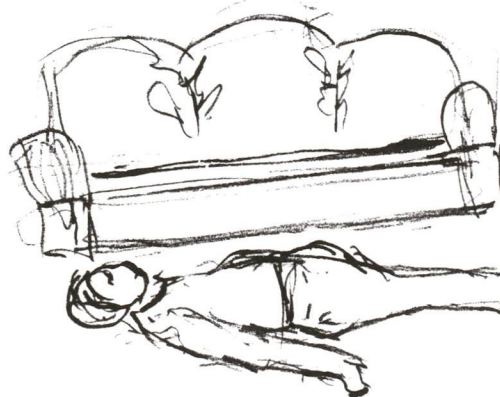
OH - LOOK!
I'M PREGNANT



MOTHER SEEMS
UNUSUALLY RELAXED
THIS MORNING



THUMP



THANK YOU - I
ROLLED OFF THE
COUCH

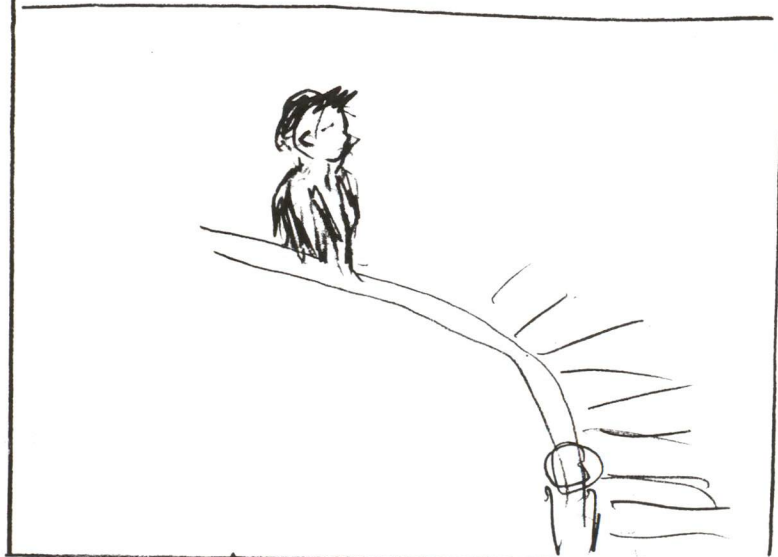


I TOLD YOU
SHE WAS
RELAXED.

COULD I PLEASE
HAVE SOME WARM
MILK?



WHAT KIND OF
JOB IS THIS FOR
AN EX-NAVY MAN?



WE HAVE THE
SUPPLEMENT IN
VANILLA, STRAW-
BERRY, CHOCOLATE
EGG NOG, PISTACHIO -

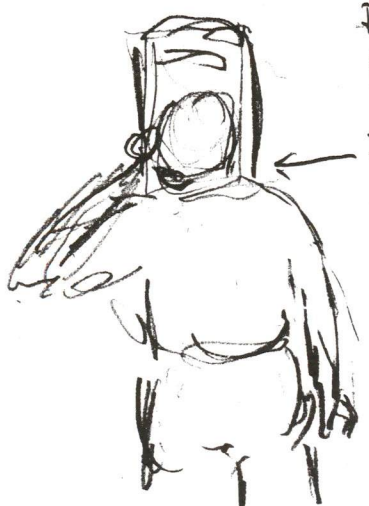
DRUG STORE



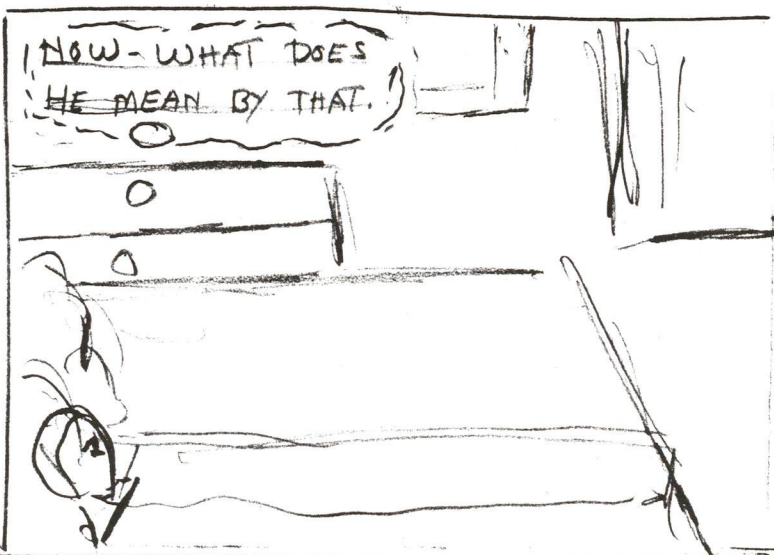
YOU ONLY WANT
MAPLE WALNUT -

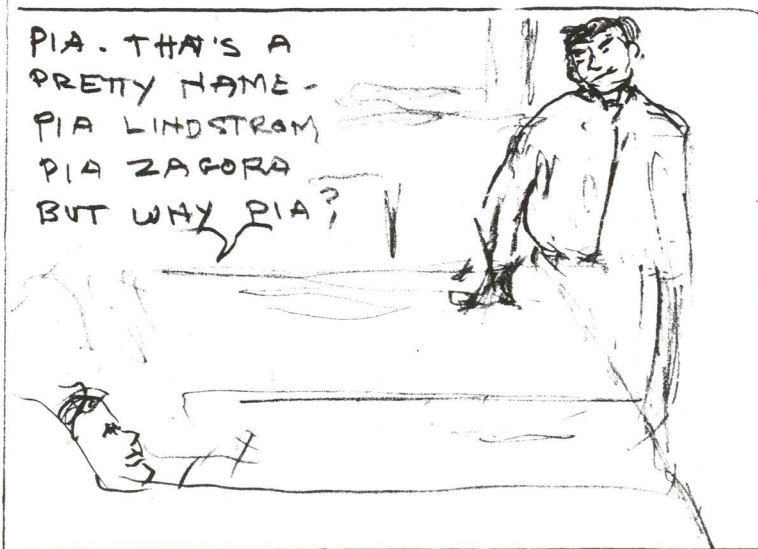
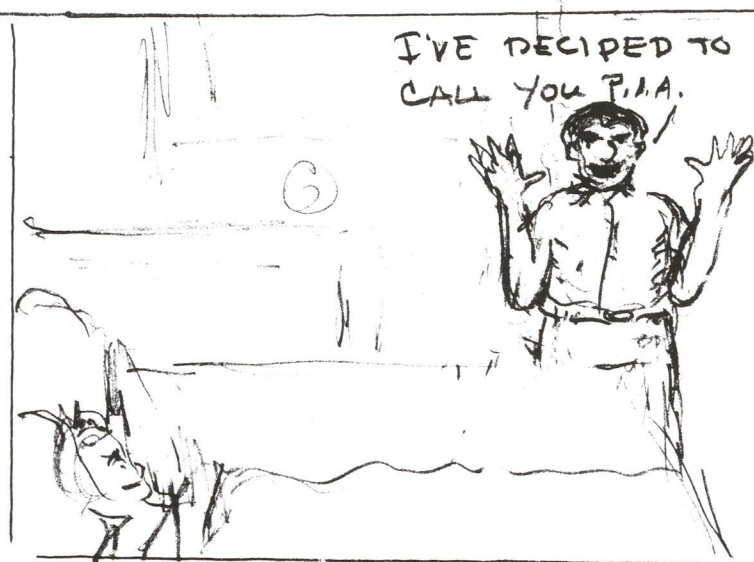
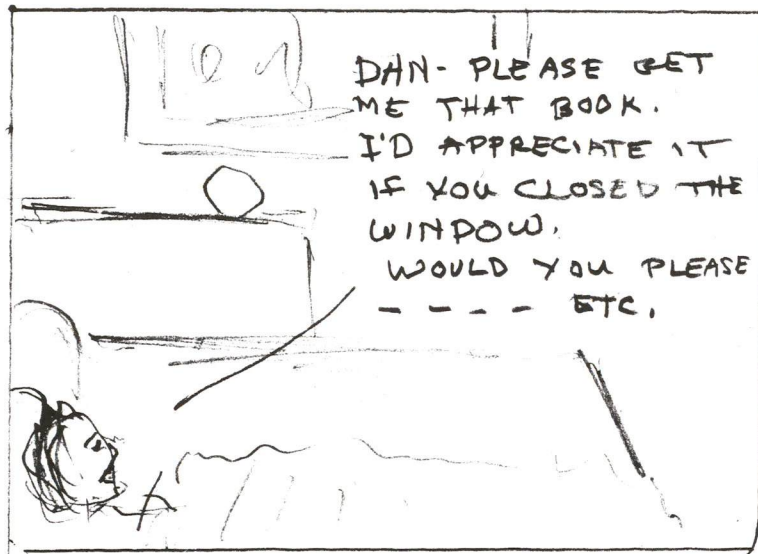


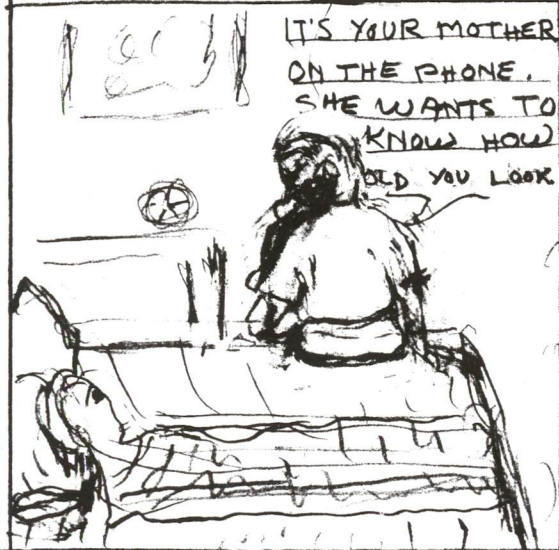
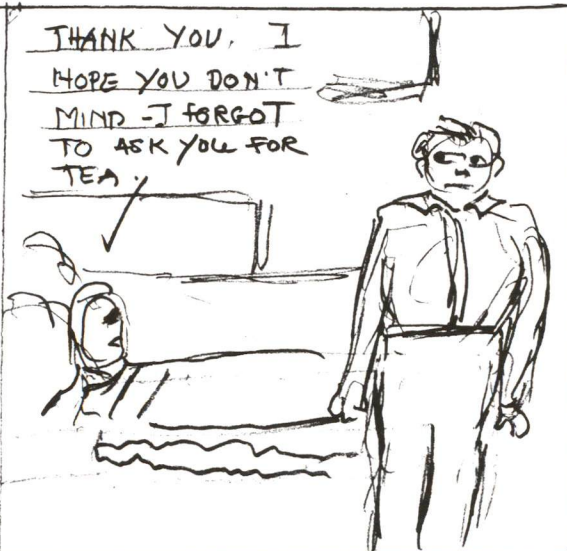
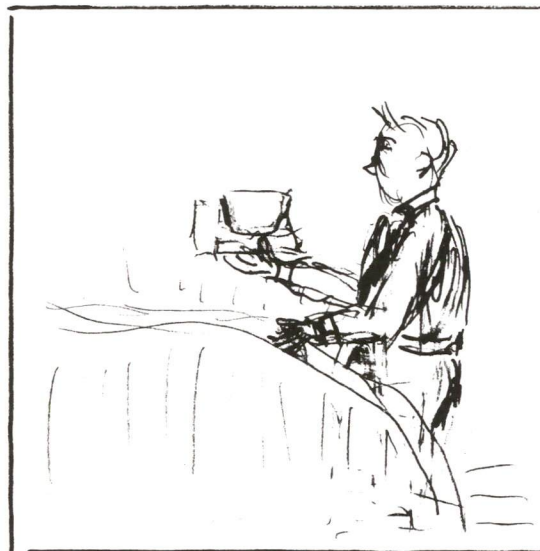
I'VE TRIED THREE
DRUG STORES. THERE
ARE SEVENTEEN MORE
I HAVEN'T TRIED



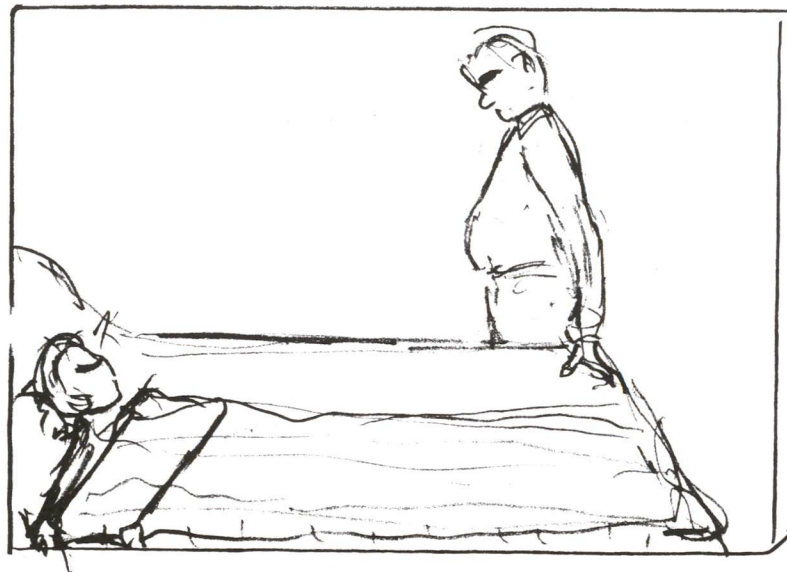
NOW - WHAT DOES
HE MEAN BY THAT.







