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# WITHDRAWAL SHEET

## Ronald Reagan Library

**Collection Name** DEEVER, MICHAEL: FILES

**Withdrawer**

KDB 7/28/2011

**File Folder** SEPTEMBER 1984 INCOMING (2)

**FOIA**

F97-0066/19

**Box Number** 22

COHEN, D

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| DOC NO | Doc Type | Document Description             | No of Pages | Doc Date  | Restrictions |
|--------|----------|----------------------------------|-------------|-----------|--------------|
| 1      | FORM     | NOTIFICATION OF PERSONNEL ACTION | 1           | 2/27/1981 | B6           |

Freedom of Information Act - [5 U.S.C. 552(b)]

B-1 National security classified information [(b)(1) of the FOIA]

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C. Closed in accordance with restrictions contained in donor's deed of gift.

m(KL)

Fy1

MEMORANDUM FOR BILL SITTMANN

RE: David Korn

DATE: September 5, 1984

OK

F20

As a follow-up to your note regarding David Korn's desire to assist Reagan-Bush, several meetings have taken place. My office, Voter Groups, as well as the Ethnic Division, have spoken with David and indicated our willingness to assist him. He was offered the chance to play a meaningful role with the Polish community, however, he indicated he would rather work with more than one ethnic group. Another meeting will take place later this week to finalize the specifics regarding his involvement. Please be assured he will be a part of the team within the next few days.

August 31, 1984

Dear David:

Many thanks for stopping by today with your kind offer to assist in the Reagan-Bush effort. As indicated, I will be calling you on Tuesday to set up an additional meeting with Mr. Michael Sotirhos, Director of Ethic Voters for Reagan-Bush.

See you next week.

Cordially,

Craig R. Helsing  
Senior Adviser to the  
Deputy Campaign Director

Mr. David Korn  
2932 Davenport Street, N.W.  
Washington, D.C. 20008

cc: Michael Sotirhos

bcc: Bill Sittmann



DAVID KORN  
2932 DAVENPORT STREET, N.W.  
WASHINGTON, D.C. 20008

fel 202 363 1179 (6)  
202 636 6755 (0)

In the forthcoming Presidential elections I feel qualified to participate in planning and implementing strategy to defeat Mr. Mondale in the following areas:

1. Mondale as Vice President participating in decision making process at NSC . Mondale as a decision maker \*
  2. To work out strategy in securing the votes of Polish Americans (I speak the language and come from Poland) -
  3. I am able to work and plan strategy among other East European ethnic groups in the United States.
  4. There are about 2 million of former Holocaust victims (all US citizens and voters) of Jewish faith, As a former Holocaust survivor I can work out a strategy to get them vote Republican
  5. I am well connected in the State of New Jersey where I believe I can be effective among various groups.
  6. I can function as Presidential surrogate (I did this in 1972) where I spoke to many groups and debated many opponents.
  7. After 25 years of teaching at Howard University I believe I can be helpful in splitting the Black vote.
  8. I have had extensive experience in preparing literature and advertising in Presidential campaign.
- \* I have spent 7 days (24 hours per day) with Mr. Mondale when I was representing the White House, while Mondale was representing the Democratic Party to the Italian Earthquake Commission. Our trip lasted 7 days in Italy.

THE WHITE HOUSE  
WASHINGTON

TO: Lee Atwater

FROM: BILL SITTMANN  
Special Assistant to the President  
and Special Assistant to the  
Deputy Chief of Staff

☒ Information

☒ Action

2932 DAVENPORT STREET, N.W.  
WASHINGTON, D.C. 20008

August 27, 1984

Honorable Michael Deaver,  
Deputy Chief of Staff to the President  
The White House  
Washington, D.C.

*Bill  
Follow  
this with  
see if let  
me know*

Dear Mike,

~~Despite all the assurances of having me work to re-elect  
the President your associates have not contacted me although  
they wrote nice letters.~~

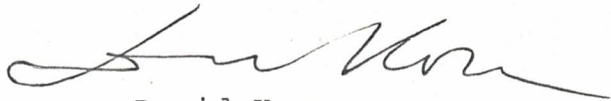
It is o.k. with me as long as you know about it. Having  
watched the convention and the follow up, the greatest danger  
today is over confidence and the media's prognosis of the  
outcome. People tend to vote for the underdog in large  
numbers.

*Discussed w/m.  
May, 81*

I do not believe that there is anyone on the election  
committee who knows Mondale as well as I do (from my trip  
together with him when I was in the State Department) and  
it is a pity that I cannot make any contribution in defeating  
him. As you know, I am a senior professor at Howard University  
which is a Black college, I am Jewish and a Republican and  
furthermore financially independent who doesn't want a job  
in the administration but wants Ronald Reagan as President.

I just came back from Florida and othersouthern states  
and although I do not have a scientific poll to back me up,  
President's policies are not well known and people tend to  
confuse them. This is another danger.

Best regards,



David Korn

*9 AM  
H 363-1179*



## CURRICULUM VITAE

NAME: David Korn

ADDRESS: 2932 Davenport Street, N.W., Washington, D.C. 20008  
Home Telephone: 202-363-1179  
Office Telephone: ~~703-225-8757~~ 202- 636 6755

DATE AND PLACE OF BIRTH: April 27, 1934; Poland

CITIZENSHIP: U.S. Republican since 1950. (Registered)

SECURITY CLEARANCE: Top Secret (As of January 20, 1981)

MILITARY SERVICE: USAR 2nd Lt. - Military Police Intelligence,  
Active Duty 1953-55, Berlin, Germany - Presidential  
Commission (President Eisenhower) as a 2nd Lieutenant

MARITAL STATUS: Married to Maryla Korn (Orgel);  
two children - Joe 19, Monique 15

EDUCATION: Primary Schools and High School in Poland, USSR, France  
and Erasmus Hall Evening High School; Army H.S. Equivalency  
Diploma

College:

1952-53 - Brooklyn College  
1958 - Georgetown University, B.S. in Russian and French  
1960 - Georgetown University, M.S. in Linguistics  
1964 - Georgetown University, Ph.D. in Russian Area  
Studies and Literature, Theoretical/Applied  
Linguistics