OR 49
OR 59





WHY ME!!

YOU CAN'T UNSCREW
THE INSCRUTABLE

A F T E R W O R D



This collection of 53 drawings by Doris Zucker was completed during periods of recuperation between hospital visits for modern medical cancer treatments. She studied art for many years, and her oil paintings have been exhibited in art galleries. Her humanist understanding of fellow cancer patients and friends is easily recognized in her drawings.



Doris Zucker lives in Longmeadow, Massachusetts, with her husband, Stanley. They are the parents of four grown sons. She is a licensed social worker and a registered school counselor, and is best known for the parenting program she developed through Springfield College and area hospitals. This on-going program provides parents with the skills to enhance their child's self-esteem. Before her illness, she enjoyed tennis, golf and travel, but now tries to paint as much as possible with the little energy left after treatment.



Postscript: After seven years of battling cancer with remarkable courage and good humor, Doris Zucker died on January 26, 1990, at the age of 63.

CANCER WITH A **SMILE**



WRITTEN AND ILLUSTRATED BY
DORIS ZUCKER

TO:

FROM:

DATE:

4/24/91

AC HAS SEEN

Lee's
APR 29 1991

Andy,

Van Ek makes an excellent case that we are now following the same deadly policies followed by the Govt in 1929-30. See Page 17.

Taxes need to be cut,
money needs to be pumped
into the System in huge
quantities to stop A DEPRESSION
we're headed for! Wes

Member New York Stock Exchange and Other Principal Exchanges

P.S. See Solution pages 16, 17-22.

AC INS SEEN

A.G. Edwards & Sons, Inc.
INVESTMENTS SINCE 1887

Members New York Stock Exchange, Inc.

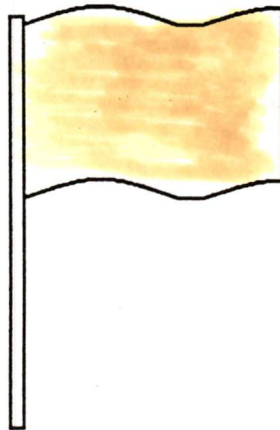
WESLEY E. YOUNG
VICE PRESIDENT-INVESTMENTS
BRANCH MANAGER

1-800-832-4272 WATS
(617) 439-4272

176 FEDERAL STREET
BOSTON, MA 02110

The Financial Research Center

MONEY-FORECAST LETTER



***It Will Take Money, Not Lower Rates,
To Solve Today's Problems!***

May, 1991

THE FINANCIAL RESEARCH CENTER

MONEY-FORECAST LETTER

Boston, Massachusetts April 19th, 1991

MONEY STILL MAKES THE WORLD GO ROUND. REPEAT THAT TO YOURSELF EACH MORNING WHEN YOU WAKE UP AND EACH NIGHT BEFORE YOU GO TO BED — YOU WILL THEN BE PROTECTED AGAINST THE NONSENSE NOW BEING SPOUTED ON WALL STREET.

We are fascinated by the fact that most analysts on Wall Street now feel qualified to speak as experts on Money and The Federal Reserve Board. Day after day these "experts" come up with new reasons why another cut in the Federal Funds Rate and the Discount Rate will solve all of America's problems.

One fact escapes these "experts". It is this: So far lower interest rates have caused more harm than good, on balance. That is out-of-line with what you are hearing from others. But over the past 15 years we have often been a lone voice in the wilderness when it comes to the Fed and Money. (We believe this is why many Wall Street executives and brokers privately take our Letters at their home address. They can see that some analysts at their own firms have become cheerleaders whose judgement cannot be accepted.) We can't really get a big head about being right when others were wrong. We move on to a new Forecast. This leads some People to say: "You were right last time... but now you are wrong." To paraphrase Abraham Lincoln: Wall Street analysts cannot fool all of the People all of the time. But they can and do fool *some* of the People *all* of the time... and most of the People some of the time. Here's what the Wall Street "experts" are missing now:

***Americans Cannot Spend Money They Don't Have...
Especially When Banks Won't Loan Them Money!***

The U.S. economy depends on consumer spending to make it move. You have heard a great deal of late about consumer

The MONEY-FORECAST LETTER is published monthly by The Financial Research Center, Inc., 7 October Hill Road, Holliston, Massachusetts 01746. Annual subscription fee is \$182 U.S.; \$227 U.S. complete with audio tapes. Copyright © 1991; reproduction without authorization is forbidden. The Editor is Adrian Van Eck. Format and layout by Thomas Myles. Tape Editor is Jonathan Van Eck.

See How Fast Credit Creation Has Shrunk!

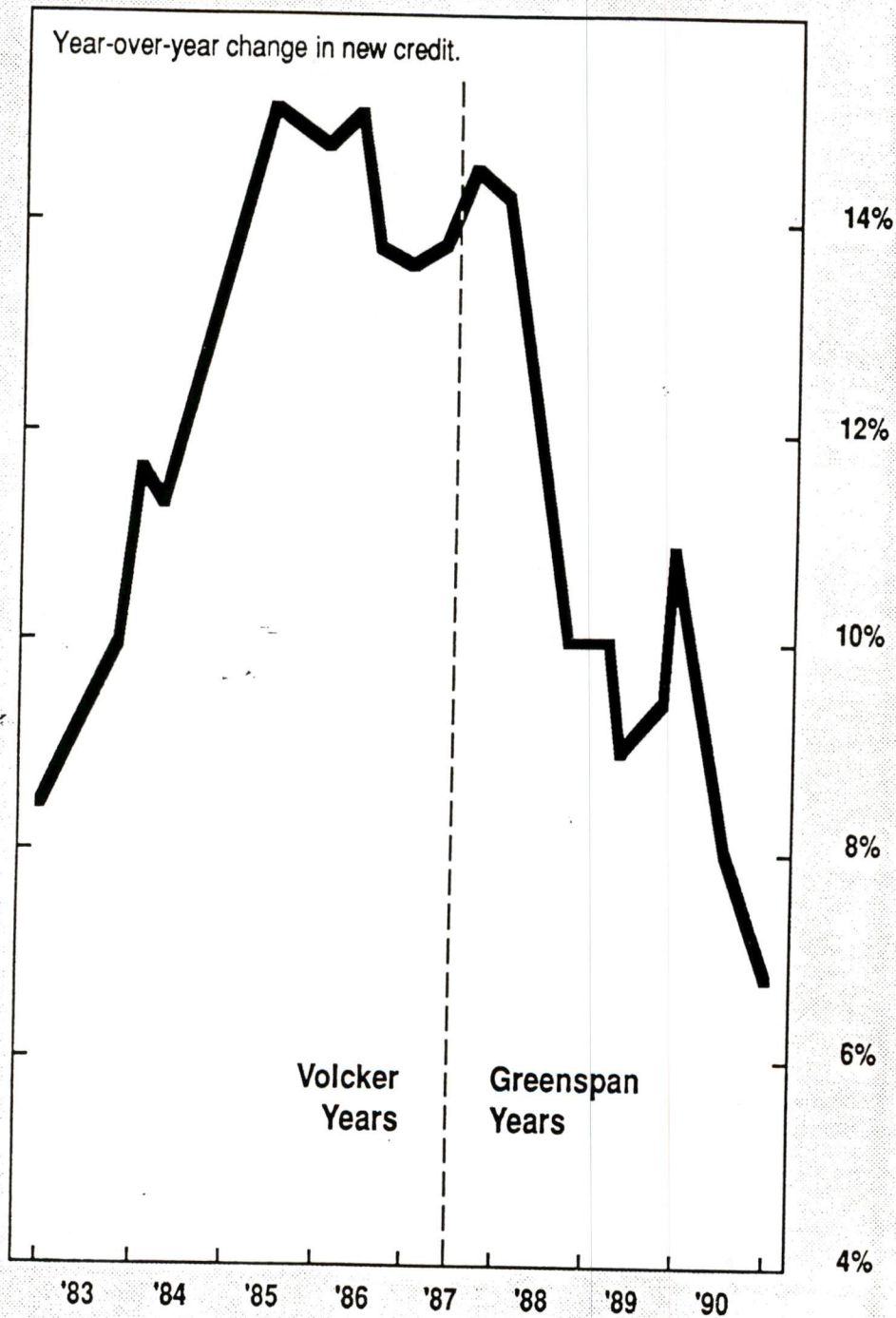


Chart No. 1

Source: The Federal Reserve Board

confidence. *That was supposed to kick-start the recovery.* But it didn't happen. Would-be customers came into auto dealer showrooms to look at the new vehicles. Some of them even tried to buy a new car. They got the shock of their life. They discovered that their three-year-old car or truck was worth less Money than the balance they owed on their five-year loans. In order to buy a new car, they would have to pay hundreds and maybe thousands of Dollars on their loan. And then they would have to come up with *still more Money* for a down payment on the new vehicle. Half of the potential new buyers were turned down flat for a new loan. The credit crunch, you know. So they went home to wait for another year.

It may take them longer to save the extra Money than Wall Street now expects. **Personal incomes are not going up.** When you consider that millions of workers are now unemployed, you can see that the pool of potential car buyers is getting smaller, not bigger. Remember, most States are broke and have tightened eligibility for unemployment benefits. Two-thirds of the jobless no longer qualify for weekly unemployment checks. They are using up what savings they have... not piling up new savings.

There are People who now encourage Americans to refinance their home mortgage to buy a new car. Personally, we think such loans should be illegal. Almost no one will pay such loans back in three years, as proponents claim. They will pay interest on them for up to 30 years... 25 or more years after they dispose of whatever car they buy. But consumers are more prudent than are some of today's Bankers. **They can see that the value of their home has been shrinking, not going up as it used to do.** *So they are not anxious to borrow and spend more of their now-smaller equity.*

The same awareness that home prices have been trending down and not going up is probably the biggest factor weighing down on new home sales. Builders report that they are getting a fair amount of interest from first-time buyers... mostly for low-cost starter homes. But the market for bigger houses is way off in most of The United States. The reason is obvious to anyone who thinks about it. Many People used to buy the biggest house they could afford. They figured the bigger the house, the bigger the profit

M1 Money Supply - United States

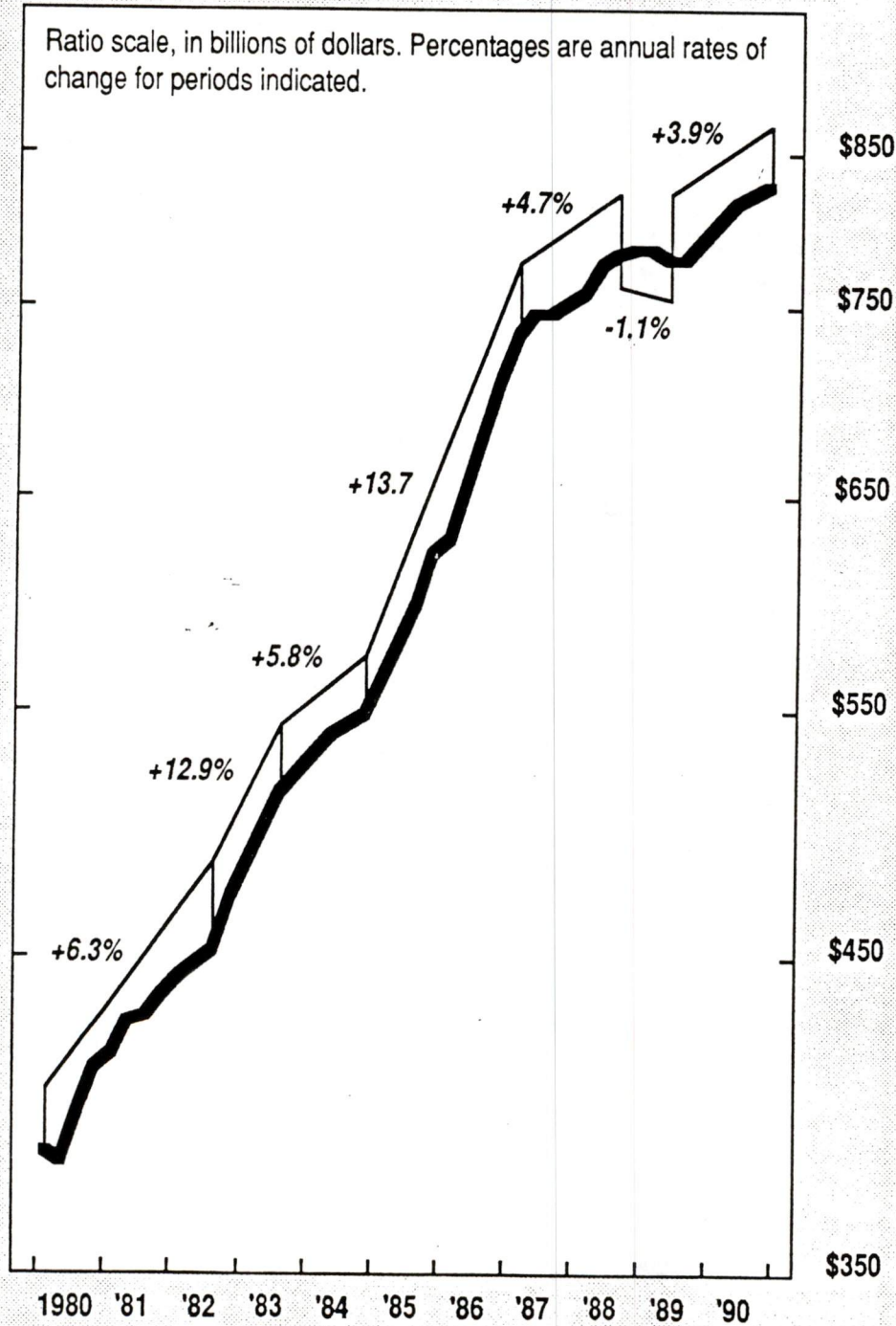


Chart No. 2

Source: The Federal Reserve Bank of St. Louis

later on. Now they see financial leverage working against them. They are afraid to buy a big house with a big mortgage. *So Housing, which usually leads the Economy out of a Recession, is now sick and apparently still getting sicker.*

That leaves only one possible area of economic activity that has in the past driven the economy back up from a time of weak demand. We mean **Government spending**. In 1981, President Ronald Reagan helped snap America free of a scary Recession by stepping up the pace of military spending. At the same time he proposed and Congress agreed to a series of massive income tax cuts. This stimulation did indeed start a new Economic Recovery. Today, we have the opposite situation.

Start with taxes. As of January 1st, Americans have been hit with the biggest peacetime tax increase in U.S. history. According to figures we saw a few days ago, taxpayers in the U.S. are now paying in the Treasury taxes equal to the highest percentage of GNP ever recorded... even bigger than during World War Two.

At the same time, The Federal Government is cutting back on Defense spending. This undoes a second force of the Reagan Boom years. The size of the Armed Forces is being reduced. Bases are being closed. Thousands of civilian workers are being laid off. Defense orders are being scaled back. *This is forcing the layoffs of additional thousands of civilian workers.*

The economic slowdown has slashed sales and income tax receipts flowing into the 50 State Treasuries. Gigantic budget deficits have opened up all over America... deficits that must be closed by law in many States. In some cases, big tax increases are being imposed. Even so, lower revenues are forcing additional layoffs of State workers. It also means the cancellation of State plans to build or buy everything from highways to computers. By the same token, State aid to local communities (and local real estate taxes) are also falling. This is forcing the layoffs of thousands of teachers, police, fire-fighters, social workers and clerks. The fabric of American life is being ripped apart by the severe shortage of Money and income in the economy.

The Prime, Federal Funds & Discount Rates

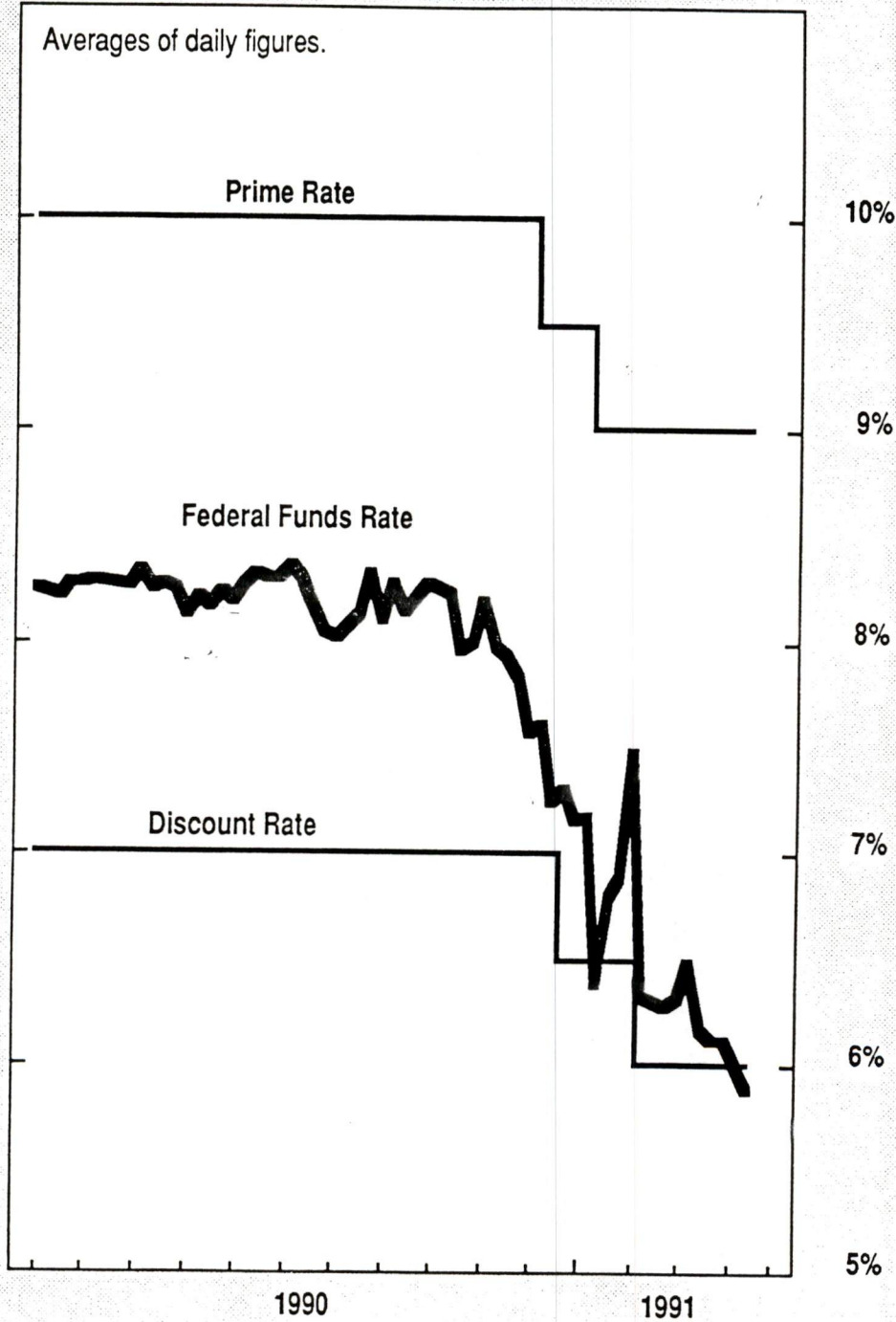


Chart No. 3

Source: The Federal Reserve Bank of St. Louis

Wall Street Ignores The Fact That Interest Rate Cuts Have Not Done Their Job This Time Around.

It is believed by many analysts on Wall Street — all of whom suddenly believe they are experts on the Fed and Money — that another rate cut by the Fed will assure an economic turnaround in America. In fact, the most recent belief embraced by Wall Street is that another rate cut is not even needed. The Economy is already starting to turn around, *this theory goes*. Any rate cut now would overheat the Economy down the road some months. *Or so they say*. You can see them trooped before the TV cameras, one by one. They recite their lines by rote, as if they have been practicing a script backstage. Each analyst says the same thing. Word for word. Exactly and precisely the same. None of it makes any sense. But they seem to feel that if they all say the same thing, they cannot all be fired later when it turns out they are wrong. ***Here is why we think they are all wrong:***

Chart No. 3 on page 6 shows an interesting fact about the Discount Rate and the Prime Rate. Look first at the left side of the chart. You will see the Discount Rate at 7% and the Prime Rate at 10%. *That is a 3% difference. Funny thing about that.* The gap used to be more like a point and a half. But when Greenspan came aboard at the Fed and started raising interest rates, he did not pay any attention to the Discount Rate. There were two reasons why he did not try to raise the Discount Rate. The first reason is that it is meaningless. Back in the 1920's, *the Discount Rate really meant something.* In those days — under skin-flint Calvin Coolidge — there weren't many Government Bonds or Bills around for the Fed to buy. In fact, back in the 1920's there was a feeling that the Fed was not supposed to buy or sell Federal Government debt paper.

In those days, the Fed's duty was seen as assuring a steady flow of Money through the private economy. Whenever a commercial Bank got a little tight for Money, it would take a batch of its business loans to the nearest regional Federal Reserve Bank and borrow against them. Banks used to make a lot of loans then by taking in privately-issued debt paper at a discount. The Fed might advance 98% of the value of the debt for 90 days... discounting it to take out three month's interest in advance. It was a lot like

M1 Money Supply - Canada

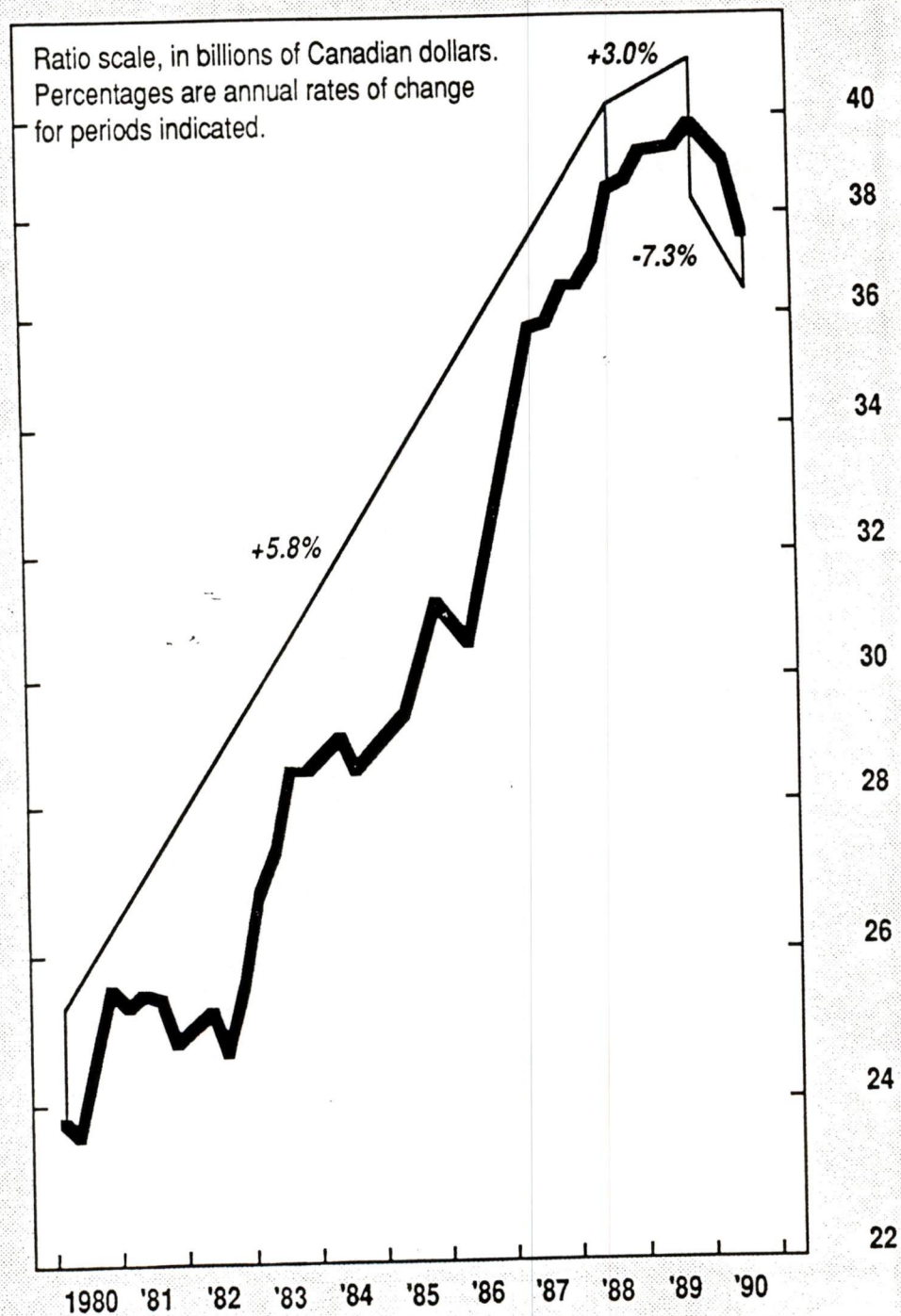


Chart No. 4

Source: The Federal Reserve Bank of St. Louis

the business of factoring accounts receivable today. When a Bank needed short-term Money, it would — in effect — lay off some of this paper at the Fed's Re-Discount Window. The idea was to increase the liquidity of the banking system. If too many customers showed up at a Bank on one day, demanding the right to withdraw cash against their accounts, the bank could make a hurry-up phone call to their regional Fed. Right away an armored car was rushed to that bank... and swapped bundles of new cash for boxes of neatly cataloged Re-Discounted debt paper. Those days are mostly gone now. Hardly any bank uses the Re-Discount Window now. The reason is Paul Volcker. We used to suspect that he would let word out when a Bank borrowed Money at a Fed's Re-Discount Window. It was assumed in Volcker's Day that only a Bank in trouble would borrow directly from the Fed. Bankers avoided such borrowing unless it was a last, desperate resort. So Greenspan skipped over the Discount Rate when he got the Fed to force up the Federal Funds Rate.