LANGUAGES: German, Russian, Polish, French (All fluent);  
Spanish (Basic)

SCHOLARSHIPS: Georgetown University, 1958-1960

FELLOWSHIPS: National Defense - 1961; Harvard University - 1961;  
National Endowment for Humanities 1969-70 (Sabbatical)

TRAVELS: USSR, Western and Eastern Europe, Middle East, China  
1983

EMPLOYMENT: 1981 - ~~Present~~: Special Assistant to the Secretary of State  
Department of State, Washington, D.C.;  
Coordinator - External Education, Dept. of  
State - FSI

to present  
1968-~~81~~: Graduate professor of Russian Studies  
Howard University, Washington, D.C. (~~On leave~~)

1973-74: Senior Researcher, National Institute of Education  
Department of Health, Education and Welfare

1973: Senior Consultant, Office of Asst. Secretary of  
Education, Department of Health, Education and  
Welfare (Policy Development) Grad. and Undergrad E

1972- Director of Research, Committee to Re-elect the  
President, Jewish Voters Section

EMPLOYMENT: (Cont'd)

- 1961-1978: Professor and Chairman, Department of German and Russian Studies, Howard University
- Chairman, Humanities Division (Departments of English, Romance Languages, Classics), Howard University
- 1968: Director, Language Laboratories, Howard University
- 1968: Associate Resident Director, Council for International Educational Exchange (supervising 160 American students at the University of Leningrad, USSR)
- 1966: Associate Director, Peace Corps Training Program for Guyana
- 1959-61: Asst. Professor, College of William and Mary, Norfolk, Virginia
- 1957-63 Research Associate, Machine Translation, Georgetown University

OTHER ACTIVITIES:

Lecturer, Foreign Service Institute, Department of State  
President, Virginia-Maryland-District of Columbia Chapter  
American Association of Teachers of Slavic and East European Languages  
Advisor - U.S. Armed Forces Institute  
Radio Broadcasts  
Consultant - Russian course, National Security Agency, Fort Meade, Maryland

CIVIC AND ALUMNI ACTIVITIES:

- 1972-73: Chairman, Soviet Jewry Committee - Jewish Community Council of Greater Washington
- 1971-73: Member, Executive Council, Jewish Community Council of Greater Washington
- 1969-71: Governor and Member of the Executive Committee, Georgetown University Alumni Association, Vice President of the School of Languages and Linguistics
- 1969- Present: Director - Jewish Social Service Agency and Orphanage House



LEARNED PAPERS:

At Modern Language National Convention - Dec. 1966, Chicago

At X International Congress of Linguistics -  
Bucharest, Romania, August 1967

At V International Congress on Comparative Literature -  
Belgrade, Yugoslavia, September 1967

Modern Language Association - Russian Language and Culture,  
December 1968

At FILLM Federation Internationale des Langues et Literature,  
Pakistan, 1969

MLA. New York 1970 - East European Studies, Montreal,  
Canada, 1971

Hebrew University, Jerusalem, 1970-1980  
Lectures on yearly basis

OTHER HONORS: Distinguished Merit Award -Department of State-1981-1982  
(highest award for non-career official)

Since 1970 in WHO'S WHO IN AMERICA, WHO'S WHO IN SOUTH  
AND SOUTHWEST, WHO'S WHO IN AMERICAN SCHOLARS (1973),  
WHO'S WHO IN THE WORLD, WHO'S WHO AMONGST AMERICAN JEWRY,  
WHO'S WHO IN WORLD JEWRY

1962 - Daughters of American Revolution Americanization Medal  
1962 - Norfolk Chamber of Commerce Key to the City of Norfolk  
1979 - Distinguished Service Award, Jewish Social Service  
Agency

PUBLICATIONS:

Over 40 articles, book reviews in professional journals  
and major newspapers (See attached)

PUBLIC SPEECHES:

Delivered over 100 speeches to communal, political,  
educational and electoral meetings and conferences. Subjects  
Refugees, Human Rights, Soviet Union, U.S. National Politics,  
Middle East, World and U.S. Jewry, Soviet Jewry

- PUBLICATIONS:
1. Soviets and Their Propaganda - Foreign Service Courier, 1957, 5 pages.
  2. Russian Sentence Separators - Machine Translation Georgetown University, 1959, 50 pages.
  3. Co-author - The GAT Machine Dictionary - Machine Translation - Georgetown University, 1959, 175 pages.
  4. Co-author - The Exclusion Operation - Machine Translation, Georgetown University, 1959, 65 pages.
  5. Co-author - Lexical Choice - Machine Translation Georgetown University, 1959, 94 pages.
  6. The United States in the Eyes of Soviet People - College of William and Mary, 1960, 10 pages.
  7. Book Review - Boukhara and its Medieval Achievement MID-EAST Journal, December 1966.
  8. The Muslims of Central Asia - MID-EAST Journal, December 1966, 12 pages.
  9. The Russian Verb - A Reference Grammar - Victor Kamkin, Washington, D.C., 1966, 280 pages.
  10. "Machine Translation" Automaticheskiy Perevod 1949-63, Akademya Nauk SSSR, Moscow, 1967.
  11. The Accusative or Genitive After Negation in Contemporary Russian? - Modern Language Review, Oxford, England, 1967, 10 pages.
  12. Co-author - Stem Modification: A Transformational Approach to the Russian Imperative - X International Congress of Linguistics, Bucharest, 1967.
  13. Genitive or Accusative After Negation in Russian, The Slavic and East European Journal, Vol. XI.
  14. "Turgenev in 19th Century America". Russian Review, October 1968.
  15. "The World of Dostoyevsky". Sovietica, No. 14, July 1968, Italy.



Subject to general direction of the Secretary of State, serves as Special Assistant to the Secretary with responsibility for executing complex and highly important assignments, particularly those relating to all aspects of the Department's legislative program. Serves as the Secretary's liaison with the Office of Congressional Relations.

By virtue of close relationship with the Secretary and a thorough and comprehensive knowledge of the programs and policies of the Department, has broad authority to act on behalf of the Secretary, without prior consultation. Attends meetings and conferences held by the Secretary and serves as the primary point of contact between the Secretary and the Congressional Relations Office, as well as with other high ranking officials within the Department. Considerable freedom is exercised in interpreting the Secretary's views and wishes.