There was a second reason. During the recent spate of articles in the national media about the Fed, we did not see a single newspaper get this right. Let's test your own recollection of how the Discount Window works. Here is how it operates:

Each of the regional Feds is really a private Bank... something few People seem to know, even in Congress. Each Regional Fed is owned by the Banks and Businesses of its region. These owners elect the directors of each regional Fed. These Directors then elect the President of each regional Fed. The President of the United States has no say in this. Neither does the U.S. Senate. Nor does the Federal Reserve Board in Washington... a seven-member Board appointed by the President and confirmed by the Senate.

This was all done deliberately by Congress when the Fed was set up. America had a fear of Central Banks and Central Bankers. This fear was then and still is rooted deep in the American soul. It so happens that many of the regional Fed Presidents today have very strong views about inflation. They believe, and we have said before that they are wrong in this belief, that the way to avoid inflation is to keep Money growth down very low.

From the day that he took over as Fed Chairman, Alan Greenspan was unable to dominate these regional Fed Presidents. They are very strong-willed men... and all are powerful men in their Regions. They are not accustomed to bowing to Washington. This is precisely the way Congress intended the Fed System to work when they created it. We think it is still a good idea... even a great idea. It embodies the American concept of decentralized Federal power. The System has produced men like Paul Volcker... who was for five years President of the New York Fed. And it has developed leaders such as E. Gerald Corrigan, who succeeded Volcker at the New York Fed. Corrigan is widely regarded as Volcker's protege. He is now the Vice-Chairman of the powerful Open Market Committee. Corrigan often speaks for the other regional Fed Presidents. These regional Fed Presidents take turns serving on the Fed's Open Market Committee. That is the policy-making group that meets in Washington every six weeks. Five regional Fed Presidents vote with the seven Federal Reserve Board members at each Open Market Committee meeting. One of the five regional Fed Presidents with voting power is always the President of the New York Fed, ex officio. The other four slots are rotated amongst the remaining regional Fed Presidents. You have seen a lot of headlines lately to the effect that Greenspan is unable to get the Open Market Committee to lower interest rates as fast as he now professes to desire. They are, it is said, out of his control. And that is true.

But what the media seems not to understand is that Greenspan has almost no authority to set **the Discount Rate**... this now-symbolic rate that still gets so much publicity but is so rarely used. Indeed, there really is no such thing as one national Discount Rate. The way Congress structured the Discount Rate is this: Each regional Fed is empowered to make up its own mind as to what Discount Rate they want in their own District. Once the Directors of a regional Fed decide that they want to raise or lower their District's rate, they have to petition the Board of Governors in Washington for permission to do so. The Washington Board can then only approve or deny the request. Neither Greenspan nor a majority of the Washington Board has the power to force a Discount Rate increase or rate cut on a regional Fed... or alter in any way the

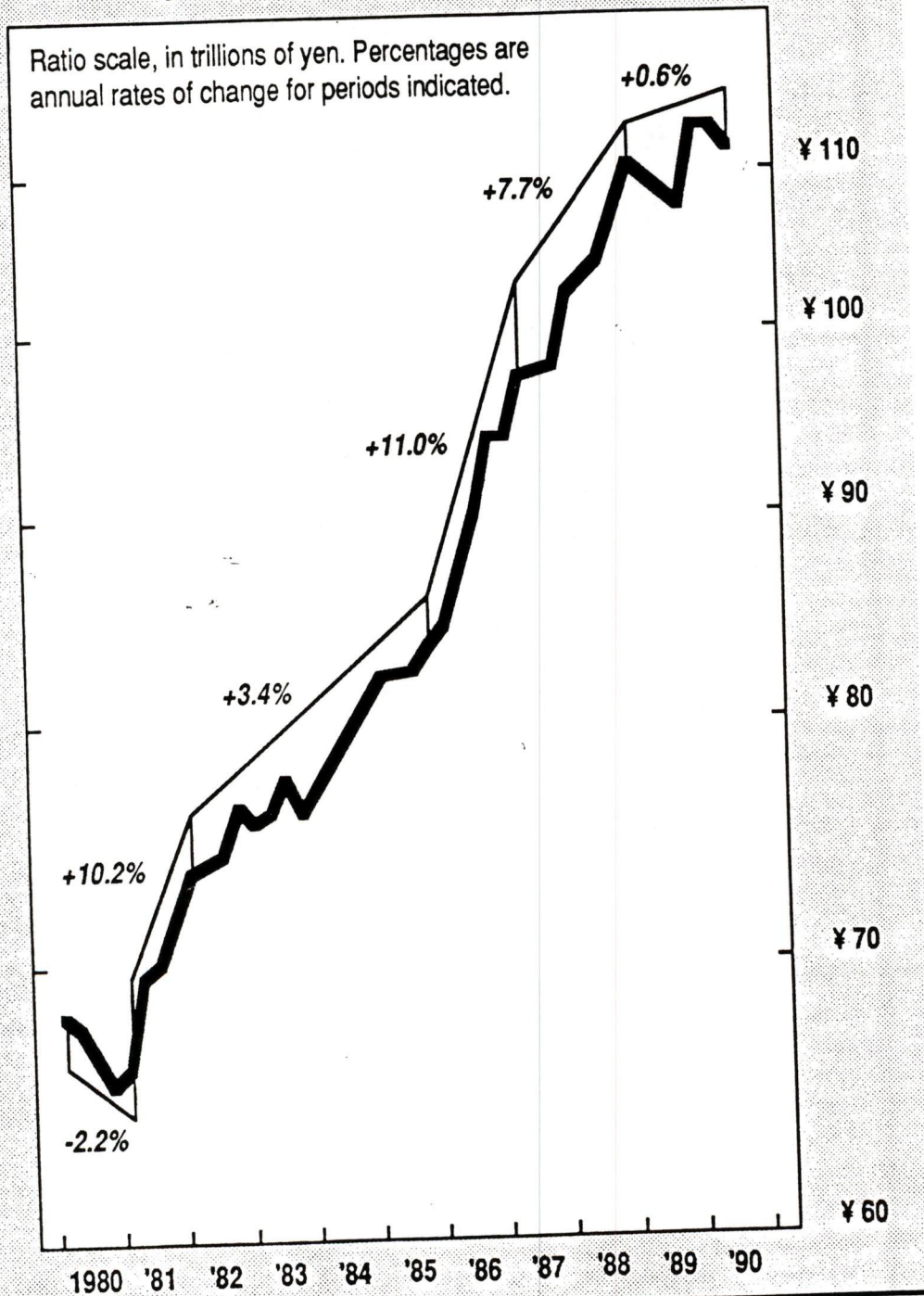
request by a regional Fed for a rate change. You have seen stories of late saying that Greenspan arbitrarily lowered the Discount Rate on his own between meetings of the Open Market Committee. Not so. He cannot do that. **The reason no Discount Rate cuts have been voted on recently in Washington is because no Discount Rate cuts were requested by any of the regional Feds.** Most people do not realize it but there have been many, many times in history when different Districts have had different Discount Rates... with each Bank setting a rate suitable for conditions in its own area.

They did not ask Greenspan and the Washington Board to lower any Discount Rates in 1988 and early 1989... so the rates stayed the same... even as the Federal Fund Rate was jacked up from under 6% (late-1986) to over 10% (mid-1989.) (The Federal Funds Rate, as you know, really is not a Federal Funds rate at all. We have no idea how it got such a deceiving name. **The Federal Funds Rate refers to the rate currently charged for very short-term, renewable private loans made between private Banks.** Usually the smaller Banks out in the Countryside pile up extra reserves. People living there tend to frown on debt but save a lot of Money. These Banks want to earn Money on their extra reserves. So they put it out for hire to Bigger City Banks in what is often called the Overnight Market. The rate that these Banks charge and pay each other — the Federal Funds Rate — fluctuates according to demand and supply. *The Fed can and does influence this rate by either injecting or withdrawing reserves from the Banking System.*

When Volcker was Fed Chairman, he concentrated on controlling the amount of reserves in the system. That governs the Money Supply... and hence the level of economic activity! He let the Federal Funds Rate go anyplace it wanted to go. Greenspan, by contrast, is a fanatic about controlling this Federal Funds Rate. In order to keep it up when it wants to fall — as has been the case for months — he has to constantly order reserves drained out of the Banking System. Thus he gets credit for lowering rates... when in fact he has been fighting hard to slow a natural rate decline down. And he also sucks reserves out of Banks, making Money tight. **Wall Street analysts, for a reason we cannot fathom, think Money is loose when the Federal Funds Rate goes down. Actually, Money is loose only when it is**

M1 Money Supply - Japan

Ratio scale, in trillions of yen. Percentages are annual rates of change for periods indicated.



Source: The Federal Reserve Bank of St. Louis

plentiful... when it is there for anyone who wants it and needs it, if their credit is good! That certainly has not been the case in recent years. And this one single fact largely caused the current Recession in America!!

One day in mid-1990 Greenspan and the Open Market Committee began to allow the Federal Funds Rate to fall on its own. The idea was to stimulate business. But the Banks simply ignored Greenspan and the Fed. (*Can you imagine Banks daring to ignore Paul Volcker? We can't!*) During one stretch in May-June of 1990, the Federal Funds Rate was allowed to fall 150 basis points. That is 1-1/2 points, figuring it the old-fashioned way. (As we still do.) During this stretch, the Banks never even blinked. They simply swallowed the entire 1-1/2 points of lower interest rates. They expanded the spread between their overnight cost of Funds (the Federal Funds Rate) and their Prime Rate to three full percentage points (300 basis points). When you add three points on top of the Prime, as most banks do, the average small business is paying their Bank 6% over the Banks' own cost of Funds... probably the highest spread in the entire history of American banking. What's more, it is doing so at a time when the inflation rate has just been recorded at zero for one month... meaning that businesses are paying the highest after-inflation interest rates seen in years... maybe ever! By way of contrast, back in the 1970's, inflation was running higher than the interest rates. Not only that but tax rates were twice as high, meaning that when interest rate charges were written off against taxes, the Government paid some two-thirds of the cost. The net result was that borrowers not only got their Money FREE in a real sense... they actually made an after-tax profit when they borrowed. Not so today.

Then we add the last feather on the interest-rate scale... the one that tips it down in the overall balance. Banks were quick to slash the rate they paid on their CD's. Savers found that the interest they received on their savings was going down rapidly. This depressed the income of People most likely to invest. This was a complete upside-down reversal of Reagan's Supply-Side policies. Thus a series of moves intended by the Fed to drive down the cost of borrowing and stimulate the economy never did reach the intended beneficiaries. Wall Street analysts — most of

whom had never met a payroll — seemed to be absolutely blind to what was going on in the Real World. They looked into their computers and saw that previous Post-War Recessions had ended when the Fed had lowered interest rates. Analysts kept babbling about Fed easing as if any easing really was reaching the consumer or business borrowers! Personally we find their ridiculous statements not just tiring today but absolutely dangerous to anyone who pays attention to them!

The facts are these: One third of all directors for the regional Feds are elected by the Big Banks in each region. One third of the Directors are elected by the small Banks. The other third are directed by businessmen in the region. In Boston these businessmen are apt to be in Real Estate or High-Tech. In Texas they could be in ranching or Oil. But the main thing to note is that two-thirds of the Directors in each case are Bankers. The deck is clearly stacked to please Bankers. No matter how badly the consumers and businessmen of a given region want cheaper and looser Money, the deciding votes at each regional Fed will be cast by and for the Banks. And as you well know the Banks are hurting!

It is bad enough that Banks are being forced by Federal examiners to write off Real Estate and other loans that have turned sour. The same Banks are being pressured by Federal authorities to increase their Reserves, as a percentage of loans. There are several ways for a Bank to increase its Reserve Ratio. One is to increase the number of charges and fees that they slap on customers... including a fee to use the teller machine. This is amazing when you think about it. The customer is forced to do the work themselves that a Teller used to do... saving the Bank a lot of paychecks. Then the customer is forced to pay for the "privilege". Banks slap on restrictions as to how soon customers can get at their own Money. And when customer checks come through before the date that the Money is deemed "collected," a stiff penalty charge is assessed. Multiply that by millions of such charges each year and you can see how profitable this is for Banks. This profit helps build Bank Reserves! Bear in mind that most Money transfers are now done electronically... and that regional Feds credit the local Banks with the full amount of the deposit at once, even though the Bank denies its customers

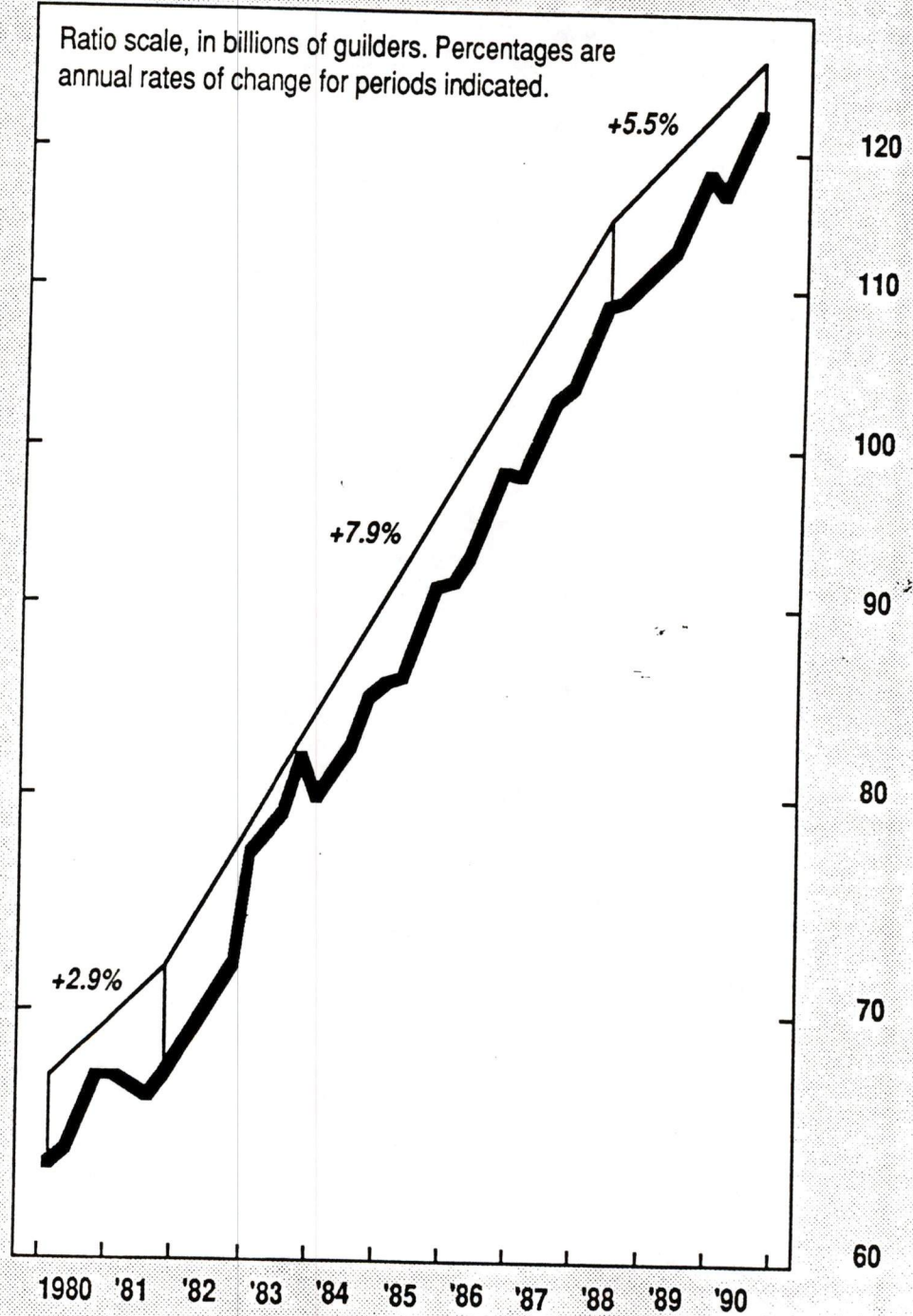
access to this very same Money. You see a pattern emerging... a pattern designed to help the Banks restore their financial strength. This is a noble goal. But to impose higher reserve requirements in the midst of a Recession is a move guaranteed to create a Credit Crunch. That is, of course, just what it has done. Bankers have discovered that they can increase their reserve percentage by shrinking the size of their loan portfolio. Thus as loans are paid down or paid off, a Bank will not re-loan the Money, putting it back out for hire again. Instead it will hoard the proceeds. We have said before and we repeat now: **This may be good for each individual Bank... but is a potential disaster for the overall economy!**

Just a few years ago, American borrowers could make up for the loss of loans from American Banks. They could and they did turn to foreign lenders. But now a new factor has intruded into the American scene. Canada, Britain and Japan — three of the biggest lenders and investors in America in recent years, have all suffered capital shortages of their own. This is due to the slowing of Money creation in those nations. (See charts.) At the same time, Germany — another big lender-investor — has taken on the task of rebuilding East Germany's shattered economy. Germany is in the market to borrow today, instead of to lend. The same is true of Kuwait and Saudi Arabia, nations which formerly produced a heavy surplus of Money and sent much of it here to America. Finally, the Soviet Union has become an economic basket case, begging in America, Germany and Japan for Money and Food... plus help to modernize its gigantic but deteriorating Oil industry. The Worldwide need for Money today is awesome. The Supply of Money in America is inadequate. What Money has been created seems to be flowing directly into stock speculation instead of into reviving the Real Economy. We all know what result this same kind of lending policy led to the last time it happened... in 1928 and 1929!

We frankly cringe when we hear rubbish and balderdash coming out of smug but foolish Wall Street analysts. They think because a certain number of months go by, the Recession will end automatically. Herbert Hoover thought that way too. Hoover was misled by a fast and furious Sucker's Rally on Wall Street that drove stocks up 50% in a few months in the Spring of 1930... before they collapsed in

M1 Money Supply - Netherlands

Ratio scale, in billions of guilders. Percentages are annual rates of change for periods indicated.

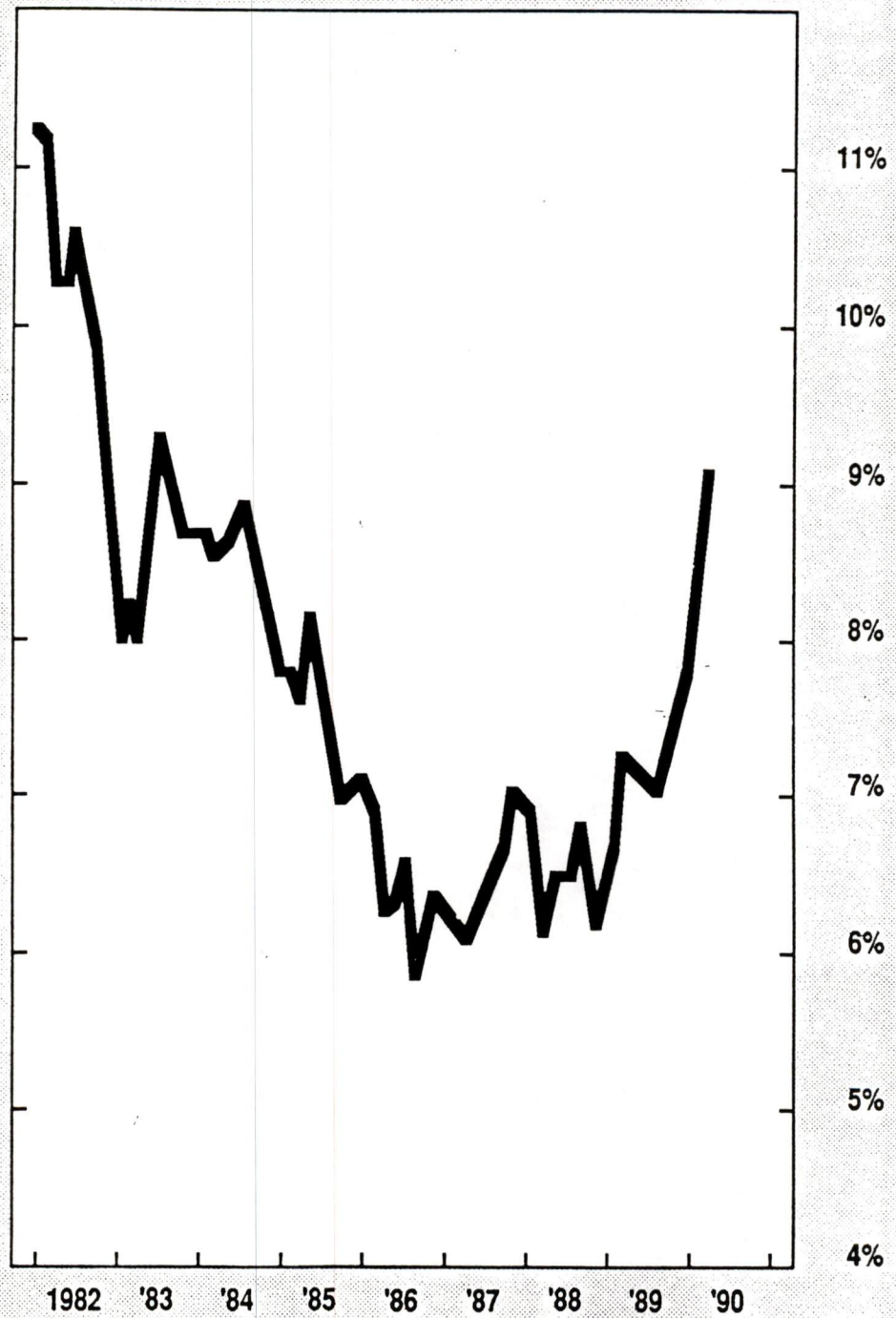


an orgy of panic selling. But in every Recession prior to this one after World War Two, the Federal Government did not sit around waiting for some natural recovery to occur automatically. They aggressively cut taxes, increased Federal spending and bullied the Banks to loan more money out to Businesses and consumers. None of those things have been done in 1991. In fact, America has been doing the opposite of all those things this time around. We have somehow forgotten how we ended all of the Postwar Recessions. We don't wish to sound alarmist, but America has reverted back precisely to the same deadly policies followed by Hoover's Washington and the Banks in 1930. To believe that the Economy is curing itself without sufficient Money and Personal Income is to show a child-like faith in Magic!

We see no signs whatsoever that this Recession is ending. The best case Wall Street analysts and Alan Greenspan can make that the bottom is at hand is that we have already plunged to levels that marked the bottom of the terrible 1981-1982 Recession... a Recession, by the way, that we foresaw and predicted when almost no one else saw it coming. The analysts say that the fact that we got down to this level... which they call the bottom... so quickly proves that this will be a very short Recession. But there is another possible way to look at these numbers. You must think about it. This other possibility is that the reason we got back down to these levels so fast is because this is not the bottom at all... but rather just a way station on a road down a very steep hill... into an unseen valley ahead of us.

The similarities between today at 1873 are too ominous for us to ignore. That year was also four years after a stock market crash (1869). There was a shortage of Money in America in 1873 too. There was no Federal Reserve then. The shortage had been caused by President Grant vetoing a bill to create more Money. He was afraid the Money would just go into the hands of Wall Street speculators... just as so much of the Money created by the Fed of late has done. But because of his veto, there was no Money to pay interest charges on heavy outstanding loans to the British. So London stopped sending new capital over here. The lack of either foreign or Domestic Money proved too great a problem for America to overcome. A crash ensued... fol-