Under general direction of the Secretary, takes whatever action is necessary to assure that proposals and orders of the Secretary are directed to the proper sources for implementation; consults with officials to outline the views and ideas of the Secretary and follows through to insure prompt action.

Carries out special and confidential assignments on behalf of the Secretary, requiring a comprehensive knowledge of the Department and the views, aims and plans of the Secretary. Prepares special reports and substantive studies and other background material for use of the Secretary, involving gathering information from within the Department, the Foreign Service and other agencies. Is responsible for the correlation and coordination of statements, decisions and viewpoints necessary in the preparation of such material.

Represents the Secretary at departmental and inter-departmental conferences where policies and plans are discussed with respect to the Department's legislative program.

Is in contact with special interest groups, receives petitioners makes arrangements for the groups to see appropriate individuals in the Department.

THE above job description FULLY describes my activities in the State Department.

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SEPTEMBER 1984 INCOMING (2)

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COHEN, D

*Box Number*

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|--------------------------------|--------------|-----------------|-----------------|
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1 FORM

1 2/27/1981 B6

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16. "An Investigation of Turkic Word Structure".  
Studies in Linguistics, G. Trager, ed.,  
Vol. 11, #3, March 1969.
17. Soviet Jews - (3 articles in Jewish Week,  
October, November, December 1968)
18. "Only Dollars Can Prime Russia's Bureaucratic Pump",  
Washington Post - Outlook - September 14, 1969.
19. "Asian Minorities Restive in Russia's Grip",  
Washington Post, November 16, 1969.
20. "Russia's Budleggers Do Almost Anything for a Buck",  
Washington Post, November 30, 1969.
21. Book Review on I. P. Foote "Verbs of Motion" -  
The Slavic and East European Journal, Vol. XIII,  
#4, 1969.
22. The Peoples of the Soviet Union - Racial and Ethnic  
Groups. Approximately 400 pages (completion date  
August 1980).
23. Blumen Aus Georgien, Frankfurter Allgemeine,  
January 5, 1970.
24. Soviets Begin Census Taking, Washington Post,  
January 15, 1970.
25. "50,000 Jews to Leave Russia in 1979",  
National Jewish Monthly, April 1979.
26. Minorities in Russia - Congressional Quarterly, 1979
27. China, US and Israel - National Jewish Monthly, 1979
28. Israel and the Soviet Union - A Time for Diplomatic  
Relations - National Jewish Monthly, October 1980.



M/FST  
TRAINING ADVISER  
GG-1710-15

## INTRODUCTION

Under the general direction of the Director and the Deputy Director, Foreign Service Institute, the incumbent serves as a Training Adviser with the primary responsibility for researching, reviewing and evaluating training courses and programs conducted outside the Institute and making recommendations on their availability to, and relevance for Foreign Service personnel.

## DUTIES

Conducts research into the availability and appropriateness of university, military college and other outside training activities for Foreign Service personnel. Research includes the review and evaluation of the programs, not only for their relevance, but for the purpose of insuring that an advanced level of educational adequacy is maintained. Therefore, through professional contacts at these institutions, the incumbent will exchange information and ideas on the latest trends in education methodology and curricula trends in order to make recommendations to the Director.

Incumbent will also review military college curriculums for the purpose of coordinating training activities and programs with the requirements of the Department of State. To perform this function, the incumbent will serve as a liaison officer between the Office of the Director and high-ranking officials at the National War College, the Industrial College of the Armed Forces, Armed Forces Colleges (both domestic and foreign) and the NATO Defense College, to insure that training requirements of the Foreign Service Act of 1980 are met.

Incumbent will also work in close consultation with the School of Area Studies to develop annotated reading guides for area study programs in Eastern Europe and USSR area studies, and other area studies programs as directed by the Director or his Deputy.

THE WHITE HOUSE  
WASHINGTON

mkid 31 August

Mike:

At long last! Sorry it took  
so long to get this.

I called Buckley  
last week  
+ passed on  
your message

~~DB has  
12/1/82  
done anything  
on this?~~

DB

Bud

Call B. Buckley  
2/see if this can be  
done after election.

COPY

Wm. F. Buckley Jr. - 150 E. 35th St., New York

July 27, 1984

Mrs. Ronald Reagan

Dear Nancy:

I wouldn't forward the attached, save that Malcolm Muggeridge is one of my heroes as, I am sure, he is one of yours, and probably one of Our Hero's. When he was last in America four years ago he said he would never be returning, and I taunted him with that, daring even to call it the Sin of Pride. He and I and David Niven and Pat, by the way, had that funny audience with the Pope, when we filmed together in the Vatican with Grace Rainier, and Chuck Heston, about which, as I remember, we have giggled.

Anyway, he is the holiest, wittiest, most wonderful man alive. And if the President wants an off-beat winner, here it is. You decide.

Much love,

*Bu.*

PS Pat tells me she reported my spotting RR Jr. on tv in San Francisco. I mentioned this in the column I wrote this morning, copy attached...Hope the dope I got for you on the artists was useful, and hope also that it went well with Jeane and

~~to Mrs.~~  
~~Dolls.~~ ...Hastily--B.





**BRITISH BROADCASTING CORPORATION**

KENSINGTON HOUSE RICHMOND WAY LONDON W14 OAX

TELEPHONE 01-743 1272 TELEX: 265781

TELEGRAMS AND CABLES: TELECASTS LONDON TELEX

5th July 1984

Dear Bill

I wonder whether I may prevail upon your good nature and seek your advice regarding a project for which Malcolm and I have some enthusiasm.

Yesterday, during the course of a very pleasant summer's day spent with Malcolm at Robertsbridge, he and I discussed whether or not there might be some merit in Malcolm talking to President Reagan with the ultimate intention of broadcasting that conversation. What we both felt might be interesting was if Malcolm tackled President Reagan on the subject of power, politics and the moral dilemmas in the exercise thereof.