Dutch Long-Term Government Bond Yield



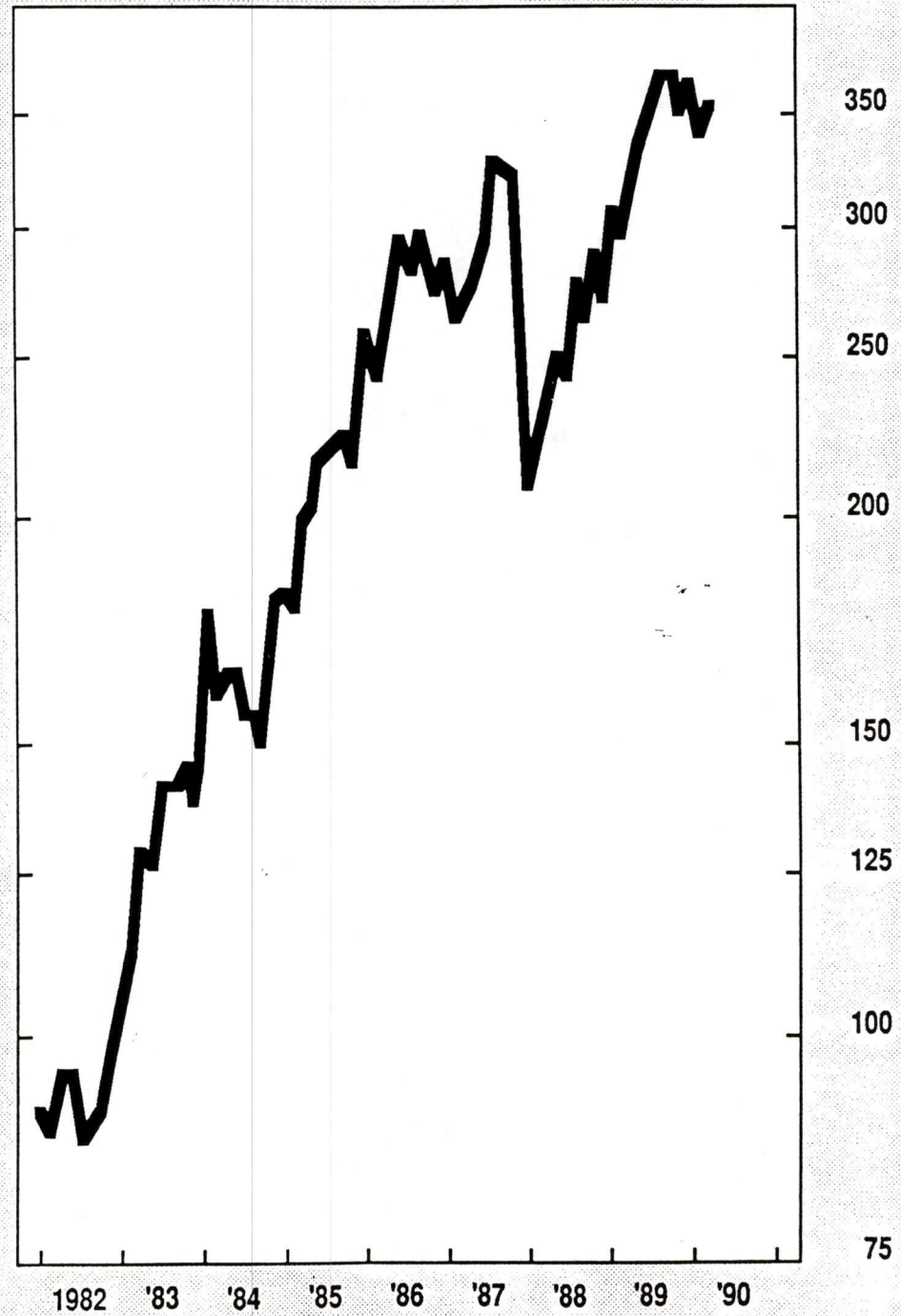
lowed by a Panic and then a Depression. People who say it cannot happen again simply do not know what they are talking about. Up until late last year, Greenspan's obsessive contraction of the American Money Supply could be alleviated by reaching out to Japan and the Middle East. But now Kuwait and Saudi Arabia are pre-occupied with their own cash needs... and Japan is being rocked with internal bankruptcies as Bank of Japan curbs speculation and inflation. Japan has ended its years of runaway Money creation. To put it bluntly, Japan does not have the Money to lend us any more. They were, as we kept telling you, simply printing Monopoly Play Money and we were accepting it as if it were real Money. Now the downside of that Policy has hit Japan hard... a fact that seems to have escaped the notice of Wall Street analysts. We now have to face up to our own Domestic Money problems and cure them internally... or face the consequences!

The Reason We Are Bullish In The Face Of Such Problems Is That We Believe President Bush Will Move Fast Soon!

George Bush was pre-occupied with the War against Iraq for months as our Recession settled over the Land. More recently his attention was diverted to the plight of the Kurdish refugees. We are impressed with the way he has directed large-scale efforts to first win the War and now save the refugees. It is heartening to see TV newscasts of big American helicopters swarming in with food, tents and construction equipment to create water and sanitation facilities. This proves to us that the old American traditions are still alive and well. Americans do not like to "Fix something that isn't broken," as the saying goes. But once we recognize a problem, we can and do fix it.

Because of the smug assertions of Wall Street analysts that the Recession was ending automatically, Washington had relaxed its guard about the Economy. *But then came the Railroad strike.* For twenty-four terrible hours, the White House and Congress looked right into the face of the Economy. And they were absolutely shocked at what they saw. Far from coming out of a short and mild Recession, the economy was seen to be desperately weak and getting weaker. It was recognized all at once that a rail strike could send the economy spinning down out of control into something that older politicians all at once recalled from

Dutch Stock Price Index



their youth. We are talking about a Depression. And don't you doubt that for a moment. You did not hear that word spoken in Public. But the incredibly fast action by Congress and the White House to stop the strike in the middle of the first night proves how frightened they were. And now that they are awake to the reality of the problems in this Economy, they will fix these problems. They will probably mount a public relations campaign to say that everything is all right. We don't blame them. A panic can be devastating. But the main fact is that behind the scenes they will now cure the underlying problem. And that problem is a lack of Money circulating inside America!

We believe George Bush and his growth-minded team at Treasury and in the White House will find answers to America's problems exactly where America always found ideas to transplant here. We mean in HOLLAND. That thrifty little nation was carved out of the turbulent North Sea by a People too stubborn to know that this could not be done. Building and monitoring its system of dikes has bred into the Dutch both an appreciation of Nature's awesome power and the will to maintain an organized and disciplined society.

Yet the Dutch invented most of the concepts of Freedom we now regard as American! They began a successful rebellion against Spanish overlords in the 1600's. They created a pioneering Federal Republic... the **United Netherlands**. When the Pilgrims fled England in 1609, they went to Holland to live amongst fellow-Puritans for eleven years. They then crossed the ocean and settled in Massachusetts, bringing Dutch principles with them. An American rebellion against Britain began right here in Massachusetts in 1770. The men who organized it looked to Holland for justification. So it was that America's Declaration of Independence and Constitution came almost intact from documents written in Holland two centuries earlier. The ties between the sea-faring Dutch and the American Republic were close from the beginning. The Dutch became major investors in America. Only last year were the Dutch edged out by the Japanese in total value of investments in America. Holland is one of the richest small nations in the World. This led them into Banking and Finance on a World scale. At home the Dutch created a strong economy with an inflation rate just above zero.

The Netherlands maintain a strong and steady pace of Money growth. (See page 16.) That proves a nation can maintain Money growth at a rate far higher than Greenspan has given America... yet enjoy very low inflation. (Dutch stock prices have doubled and doubled again.) The Dutch have done this with long-term Government Bond yields way above current American levels (See page 18.) That shows Wall Street is wrong in believing that lower Bond rates are needed! Holland keeps its Money high in value. *The Guilder is on a par with the German Mark.* Yet the Dutch export vigorously. That proves another popular American fallacy is false... namely that a cheap Dollar brings a strong economy! Their business and Money success is based on a formula exactly opposite to Greenspan's thinking...

Holland and America both belong to The Group of Ten. **President Bush is aware of the Dutch success in Money, Banking and Economic Growth.** ... As a former Oil Man, Bush has to be impressed with the way the Dutch use their enormous natural gas reserves to create cheap power, while keeping down their bill for imported Oil. *America now makes poor use of our own vast natural gas reserves.* We have a lot to learn from the Dutch in this regard. ... As Bush and his Team look around for a better way to guide America's Economy, the Dutch example will, we are certain, become the Model for America's prosperity in the 1990's. This is why we remain Super-Bullish for the long run, even though we expect this Recession will cause more problems before it is brought under control... including a correction in this Bull Market!

— Adrian Van Eck, Editor

THE WHITE HOUSE

3-25-91

Chet -

Thank you for the update.

I will share with the appropriate
people my enthusiasm for
participation.

Sincerely,

Andy Card


THE WHITE HOUSE
WASHINGTON

Chester A. Zagaski
5 Elm Avenue
Quincy, Massachusetts
02170

THE WHITE HOUSE
WASHINGTON

Date: March 25, 1991

TO: Chase Untermeyer

FROM: ANDY CARD

- ☒ Action, as appropriate
- ☐ Your Comment
- ☐ Let's Talk
- ☐ FYI

AC HAS SEEN

To Chase
Operations
as appropriate.
Andy

March 5, 1991

Mr. Chester A. Zagaski
5 Elm Avenue
Quincy, MA 02170
(617) 479-9504

Mr. Andrew Card
Special Assistant to the President
The White House
Washington, D.C.

Dear Andy:

I have completed the necessary application papers and supplemental information forms for the position of Director of External Affairs, U.S. Environmental Protection Agency, Region I, Boston (Announcement #PM-0454). They will be filed with the U.S. Office of Personnel Management, Boston, this week in compliance with the deadline of March 15, 1991.

You may want to be aware that I am exceptionally well qualified for the position and have had advanced training and experience for such important responsibilities. Such skills and abilities along with my commitments to the work of the Agency may undoubtedly result in greater contributions to such efforts and goals of EPA, the safety of citizens and the smooth functioning of government.

The status of my physical disabilities relating to a past auto accident and the re-occurrence of a past leg injury due to same have not been fully settled even though I have been certified as disabled to certain degrees. As the conditions appear to be permanent and inoperable, I seek to rise above such challenges and make the very best contributions that I can.

In the event that you may be in contact with someone involved in the selection process or the Agency, a favorable mention of my candidacy would be greatly appreciated.

With Best Regards,



Chester A. Zagaski

THE WHITE HOUSE

March 25, 1991

Dear Howard -

Thank you for your letter and congratulations for the job the President has done. The victory in the Gulf gave America back her pride.

I will make sure your suggestion regarding Israel and the West Bank is discussed.

— Keep in touch.

Sincerely, Andy Card

THE WHITE HOUSE
WASHINGTON

Mr. Howard W. Young
243 Arnold Street
New Bedford, Massachusetts 02748

AC HAS SEEN

HOWARD W. YOUNG
243 ARNOLD STREET
NEW BEDFORD, MASS.

Rec'd
MAR 25 1991

02748

March 19, 1991

Andrew B. Card,
Deputy Chief of Staff
The White House
Washington, D. C.

Dear Andy:

As a lifelong Republican and office holder, and as an American, I am particularly proud and uplifted by the events of the last several months involving the Middle East. I want to record this word of commendation to President Bush and all you members of his staff for the excellent job that you all obviously did during the last several months. It must be a very high level of elation and gratitude to hear that over 90% of Americans approve the job done by this administration. Congratulations to the President and all of you who stood by his side during the endless hours and tensions of this crisis.

I am heartened to feel that many in the world feel a special opportunity has been provided to move ahead with the settlement of other Middle East problems and particularly the Israeli-Palestinian problems. I want to leave with you a suggestion that must have been proposed by others but seems to me to have a chance for success. I agree that Palestine must be given a homeland of its own and further that the occupied West Bank is the best place for that homeland. However, I understand Israel's concern that another country so close to them would be a security risk. Why not push for Israel to give up the West Bank to Palestine in exchange for a mutual defense pact by Soviet Russia and the United States that if either Israel or Palestine encroach on or practise hostile military moves toward each other, the two super powers will move militarily to insure the territorial integrity of both Israel and Palestine.

I don't see how Israel could persist in its security concerns involved in giving up the West Bank in the face of these assurances by the two super powers. I assume that the Soviets would gladly join in such a proposal.

Thank you all again for a job well done and for handling this matter in a way that has so lifted the spirits of the American people. Surely this new spirit will contribute to the solution of many other problems including the recession.

Sincerely,

Howard
Howard W. Young

THE WHITE HOUSE

February 2, 1991

Dear Mr. Young -

Thank you for your letter and specific suggestions regarding the national debt. I will make sure the appropriate officials review your proposals.

Sincerely, Andy Card

Andrew H. Card
THE WHITE HOUSE
WASHINGTON

Mr. Richard B. Young
20 Ned's Point Road
Mattapoisett, Massachusetts

02739

THE WHITE HOUSE
WASHINGTON

Date: February 4

TO: Michael Boskin

FROM: ANDY CARD

- ☐ Action
- ☐ Your Comment
- ☐ Let's Talk
- ☒ FYI

**RICHARD B. YOUNG
20 NED'S POINT ROAD
MATTAPOISETT, MASSACHUSETTS 02739**

AC HAS SEEN
AC HAS SEEN

January 27, 1991

Mr. Andrew Card
Deputy Chief of Staff
The White House
Washington, D.C. 20500

To
Bookin

Dear Mr. Card:-

Like all Americans, I am extremely distressed at the rapid and uncontrolled build up in our national debt.

I am even more disturbed at the way our government is reporting its so called deficits which bear no relationship to the speed that we are going in debt. Most of the discrepancy, of course, is because we are borrowing from our future liabilities in the trust funds.

If serious steps are not taken to control spending, and everyone asked to take his share of the resulting pain, we will be facing much more serious problems when the baby boomers start to retire and we have to pay back to the trust funds all we have borrowed.

The enclosed material clearly shows the magnitude of the problem. Until the government starts reporting the actual increase in debt, and its effect on the public, it will be hard to get voters to accept the fact that drastic action is necessary.

I urge you, and others in the administration to start telling it like it is. I urge you, also, to recognize that unless serious efforts, rather than smoke and mirrors, are made to reduce spending that we are headed for disaster.