The President is after all one of the two most powerful people in the world. From this side of the Atlantic he seems to have avoided some of the less agreeable symptoms of megalomania. Is that only because he is a first-class professional politician? Is it because he has arrived at a moral stance - a sort of personal litmus test - and if he has, is that dependent on a religious faith and so on? I think knowing Malcolm you can see the drift of the proposed conversation.

Although, as you know, Malcolm has some slight acquaintance with your President, naturally he is loath to presume upon that acquaintance in order to make a direct approach. Do you think our proposed notion has any merit and if so how may we best set about it? Is it something that Reagan would welcome in what after all is an election year?

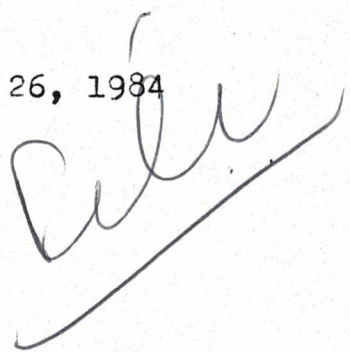
Would you be kind enough to let either myself or Malcolm know whether or not you think we should pursue the idea and if yes, how best we should proceed.

Yours sincerely

Peter Chafer  
Executive Producer  
BBC Television

William F Buckley Jnr  
c/o National Review Inc  
150 East 35th Street  
New York 10016

August 26, 1984



Michael Deaver, President's Aide  
The White House  
Washington, D. C. 20082

Dear Mr. Deaver:

President Reagan gets high marks for his acceptance speech in Dallas, but he could have come away with all 10s if he would have reached out to those so desperately yearning for someone to reassure them that help is near.

It is common knowledge that you are the keeper of the presidential image. The president's image is not wanting due to your expertise and the President's positive, optimistic mental power and leadership from the heart.

But in order to win, and especially to gain a majority in Congress which is so necessary to get backing for the President's agenda, you need to convert some hard core Democrats. They will look to the GOP if the proper signal is sent to them.

It would have been simple to do that through his Dallas speech, but it is not too late. All you need do is address the people in areas where prosperity has not yet touched, i.e; Pittsburgh, Pa.; Akron, Ohio, Hartford, Conn., and Birmingham, Ala. And Harlem, and Des Moines. Talk to those who suffer from the malaise of the steel, agriculture, and footwear industries. Also the blacks who are frustrated because they can find no work. That does not mean you have to be the Granddaddy of some new "Deal" program, just use the President's sincerity to convince them which path is the right one. Properly addressed, the pockets of desperation; steel country, agricultural areas, and the black communities who beg for recognition would form a groundswell so great they would wash the Mondale Mentality into oblivion. Do not respond to his accusations, beat him with his own people. How do you do that?

First, these people do not want to hear the glowing reports about the robust economy, how inflation and interest rates are down, and unemployment reduced. These people are unemployed...desperate! They become more embittered when they hear about how well others are doing. Their reaction to all this "Hoopla" is, "What about me?" They grate every time The President eulogizes over the economy. They resent it and begrudge those who are participating in these "good times".<sup>Even</sup> Christ would not dare to appear to a hungry person



except in the form of bread.

The President's speech was heralded by the conventioners, but that was expected. (Don't be misled, I have been an RR fan since his California Gubernatorial days). But seriously, do you find Satan campaigning in dens of iniquity? Of course not, he controls those votes. Satan campaigns in churches, he seeks the holy ones because they are the targets for conversion. He does not waste time on the captured. Concentrate on the skeptics, not the believers.

The same strategy should be yours. You have your loyal people, so why talk to them? Go after the incremental votes you need to beat the unqualified opponent, who could garner enough votes by default to make it a close election. These followers don't give a hoot about what is right for the country. Each group has their special axe to grind, and all those votes add up. Republicans should be talking to people outside of receptive circles. You should advise the President to address the scared people, not in condescending tones, but in the genuine humane mannerism of which the President is capable: The unemployed steel workers of Pittsburgh and Birmingham; Those shoe factory unemployed in Hartford, and Massachusetts; The disillusioned farmers in Des Moines and Illinois; The Blacks from all corners of the country. Here's how to do it.

It could be a masterpiece and would spike Fritz' guns for all time if the President would pause in one of his presentations, in his persuasive manner, lower his voice, and gaze into the TV camera and say, "and now I want to speak to you steelworkers in Pittsburgh, Birmingham and Hartford and Buffalo and Akron and Youngstown, etc. And to you shoe workers in New England. And to you farmers in Iowa, Illinois and Missouri. And let's not forget those who, have been led down the promised path for so many years, the blacks of this country.....most of you have been voting for the other party all of your lives, and so have your parents. And after all the promises, the trillions of dollars spent that never reached their destination, I ask you, what have they done for you? Fifty years of promises, but the ship still hasn't come in. But they haven't given up. They continue to promise..... Isn't it about time you tell them to go away ? What have they done for you lately?

We will help you. Just as we put the auto workers back to work, so will our programs come to you. You may not be there yet, but it takes time to unravell the big ball of twine on fifty years of irresponsible government. I gurantee you that in the next four years, my administration will have everybody in this great nation participating in prosperity. You will no longer be a bystander. You will be involved in the greatest prosperity this



country has never known or you could ever believe. But if you insist on voting for more of the same promises for which have forsaken you again and again, you will be stuck in the quicksand of desperation: unemployment, inflation, taxes, high interest rates, misery and lack of self respect. Being used, is that what you want? Or do you yearn for opportunity? We guarantee opportunity. All you want is a chance to make it, not a hand-out.....

' Give a person a fish and they will eat for a day. But teach a person how to fish and they will eat for a lifetime'. They believe in holding you by giving you a fish. We are convinced that you would rather be set free, so we intend to teach you how to fish so you can eat and enjoy for a lifetime through re-training and job productivity policies so you will never have to depend on the hand-out from big government that tries to keep you dependent. You want to make it on your own and lift your head high, and look at your children and loved ones and say to yourself, they helped me, but they let me do it my way."

Mr. Deaver, this is the best way to improve upon the only image weakness the President has. Although incorrect, he is perceived as being indifferent to the poor, lacking in compassion, and a champion of the rich. We all know this isn't true, but the poor, unemployed, and labor's rank and file don't. Show them they're wrong, and the election is yours. Disregard, and complacency can be destructive. We cannot afford to give the M/F ticket that chance.

Thank you.

Sincerely,

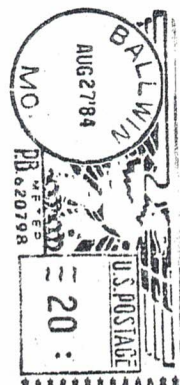
*Joe*  
Joe D. Donatelli  
18422 Woodland Meadows  
Glencoe, Mo. 63038

P. S. I come from a century of family steeped in Democratic loyalty.; from the coal and steel country of Western Pennsylvania. I know the mind set of these people and they believe RR is the Devil himself. Do something to change that image.

JOSEPH D. DONATELLI  
DR.  
18422 WOODLAND MEADOWS  
GLENCOE, MO 63096

PERSONAL

The California Whitehouse  
Michael Deaver, Aide to the President  
Santa Barbara, California



File

Mr. Michael K. Deaver,  
The White House,  
Dear Mr. Deaver:

The Wall Street Journal, of September 4th, carries an article with headline, "Fearung Slower Demand For Energy, Utilities Move Into New Businesses". This sort of diversification has been going on for years in the world of big industrial corporations. This citizen has no quarrel with big business -- in fact he owns shares in several.; but at this juncture, it would be well for owners and managers to stop, look, listen. Our Nation is at a crossroads; for the ulyimate benefit of both producer and consumer, there must be co-operation all around, and particularly on the part of the movers and shakers. Desist from expansion through diversification. Pay out profits liberally to shareholders even though the principal shareholders may not desire extra dividends and even yhough it may restrict the ambitions of the managers. Therefore as can not rely on voluntary acceptance and voluntary action, it is advisable to nudge somewhat. This can be effected without much difficulty by enacting a statute with an option, to wit, imposing a surcharge of say 25% on profits of corporations profits in excess of say \$100,000., with the alternative of paying out 80% of profits, in dividends. Thus on the average, the shareholder will be getting up to double what he has been receiving; and general he will be paying to the U.S. Treasury (I.R.S.) in individual income taxes, 50% on the excesss -- which will not be a hardship; and the shareholder will still have a substantial remainder of the excess, to invest in equities or bonds -- corporate or municipal or treasury. In short no individual or corporation will be hurt one iota, while the U.S. Treasury will gain many billions of dollars in needed revenue, without having to increase the tax rate.

This not a spur of the moment plan, but has been thoughtfully designed and should meet with the approval of both political parties; moreover, speedy enactment would offer a lift to the financial world with a prospect of coming to grips with a tolerable "Budget Deficit".

Yours truly,

  
Gerald Fox

(summer) 575 Rutledge Drive, unit 114, P.O. Hendersonville, N.C. 28739



# APRODECA

Association for the Promotion of Democracy in Central America

## Honorary Chairman

Chairman Elect:

Richard B. Stone

Acting Chairman:

César A. Orantes

Board of Trustees:

Maurice Archambault

Mark Falcoff

George Fauriol

Louis W. Goodman

Jake Hansen

Joseph W. Harned

J. D. Hughes

John Michael Kelly

Juliana Pilon

Bruce Weinrod

President:

César A. Orantes

September 10, 1984

Mr. William F. Sittmann  
Special Assistant to the President  
The White House  
Washington D.C. 20500

Dear Mr. Sittmann:

On May 25th., 1984, I received your letter responding to my letter to Mr. Michael K. Deaver concerning my ideas for promoting democracy in Central America.

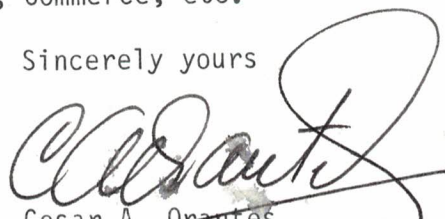
You suggested that I should communicate with Mr. Carl Gershman, President of the National Endowment for Democracy. Mr. Hershamn has been kept informed at all times about the development of my original idea.

The purpose of this letter is to inform you that APRODECA is on its way and that we have again communicated with Mr. Hershamn of the National Endowment for Democracy as you suggested.

The enclosed documents will illustrate you that our ideas are directly related to the policies of President Reagan, and of course are of interest to our Country, the United States.

Please inform Mr. Deaver about APRODECA and if it is possible we would appreciate any communication from you with Mr. Hershamn regarding APRODECA and also if you could bring it to the attention of the interested Officials of the Government, including the National Security Agency, the Departments of State, Agriculture, Commerce, etc.

Sincerely yours

  
Cesar A. Orantes

Encl. APRODECA documents.

August 28, 1984

CESAR A. ORANTES<sup>1</sup>

SUMMARY OF EXPERIENCE

July 1981 to present. Consultant, International Trade and Finances (self-employed). Washington, D.C. Nature of work: Advisory services. Prepared research project on "Food Trends and Prospects in the Central American and Caribbean Countries." Advised several exporting companies in the Washington D.C. area for their strategies and policies for their marketing in specific countries. Visited several countries as an advisor to officials of a company on a marketing survey. Advised the meat exporters of Central America regarding changes in the U.S. inspection requirements, etc. Advised the sugar refiners and exporters of Central America and the Caribbean on the status of legislation in the U.S. Congress. Prepared a pre-feasibility study of a meat freeze-drying plant in Guatemala under contract by Food Technology Transfer S.A. of Hamburg, Germany.

1976-June 1981 Commercial and Technical Assistance Counsultor, Embassy of Guatemala, Washington, D.C. Advised the Ambassador on the status of loans and other projects of Guatemala in the different international institutions. Attended meetings of the International Cotton Advisory Committee. Served as Advisor to the Governor for Guatemala in the Board of Governors of the World Bank and the International Monetary Fund meetings. Advisor to the Governor for Guatemala in the Inter-American Development Bank meetings. Delegate to annual meetings of the United Nations General Assembly and of the Organization of American States. In charge of negotiations regarding the U.S. Generalized System of Preferences. Follow and represented Guatemala in the international negotiations of commodities agreements. Made representations before the U. S. International Trade Commission.