On the last page of the enclosed material there is a list of important problems that need addressing, and suggested solutions.

Proposal #1 would not only generate substantial revenue, but would make 100 million taxpayer acutely aware of how serious our deficits are. They would then be more receptive to spending cuts. Over the longer run, it would be self correcting.

Proposal #2 seems only fair. Present recipients are receiving benefits far in excess of their contributions, and the wealthy were taxed at the rate of 14% of their benefits. Under the proposal they would be taxed up to 28%, and would still be receiving substantial welfare at the expense of the working man.

Proposal #3 is absolutely necessary to get the runaway federal pension system under control.

I would welcome your comments. PLEASE DO SOMETHING! Thank you.

Sincerely,



UNITED STATES GOVERNMENT

HOW IT IS REPORTED AND HOW IT REALLY WORKS

**In 1990 Congress was spending so fast that we
were going deeper in Debt at the rate of a
Billion Dollars every 23 Hours or a Million
Dollars every 82 Seconds!
And in 1991 it will be worse!**

SOURCE: HISTORICAL TABLES, BUDGET OF THE UNITED STATES GOVERNMENT 1990, AND MONTHLY TREASURY STATEMENTS OF RECEIPTS AND OUTLAYS OF THE UNITED STATES GOVERNMENT.

Richard B. Young
20 Ned's Point Road
Mattapoisett, MA 02739

January 1991

THE WHITE HOUSE

WASHINGTON

January 11, 1991

Dear Chuck:

This letter is embarrassingly tardy, and I apologize. But I was glad to hear from you and to get your input on John Smietanka. I'll make sure others here know of your endorsement.

Best wishes for the new year. Keep in touch.

Sincerely,



Andrew H. Card, Jr.
Assistant to the President
and Deputy to the Chief of Staff

Mr. Charles W. Yob
National Committeeman
National Republican Committee
Post Office Box 2568
Grand Rapids, Michigan 49501



Republican National Committee

Mr. Charles W. Yob
Member for Michigan
P.O. Box 2568
Grand Rapids, Michigan 49501

Office: (616) 247-8624
Residence: (616) 676-0378

AC HAS SEEN

*Pls. - standard
letter.
AAC*

December 4, 1990

The Honorable Andrew H. Card, Jr.
Assistant to the President and
Deputy to Chief of Staff
The White House
Washington, D.C. 20500

Dear Andrew,

Congress has recently authorized a new position for the Sixth Circuit Court of Appeals for either Michigan or Ohio. John Smietanka, our U.S. Attorney for Western Michigan, who has been acting as Associate Deputy Attorney General, has made a real impact in Western Michigan as the kind of person we need in the Circuit Court of Appeals.

John not only has been a real law and order person, but also has a solid background in the Republican Party. I hope you will support John for this position.

Thank you,

Chuck Yob
National Committeeman

CY/ac

THE WHITE HOUSE

1/5/91

Wes -

Again, thank you for your continued correspondence. I have been sharing your concerns and the articles about the banking situation with Larry Lindsey. Larry works here in the Policy Development operation and is a highly respected economist. He is a superstar!

Happy 1991.

Sincerely, Andy

Andrew H. Card, Jr.
THE WHITE HOUSE
WASHINGTON

Wesley E. Young
Vice President - Investment
A G Edwards & Sons, Inc.
176 Federal Street
Boston, MA 02110

THE WHITE HOUSE
WASHINGTON

Date: 1/5/91

FOR: *Larry Lindsey*

FROM: ANDREW H. CARD *Andy*

☐ Action

☐ Your Comment

☐ Let's Talk

☒ FYI

M E M O R A N D U M

A.G. Edwards & Sons, Inc.
INVESTMENTS SINCE 1887

TO:

FROM:

DATE: 12/18/90

Andy.

Thanks for passing
along the last issue of
this letter to the "right people."

In Adrian Van Ek's letter
I'm enclosing today he
discusses the Banking Crisis
and Panic of 1907, and how
J.P. Morgan saved a disaster
from happening while Teddy
Roosevelt was too busy hunting
to care. He's of the opinion we're
facing another one now! See pages 26
pages 28, 29, + 30. Regards,

Member New York Stock Exchange and Other Principal Exchanges

Wes

Audrey H. Card, Jr.
THE WHITE HOUSE
WASHINGTON

Mr. Chester A. Zagaski
Vice President
United International Brokers
1585 Hancock Street
Quincy, Massachusetts
02169-5212

THE WHITE HOUSE December 26, 1990

Dear Chet -

Thank you for your letter. My response is embarrassingly tardy. My on-the-road schedule for the past five weeks had my To Do pile too high. (Give me a call regarding the forward for your book.)

I, too, am thrilled with the Web/Cellucci victory. Massachusetts is ready for better times.

I am also excited about Leon Lombardi as chairman of the Bay State's GOP.
Happy 1991! Keep in touch. Audrey Card



*United
International
Brokers*

United International Insurance Agency, Inc.

1585 Hancock Street
Quincy, MA 02169-5212
617-773-8840
1-800-233-9303
Telex: 203778
Fax: 617-73-8849

November 13, 1990

Mr. Andrew H. Card, Jr.
Special Assistant to the President
THE WHITE HOUSE
Washington, DC

AC HAS SEEN

~~CONFIDENTIAL~~

Determined NOT to be
National Security Classified Marking
By RLK (NLGB) on 04/16/25

Dear Andy,

I regret not meeting with you at the State Convention last spring, but I am pleased Bill and Paul got by the setback and went on to win.

If there is any personal viewpoint I can offer you after several years involvement in Massachusetts it is this: Get Shamie out!

On a more professional, and personal level, could you please review the table of contents to my book, Environmental Risk & Insurance, and consider writing a brief forward. (I have also enclosed a copy of my draft forward for you to have as a guide, if you want.) As you are from Holbrook and as one of the case studies in the book is that of the Baird & McGuire cleanup project and victims claims, could you strongly consider doing the "forward"?

It's been a while since our days at Carolina and regardless of your decision, I wish you continued success and health. Unfortunately, as the work is in production now by a leading technical publisher, I will need your response within four weeks.

Gratefully, and wishing you the best!,

Chester A. Zagaski
Vice President

(Class of '71)

TABLE OF CONTENTS

Preface and Acknowledgements

Foreword

I. INTRODUCTION

II. HOW ENVIRONMENTAL POLLUTION CAN IMPACT YOUR FINANCIAL SECURITY AND YOUR WELL-BEING

A. The Impact on Businesses

B. The Impact on Private Citizens

C. The Impact on Government

D. A Profile of Hazardous Wastes and the Hazardous Waste Industry

E. Measuring the Scope of Toxic Releases

III.A SUMMARY OF FINANCIAL RESPONSIBILITY PROVISIONS AND LAWS BASED ON FEDERAL AND STATE REQUIREMENTS

A. A Review of Federal Regulations

1. Survey

2. RCRA

3. CERCLA/SARA

4. Relationship Between RCRA and CERCLA/SARA

5. Insurers Need to Address Pollution Exposures

B. Several Requirements for Financial Assurances in the Event of Environmental Pollution

1. Liability Insurance--Hazardous Waste Facilities

2. Closure/Post-Closure

3. Automobile Liability-Hazardous Materials Hauled

4. Underground Storage Tanks--Special Insurance Problems

5. Insurers Creating New Demands Concerning Deleading of Properties

C. A Summary of Insurers Arguments Against Providing the Necessary Insurance Coverages

- D. The Necessity of Checking State Laws (Liability Insurance Requirements for Waste Facilities)
 - E. Workers Compensation and Occupational Disease Claims
 - F. The Special Environmental Risk and Insurance Coverage Problems Concerning Asbestosis and Asbestos Removal Contractors
- IV. THE SPECIAL ISSUES CONCERNING THE LAW OF TOXIC TORTS (and Hazardous Waste Litigation Including the Impacts of Mass Disasters)
- V. POLLUTION LIABILITY INSURANCE: NEW RESPONSIBILITIES FOR AGENTS, BROKERS AND RISK MANAGERS
- VI. VICTIMS COMPENSATION
- VII. LIABILITY AND INSURANCE FOR OIL SPILLS
- A. Changing Issues and Emerging Developments
 - B. Key International Regulations
 - C. Key Domestic Legislation
 - D. Tovalop
 - E. Cristal
 - F. International Oil Compensation Fund
 - G. Oil and Hazardous Substance Spills From Vessels-- Liability
 - H. Various Applicable Statutes and Liabilities
 - I. Insurance
 - J. After Valdez: The Necessity For New Oil Spill Liability and Compensation Laws
- ~~VIII. NUCLEAR LIABILITY RISKS AND INSURANCE~~
- VIII. NATURAL ENVIRONMENTAL RISKS AND DISASTERS AND INSURANCE SYSTEMS
- A. Earthquakes
 - B. Floods
 - C. Interdependent Environmental Risks and Insurance Aspects

- IX. NUCLEAR LIABILITY RISKS AND INSURANCE
- A. The Nuclear "Pools"
 - B. Forms of Coverage
 - C. Special Nuclear Power and Nuclear Waste Problems
 - D. Nuclear Power--Kinds of Insurance
 - E. The Haunting Spectre of Military Nuclear Risks in the Soviet Union and the U.S.
 - F. Some New Risk and Insurance Realities
- X. THE SPECIAL ISSUES OF INTERNATIONAL ENVIRONMENTAL RISK & INSURANCE
- A. Acid Rain or Deposition
 - B. Global Warming and the "Greenhouse Effect"
 - C. Outline of Major International Regulations
 - D. Pollution Liability and Insurance International Report
 - E. A Unified Europe and Shared Environmental Risks (How Will the Liability and Insurance Problems Be Handled?)
- XI. THE SPECIAL INSURANCE PROBLEMS ARISING FROM POLLUTION LIABILITY
- A. Finding Coverage for Claims Due to the Release of Toxic Substances and Hazardous Materials
 - 1. Comprehensive General Liability Insurance
 - 2. The Unique Experience of Title Insurers (Greater Pollution Liabilities for Lenders)
 - 3. Life and Health Insurers: Special Responsibilities
 - 4. Environmental Impairment Liability Insurance
 - B. Technical Environmental Claims Issues
 - 1. Increased Claims Under CERCLA/SARA
 - 2. Defenses to a Section 106 Order
 - B. Continual and Recurrent Insurance Coverage Issues
 - 1. The Pollution Exclusion and "Occurrence" Issues
 - 2. Bodily Injury Coverage Trigger Theories

- a. Exposure
- b. Manifestation
- c. Double Trigger
- d. Injury-In-Fact

3. Property Damage Coverage Trigger Theories

- a. Continuous Trigger
- b. Delayed Discovery/Long Developing Damage

D. Decisions Involving CERCLA/Superfund Claims

XII. THE MEASUREMENT AND ASSESSMENT OF ENVIRONMENTAL DAMAGE ...

A. The Roles and Uses of Environmental Consultants

- 1. Environmental Risk Management
- 2. Risk Management and Risk Assessment
- 3. Confidentiality of Data
- 4. Sample Environmental Risk Assessments (Outline Form)
- 5. Discovering the Existence of Toxic Substances

B. Right-To-Know Laws and Hazardous Materials Requirements

- 1. Developing Hazard Communication Programs
- 2. Insurance Complications

C. Risk Assessments and Statistics

D. Risk Assessments and Cleanup Estimations

XIII. THE APPLICATION OF LIFE INSURANCE CONCEPTS TO ENVIRONMENTAL RISK & INSURANCE

- A. Questions of Insurance for Closure/Post-Closure Financial Responsibility
- B. Adaptability of Life Insurance Concepts
- C. The Merits of Structured Settlements in Financing Superfund Site Cleanups--The Myths and The Realities

XIV. "WINDS OF CHANGE:" A REVIEW OF THE CLEAN AIR PROPOSAL....

XV. ALTERNATIVE RISK FINANCING MECHANISMS

- A. Risk Retention Groups
- B. Risk Purchasing Groups
- C. Captive Insurance Companies
- XVI. A LEGISLATIVE PROPOSAL TO RESOLVE THE POLLUTION LIABILITY AND INSURANCE CRISIS
- A. Pollution Liability and EIL Policies
- B. The Added Elements of Environmental Risks and Insurance
- C. A Hazardous Intersection: Businesses and Insurers Want To ReRoute Superfund in 1991
- D. The Fact Sheet and Legislative Proposal for "ERICA:" The Environmental Risk and Insurance Corporation Act.