January 1972 to June 1976. President, ORMEN Corporation. Washington, D.C. This company was founded by me in association with former international officials of the Inter-American Development Bank and the World Bank. In 1976 was dissolved. I directed the activities of the company. The purposes were to channel foreign private funds to Governments, semi-official and autonomous or independent public institutions and also to private firms, and to render them consulting and advisory services, expert opinions and other types of assistance. In addition, ORMEN promoted non-traditional exports from developing countries to the United States. I left this position to accept appointment at the Embassy of Guatemala.

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<sup>1</sup> United States Citizen since April 19th., 1984. Lawyer, University of Guatemala. PhD Economics, University of Madrid, Spain. Fellow, United Nations Intern Program. Fellow, University of Strasbourg, France (Comparative Law and Economics).



1970-72. Assistant to the Secretary-Manager of the Inter-American Development Bank, Washington D. C. Assisted the Secretary-Manager and the Manager for Economic and Social Studies in the organization, preparation, development and holding of a series of meetings in several countries attended by Ministers of Trade and/or Finances of Latin America regarding the status of industrialization process in each country. At the end, I edited a publication containing the findings. (MORE)

1951-1966. Director, Economic Conferences Secretariat, Organization of American States Washington, D.C. In 1951, I started at the OAS as an assistant in the Foreign Trade Statistics Program of the Inter-American Statistical Institute, while studying economics and journalism at George Washington University. In 1955, on loan from the OAS, I collaborated with the United National Statistical Office in New York in the drafting, preparation and publication of the Manual for the Application of the Standard International Trade Classification. Latter, in Washington D.C. I was commissioned to develop index codes to be used by several countries in reclassifying their international trade statistics in terms of the SITC. In 1961 I was promoted to Director of the Secretariat of the Economic and Social Council and the Alliance for Progress meetings and conferences. I left the OAS to go to the University of Madrid and obtain my PhD.

#### **Other Information.**

Conferences and meetings I have attended more than 80 international conferences and meetings in different parts of the World, on economic and agricultural matters. Served as Representative to General Assemblies of the United Nations and of the OAS. Served as elected Chairman of the last two meetings of the Cotton Development International Association in Geneva and Rome (some 130 countries were represented in those meetings). Also served as elected Vice Chairman of the UN FAO's Constative Subcommittee on Surplus Disposal (consultations on distribution of surplus food). Chairman of the Statistics Committee of the International Cotton Advisory Committee.

Publications. "The Process of Industrialization in Latin America" (1971) Editor. "The Central America Court of Justice" (1951) . "The Inter-American System and the Agrarian Reform" (1966) in Spanish only. "The Therory of State" 1968, a manuscript not published yet. Daily articles on economics and finances in the Newspaper El Grafico of Guatemala.

Membership. Inter-American Statistical Institute. Inter-American Comparative Law Association (President). Agrarian Law Association of Spain. International Law Association of France.

Organizer and first President of the OAS Credit Union. Elected two terms President of the Staff Association of the OAS.

\* \* \* \* \*



[Doc. 090784-4]

BOARD OF TRUSTEES OF APRODECA<sup>1</sup>

As of August 20, 1984

Mr. Maurice Archambault, VP. International Executive Marketing. AMERICAN SECURITY BANK. 2300 Calvert Street, N.W. Washington, D.C. 20008. (202)624-4744

Dr. Mark Falcoff. Resident Fellow, Center for Hemispheric Studies. THE AMERICAN ENTERPRISE INSTITUTE FOR PUBLIC POLICY RESEARCH. 1150 17th. Street N.W. Washington, D.C. 20036. (202)862-5800

Mr. George Fauriol. Fellow and Director of Caribbean Basin Studies. CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES. Georgetown University. 1800 K Street N.W. (Suite 400). Washington D.C. 20006. (202)775-3207

Mr. Louis W. Goodman. Latin American Program. THE WOODROW WILSON CENTER FOR INTERNATIONAL SCHOLARS. Smithsonian Institution Bldg. Washington, D.C. 20560. (202)357-1446

Mr. Jake Hansen. Executive Director. AMERICAN CONSERVATIVE UNION. 38 Ivy Street S.E. Washington D.C. 20003. (202)546-6555

Mr. Joseph W. Harned. Executive Vicepresident, THE ATLANTIC COUNCIL OF THE U.S. 1616 H Street N.W. Washington D.C. 20006. (202)347-9353

Mr. J. D. Hughes. President, POTOMAC ENERGY DEVELOPMENT INTERNATIONAL, INC. 1511 K Street N.W. (Suite 707). Washington, DC. 20005. (202)347-5394

Mr. John Michael Kelly. Deputy Secretary for Manpower Resources and Military Personnel. U.S. Air Force. SAF-MIX. The Pentagon (Room 4D960). Washington, D.C. 20330. (202)697-4371

Dr. Cesar A. Orantes. Consultant, International Trade and Finances. P.O. Box 7173. Alexandria, Virginia 22307-0173. (703)360-2997

Dr. Juliana Pilon. Senior Policy Analyst, United Nations Assessment Project. THE HERITAGE FOUNDATION. 214 Massachusetts Avenue NE. Washington, D.C. 20002. (202)546-4400

Senator Richard B. Stone. c/o Capital Bank. 815 Connecticut Avenue N.W. Washington, D.C. 20006. (202)872-1470

Mr. Bruce Weinrod. Director of Foreign Policy. THE HERITAGE FOUNDATION. 214 Massachusetts Avenue NE. Washington, D.C. 20002. (202)546-4400 x)446

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<sup>1</sup> The participation of Trustees is on a personal and individual basis; they do not necessarily represent their respective organizations.

Chairman Elect:  
Richard B. Stone

Acting Chairman:  
César A. Orantes

Board of Trustees:  
Maurice Archambault  
Mark Falcoff  
George Fauriol  
Louis W. Goodman  
Jake Hansen  
Joseph W. Harned  
J. D. Hughes  
John Michael Kelly  
Juliana Pilon  
Bruce Weinrod

President:  
César A. Orantes

# COPY

September 7, 1984

Mr. Carl J. Gershman, President  
NATIONAL ENDOWMENT FOR DEMOCRACY  
1156 15th Street N.W. (Suite 304)  
Washington D.C. 20005

Dear Mr. Gershman:

The Board of Trustees of APRODECA had a meeting August 17th. and approved a program and budget for its fiscal year 1984-85.

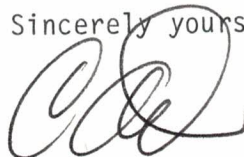
The Board has decided to request from the NATIONAL ENDOWMENT FOR DEMOCRACY an initial grant in the amount of \$306,150.00 in order to start operations October 1st. 1984.

The aims, justification and details of this program-budget 1984-85 of APRODECA are in the approved minutes of the First Meeting of the Board of Trustees of APRODECA which you will find enclosed. Also enclosed are some other documents detailed below.

We understand that your Board of Directors is meeting September 14th., 1984 and would appreciate if you could present for its consideration and approval this request from APRODECA.

With my best personal regards, I remain

Sincerely yours,



Cesar A. Orantes

Enclosures: Summary Minutes of the First Meeting of the  
Board of Trustees of APRODECA [Doc. 90784-3]  
Board of Trustees of APRODECA [Doc. 090784-4]  
Articles of Incorporation of APRODECA [Doc. 062884-1]  
By-Laws of APRODECA [Doc. 08684-2]

[Doc. 90784-3]

APRODECA

SUMMARY MINUTES OF THE FIRST MEETING OF  
THE BOARD OF TRUSTEES <sup>1</sup>

Date and Place

1. The First Meeting of the Board of Trustees of APRODECA was called to order by Dr. Cesar A. Orantes, as organizer and Temporary Chairman of APRODECA. It was held Friday, August 17th, from 11 a.m. to 12 noon in the Williamsburg Room of the International Club, 1800 K Street N.W. Washington, D.C.

Participants

2. The following attended the meeting:

Mr. Maurice Archambault.  
Dr. Mark Blitz.  
Dr. George Fauriol (Represented by Ms. Eva Loser).  
Mr. Louis W. Goodman.  
Mr. Jake Hansen.  
Mr. Joseph W. Harned.  
Mr. John Michael Kelly.  
Mr. Russell E. Marks Jr. (Represented by Ms. Alice B. Lentz).  
Mr. Keith Miceli (Represented by Ms. Sandi Baretta).  
Dr. Cesar A. Orantes.  
Dr. Juliana Pilon (Represented by Dr. Esther Wilson Hannon).  
Dr. Bruce Weinrod (Represented by Dr. Esther Wilson Hannon).

Mr. J.D. Hughes called from out-of-town and indicated that he will not be able to attend the meeting, but expressed his support for the decisions of the Board at the meeting.

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<sup>1</sup> Approved by the Board of Trustees by correspondence as of September 7th., 1984.



### Agenda

3. The Board approved the following agenda for the meeting:

- a. Confirmation of the mail approval of the By-Laws of APRODECA.
- b. Resignation of a member of the Board of Trustees.
- c. Election of new members of the Board of Trustees.
- d. Agreement on the term of office of the trustees.
- e. Election of Chairman.
- f. Election of Vice-Chairman.
- g. Election of President.
- h. Consideration and approval of the Program and Budget for 1984-85.
- i. Fiscal Year.
- j. Depository Bank.

### By-Laws of APRODECA

4. The Board of Trustees confirmed their approval by correspondence as of August 6th., 1984, of the proposed by-laws presented by Dr. Orantes.

### Resignation of a member of the Board of Trustees

5. Dr. Orantes informed the Board that Dr. Howard Wiarda had resigned due to other committments and engagements.

6. At this point, Mr. Kelly requested information about the acceptance by the initial Board members to serve as permanent member of the Board of Trustees. After inquiring from all Board members present or represented, only Dr. Falcoff had not indicated his decision. Dr. Orantes will contact him.

### Election of New Members of the Board of Trustees

7. The Board of Trustees elected unanimously Senator Richard B. Stone and Dr. Bruce Weinrod as members of the Board of Trustees of APRODECA.

### Agreement on the Term of Office of the Members of the Board

8. It was agreed that the first 4 members of the Board in alphabetical order of their surnames will serve the first year ending August 31, 1985. The next 4 members of the Board in the same alphabetical order will serve two years, their term ending August 31, 1986. The remaining members and those elected in the future will serve three years in accordance with the By-Laws (Article II, Section 3) from the date of their election.

9. In accordance with this decision, the term of office of the present members of the Board of Trustees is the following:

Until August 31st., 1985:

Mr. Maurice Archambault.  
Dr. Mark Falcoff.  
Dr. George Fauriol.  
Mr. Louis W. Goodman.

Until August 31st., 1986:

Mr. Jake Hansen.  
Mr. Joseph W. Harned.  
Mr. J. D. Hughes.  
Mr. John Michael Kelly.

Until August 31st., 1987:

Dr. Cesar A. Orantes.  
Dr. Juliana Pilon.  
Senator Richard B. Stone.  
Dr. Bruce Weinrod

Election of Chairman of the Board of Trustees

10. Dr. Orantes informed the Board that Senator Richard B. Stone had been suggested to him by several members of the Board. Mr. Kelly indicated that he was one of those suggesting Senator Stone. Dr. Orantes also informed the Board that Senator Stone had indicated to him that he would be honored to serve as Chairman if elected, but that he would prefer that his service be postponed until December 1984 or January 1985 due to previous professional commitments. The Board of Trustees of APRODECA unanimously approved the election of Senator Richard B. Stone as Chairman of the Board of Trustees and asked Dr. Orantes to consult with Senator Stone to see if would accept the designation of "Chairman-Elect". The Board also decided that until Senator Stone assumes the Chairmanship, Dr. Orantes would continue to act as Chairman ad interim.

Election of Vice-Chairman of the Board of Trustees

11. After discussing the need for a balance in the direction and participation of both major political parties, the Board agreed to leave the nomination of a Vice-Chairman to Senator Stone and asked Dr. Orantes to inform the Members of the Board about the selection.