XVII. THE ULTIMATE ENVIRONMENTAL RISK SOLUTION: NO RISKS---NO INSURANCE

The Potential Environmental Holocaust of the 21st Century

XVIII. PERSONALIZING ENVIRONMENTAL RISKS AND INSURANCE ISSUES..

- A. Indoor Air Pollution--Unique Risk and Insurance Problems
- B. A Case History: The Baird & McGuire Cleanup Project (Liability and Insurance Puzzles--Cleanup or Cover-up?)
- C. The New Realities for Hazardous Waste Firms and Insurance Regulations: The Case of Clean Harbors and the Proposed Toxic Waste Incinerator

XIX. SUMMARY AND CONCLUSION

EPILOGUE

APPENDICES

- 7-A Case Study--Impact on Businesses and Government--Cannons Engineering Superfund Case Review (Documents, Summary)
- 7-1 Model Hazardous Waste Liability Endorsement for Third Party Liability
- 7-2 Model Certificates of Liability Insurance
- 7-3 Model Corporate Guarantee for Third Party Liability Coverage
- 7-4 Model Letter From Chief Financial Officer in Support of the Financial Test for Third Party Liability Coverage

- 7-5 Model Trust Fund Agreement for a Closure Trust Fund
- 7-6 Model Surety Bond Guaranteeing Performance of Closure and Post-Closure Care
- 7-7 Specimen Administrative Order of the EPA (Section 106)
- 7-8 Model Consent Order for a Privately Conducted Remedial Investigation and Feasibility Study
- 7-9 Comprehensive General Liability Insurance Policy (CGL) (Specimen)
- 7-10 Environmental Impairment Liability Policy (EIL) (Specimen)

###

INDEX

GLOSSARY OF TERMS

FOREWORD

Rather than "Foreword" as is more customarily used in books at this section of the text, perhaps the section should use the heading "Forewarned" so that the reader will more accurately understand the task he or she is about to embark on.

You should be forewarned that no matter your level of "risk-phobia" you will be reading about the often complex areas of financial responsibility for pollution damage--as if the very nature of environmental damages is not already alarming enough. The author uses environmental damages in the broader sense of all harm and injuries to man and natural resources even though a strict interpretation of financial liabilities and related costs are often limited thus far to actual cleanup, removal and other remediation expenses not always or nearly inclusive of all other damages and exposures. So if one is more inclined to be "chemo-phobic" this sort of discourse will not help that kind of mindset which seems so popular these days when environmental protection matters are discussed. And more to the point, it is hoped that such risk averse sentiments will be likely to promote a greater realization and active participation in what has become an even greater controversy--the real and hidden and overwhelming costs of pollution damage and how to apportion responsibility in a vast, modern society.

There are several estimates as to the total costs of cleanup of our nation's hazardous waste sites; some guess at 75 billion while others say it exceeds ¹200 billion. To be sure costs are not the only problem, but with deficit budgetary constraints and a host of other realities impacting on the environmental cleanup priorities we need to establish just what are the levels of accountability for such staggering sums as they develop and how these funds are obtained or levied against or from the "responsible parties", or "polluters". But do keep in mind that such a simple description of the basic problem does not include several larger and some would say more ominous issues if we look at environmental damages in the aggregate: acid rain, ozone depletion, greenhouse effect, AIDS, victims' compensation, the loss of jobs and tax revenues, and so on. Only then do we begin to get a fuller understanding of just what is involved with these environmental cleanup and protection goals.

So what can be done? First, we need to establish and review where we are in terms of the rules, liabilities, obligations and other requirements as presently or recently set by laws. Then we need to see just where the gaps are and where are the more serious issues which have been and continue to be neglected. Only then can we begin to understand the complexity and the urgency which these issues command if we are to begin to improve as well as pursue our national environmental protection goals.

Of central importance when discussing financial responsibility is the role of insurance companies in helping to transfer the risks of financial losses from industries and businesses so they may proceed unfettered in their core and related activities and rely on the claims payments from insurers ^{4N}when losses occur. This is where the whole series of issues comes to a difficult crossroads where a set of competing issues, interests and goals intersect. And the financial stakes are very high.

You can imagine the importance of financial responsibility as was expressed in such earlier lessons as elevators in buildings. When modern construction techniques developed elevators which accomodated greater traffic and occupancies in higher rise buildings, the first concerns of officials had to do with safety and what might happen in the event of accidents and who would have to pay how much in settlements to injured or deceased parties. The basic idea was to require an inspection according to the applicable building and safety codes and then to have a certain amount of insurance required for each elevator to further guarantee continued safety and reinspection in order to maintain the insurance according to the insurers' guidelines. If unsafe, there would be no insurance and the license or permit for the elevator would be revoked. No elevators, no tenants, etc.

The same basic issues are found here with environmental risk and insurance; but they have never met with more controversy and much remains unsettled, threatening and counterproductive. Forewarned!

ABOUT THE AUTHOR

After nearly eight years of work which included reviewing over 250,000 pages of laws, documents, data, case records, notes and reports, *and countless hours of investigations, interviews and research,* an insurance expert warns us about the financial consequences of environmental damage which affects us all.

Chester A. ("Chet") Zagaski, Jr., has long been involved with environmental risks and insurance matters during his career in the insurance industry which has included positions in underwriting and marketing management for a number of leading insurer groups, including the formation of a specialty high-risk carrier affiliated with a British firm and a domestic reinsurance facility for a Swiss parent company. As a licensed insurance consultant and broker, he has dealt extensively with pollution liability and risk problems for a variety of commercial, industrial and institutional clientele. An active member of The New England Council, Inc., as well as The Smaller Business Association of New England, Inc., he has also been an associate member of the Massachusetts Hazardous Waste Advisory Committee, financial responsibility subcommittee, and was issued a citation by the Massachusetts Legislature for his contributions to the work of the Special Legislative Commission on Liability for the Release of Hazardous Materials. A respondent to the U.S. Environmental Protection Agency on several pollution liability and insurance requests for commentary, he has communicated directly with state and federal leaders as well as with the White House and chief EPA administrators.

An independent petitioner before the Massachusetts Legislature and the U.S. House of Representatives and the U.S. Senate, he has filed legislative proposals to correct the way billions of dollars in claims for toxic waste cleanup and liability suits have been handled and has sought to bring attention to the growing victims compensation issues in this country. He has provided expert testimony on such matters before a subcommittee of the U.S. Congress on the impacts of Superfund on smaller businesses as well as before the Massachusetts Legislature and the Massachusetts Legislative Special Commission. His latest proposal calls for a new, comprehensive environmental risk and insurance plan, referred to as "The Environmental Risk and Insurance Corporation Act," or "ERICA," which has been filed with Congressional representatives and was presented in a national business insurance consultants' journal.

Mr. Zagaski has previously appeared before the U.S. Securities and Exchange Commission Government Business Forum and presented plans for new insurance approaches to pollution damages calling attention to the urgent financial problems. His views have been widely published in several prominent journals and publications, including Enterprise, Industry, World Magazine, Risk Management, Best's Review, Insurance Marketing Insider and the Liner Letter; a national advisory business insurance publication. He is a regular contributing author for The John Liner Review, a national journal on the latest insurance and risk management topics.

A graduate of The University of South Carolina with a B.A. in political science and economics after matriculating in the College of Journalism, he has completed post-graduate studies at the University of Connecticut Graduate School of Business Administration and Northeastern University

School of Law.

He is presently working on a reference work on insurance and risk management problems related to the risks and financial consequences of environmental pollution which will be useful for many different kinds of businesses, industrial firms and institutions as well as property owners and commercial lenders. His next book is also being worked on but the subject matter has not been disclosed.

His present or recent professional memberships and associations include the American Institute for Property and Liability Underwriters, the Massachusetts Society of Licensed Insurance Advisors, and the Association Internationale du Droit des Assurances, U.S. chapter; a prominent international professional association which deals with the most advanced insurance and risk management topics. He has presented courses and lectures in his field at the Insurance Library Association of Boston, and Tufts University.

Mr. Zagaski is Vice President of United International Brokers, a multi-purpose insurance firm headquartered in Braintree, Massachusetts.

KENNETH P. YALE
9921 Cherry Tree Lane
Silver Spring, Maryland 20901

December 9, 1991

RECEIVED

DEC 10 1991

AC HAS SEEN

Dear Andy:

I know you are very busy with the transition underway in the West Wing, but I did want to bring you up to date on my progress.

I am continuing to pursue a couple of private sector possibilities, and have all but given up on the White House legislative affairs position. I do believe I could be of assistance there, especially in an election year. Steve Hart has been helpful but I have not interviewed or heard anything from Jim Dyer. I think he may already have made up his mind.

After my last note I was able to fix the parking problem, and I am alright for now. Demarest's people have been most helpful and generous, especially their Administrative Officer, Drucie. I am using one of their offices for this special project, and keeping a low profile so as not to get in their way. It is a good arrangement and I thank you for your assistance with it.

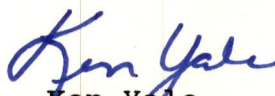
Attached is a draft of work I intend to do with the office in HHS and some staff here interested in health care. It is patterned after our experience with outreach and coalition building during consideration of the clean air proposals and is intended to be used by anyone wanting to coordinate with the private sector. If you wish, I will get you a copy of the final document.

On the HHS matter, mentioned in my last note, I think things will work out. Dr. Young is amenable to the above project and is happy to have me work here in the EOP. However, at OSTP someone is telling callers that I am at HHS. This is a nuisance and has caused some confusion with my telephone calls. I will try to clear it up by suggesting they just take messages and not elaborate if they get any calls for me.

Again, thank you for all your help. I know you are busy, but I was wondering if I could stop by at some point for a few minutes of your time.

Best regards.

Very truly yours,


Ken Yale

PRIVATE SECTOR HEALTH CARE CONCERNS

Background

On November 8, 1991 at a press conference President Bush stated that "before the election next year we will [announce a health care reform plan]...But I would like to have a comprehensive health care plan that I can vigorously take to the American people."¹

This statement was made after nearly two years of increasing interest in health care both in the public and private sectors. Congress has increased its rhetoric, there is now a multitude of widely varying legislation, dozens of competing proposals from different interest groups, and U.S. health expenditures that are anticipated to have reached over 12 percent of the Gross National Product in the year 1990, that is around \$666 billion.² Yet, the statement of the President implies a very important step in the political process -- acceptance by the industries, institutions and people who will be affected by any proposed change and who will, in the end, vote for or against it.

The interest in health care reform was also heightened by the perception that it played a significant role in the "off-year" election of a U.S. Senator from Pennsylvania. Indeed, Senator Dole, Republican Leader in the U.S. Senate, predicted early in 1991 that "health care would be the number one issue of the 1992 Presidential race."³

In a speech on November 13, 1991, the President also indicated that "there are 60 programs that have been put out [and] the price tag on some of these is enormous."⁴ Moreover, there is no consensus about what should be done. Bill Roper, Director of the Center for Disease Control and former White House health advisor to President Bush, has noted that any move towards real reform will require a national dialogue among all parties at interest. Furthermore, he has said that any solution will require serious "trade-offs" by the parties with an interest in the issue. The

¹ Source: A compilation entitled "Presidential Quotes on the Domestic Agenda", page 6, published by the White House Office of Cabinet Affairs, December 2, 1991.

² Source: Press release by the Department of Health and Human Services, dated October 2, 1991.

³ R.A. Zaldivar and Gregory Spears, "President to Offer Health-Care Plan," The Philadelphia Inquirer, November 9, 1991.

⁴ Source: A compilation entitled "Presidential Quotes on the Domestic Agenda", page 6, published by the White House Office of Cabinet Affairs, December 2, 1991.

major parties include the payers (business and insurance companies), the providers of health care services, and the consumers.

Interest Groups

Because of the magnitude of the issue, the number of parties affected, the wide variety of well thought out proposals, and the potential for an Administration proposal in 1992, it is crucial that there exist some basic understanding of the various constituencies and interest groups who may voice an interest in the issue. This will assist not only in trying to take into consideration their concerns, but also to be in a position to rebut their criticism should it be unwarranted or misplaced. In addition, if there is any real action taken on the Hill, it will be even more important to bring the interest groups into the process, attempt to address their concerns, and give them some ownership of the outcome. In this fashion the Administration will not only get agreement with health care constituencies, but it can also reflect their true needs and interests.

To bring the constituent groups into the process it will first be necessary to identify the groups and determine if they already have staked out a position. The constituents can be divided into several groups:

1. Business,
2. Consumer advocate organizations,
3. Health care insurers and financiers,
4. Health care providers and practitioners.
5. Labor,
6. State and local governments,
7. Others.

There are well developed positions among some members of each group. They are of differing quality and consensus. However, most of the proposals shed a great deal of light on the interests of their constituents. In some cases the constituents have already implemented a health care reform initiative.⁶

⁵ Speech by William Roper, February 1990 before a health care organization.

⁶ Bureau of National Affairs, "States Experiments with Expanding Health Care May Serve as National Model," BNA Daily Report for Executives, page C-1, December 3, 1991.

Proposal

This is a proposal to develop a set of background materials on the different positions of each interest group. Initial research would focus on determining whether there already exists a publicly available compilation of such organizations.

When the compilation is nearing completion a second step would be to briefly analyze and categorize the varying proposals. This will assist in making a more manageable number of alternatives and could also be used to forge coalitions or consensus from among the many different proposals.

Time frame

It is anticipated that initial research and compilation will take about one month and one full time person. Additional clerical and professional staff needs can be assessed after the initial research phase.