Election of President of APRODECA

12. At the suggestion of Messrs. Harned and Kelly the Board of Trustees unanimously agreed to appoint Dr. Orantes as President of APRODECA. Dr. Orantes expressed his appreciation for the honor of this appointment.

Program and Budget for 1984-1985

13. The Board of Trustees discussed the Program and Budget of APRODECA for 1984 and 1985.

14. The Board of Trustees took into account the fact that in accordance with the general objectives of APRODECA, its program must foster the infrastructure of democracy in Central America by supporting the news media, unions, political parties, universities, cooperatives, etc., which allow people to choose their own way to develop their own culture and to reconcile their own differences through peaceful means

15. In order to achieve this general objective, the Board decided that APRODECA should offer open assistance to fraternal, political and social institutions in Central America to bring about their peaceful and democratic programs.

16. The Board decided that the first task of APRODECA should be to encourage and assist the creation of national associations in each country for the promotion of democratic principles nation-wide, in keeping with the objectives of APRODECA.

17. Any assistance from APRODECA should be in response to requests from the national associations. These requests will form the basic program activity of APRODECA, which will be formulated once the national associations are functioning.

18. The Board of Trustees decided that all financial assistance from APRODECA to the national Central American associations for the promotion of democracy should be on a matching basis.

19. APRODECA will select one high level individual in each one of the seven countries of Central America and finance his/her activities to organize, establish and put to work the respective association (with whatever name they agree upon).

20. Once the national organizations are functioning in the countries, a meeting of representatives of these organizations, representatives of the news media, and the Board of Trustees of APRODECA will be called in a country of Central America. The Board of Trustees will decide in which country to hold this meeting during the first quarter of 1985. The purposes of the meeting will be, among others, (a) to discuss problems and opportunities encountered in each national program in order to find possible solutions and assistance, (b) to discuss and agree on the news media programs needed to promote democracy in each country, (c) to serve as a forum for discussions with high level Central American Government officials. The Board of Trustees will designate a Committee to draft an Agenda and discuss the arrangements for this first Central American Meeting of APRODECA.



21. The Board of Trustees of APRODECA decided to request from the NATIONAL ENDOWMENT FOR DEMOCRACY funds in the amount of \$306,150.00 to finance the beginning of the activities of APRODECA. The Association will solicit funds from other sources in the future and will keep the NED informed at all times. The funds requested from the NED at this time will pay for the following activities starting October 1st., 1984.

22. Office rental and equipment

|                                                              |           |
|--------------------------------------------------------------|-----------|
| Office space-rental (1000 feet x \$20 annual):               | \$ 20,000 |
| Furniture (2 offices, conference, reception):                | \$ 4,000  |
| Office machines (1 word processor; 2 typewriters; 1 copier): | \$ 12,000 |
| Telephone system (equipment and installation):               | \$ 2,500  |
| Telephone service (including WATTS and 800) year:            | \$ 5,000  |

23. Salaries

|                                                   |           |
|---------------------------------------------------|-----------|
| President (Executive Officer):                    | \$ 60,000 |
| Programs Specialist:                              | \$ 36,000 |
| One bilingual Secretary-Receptionist:             | \$ 18,000 |
| One bilingual Typist and word processor operator: | \$ 18,000 |

24. Travel

14 visits to Central America by the President of APRODECA

|                                                 |           |
|-------------------------------------------------|-----------|
| Round trip tickets (\$450 each):                | \$ 6,300  |
| Per diem (10 days each visit at \$100 per day): | \$ 14,000 |

25. Office expenses

|                                      |          |
|--------------------------------------|----------|
| Supplies:                            | \$ 2,400 |
| Postage (air mail, bulk mail, etc.): | \$ 6,000 |
| Miscellaneous office expenses:       | \$ 1,200 |

|           |                   |
|-----------|-------------------|
| SUBTOTAL: | <u>\$ 191,900</u> |
|-----------|-------------------|

26. Country Programs

Guatemala: Creation of the Guatemala Association for the Promotion of Democracy. \$3 000 per month for 3 months: \$9,000

El Salvador: Creation of the El Salvador Association for the Promotion of Democracy. \$3,000 per month for 3 months: \$9,000

Nicaragua: Creation of the Nicaraguan Association for the Promotion of Democracy. \$3,000 per month for 3 months: \$9,000

Costa Rica: Creation of the Costa Rican Association for the Promotion of Democracy. \$3,000 per month for 3 months: \$9,000

Panama: Creation of the Panamanian Association for the Promotion of Democracy. \$3,000 per month for 3 months: \$9,000

Belize: Creation of the Belize Association for the Promotion of Democracy. \$3,000 per month for 3 months: \$9,000

27. Note: The Board decided that the funds for the creation of the national associations be placed on an expense account and released as requested by each organizer (high level individual appointed by APRODECA) in each country. The agreement with each individual should specify the details of the financial arrangement. The Board will approve the final arrangements on an individual basis.

SUBTOTAL: \$ 63 000

#### 1985 Meeting in Central America

28. For budget purposes the calculations are tentatively made as if the meeting were to be held in San Jose, Costa Rica. Travel and per diem for 5 representatives of each country's Association, 3 representatives of the news media per country, the Trustees of APRODECA, two staff members of APRODECA. 5 days meeting.

|                                                   |           |
|---------------------------------------------------|-----------|
| Travel (17 from USA-\$450ea, 47 from CA-\$250ea): | \$ 20,250 |
| Per diem (64 persons at \$75x5 days):             | \$ 24 000 |
| Interpretation (Staff and Equipment):             | \$ 6,000  |
| Other expenses:                                   | \$ 1,000  |

SUBTOTAL: \$ 51,250

29. TOTAL TO BE REQUESTED FROM NED: \$ 306,150.00

#### Fiscal Year of APRODECA

30. The Board of Trustees agreed that the fiscal year of APRODECA should be the same as the fiscal year of the United States Government.

#### Depository Bank of the Funds of APRODECA

31. The Board of Trustees agreed to request the services of the American Trust Company for the banking transactions of APRODECA.

END OF THE SUMMARY MINUTES

These Summary Minutes were prepared by C. A. Orantes.

[Doc. 080684-2]

ASSOCIATION FOR THE PROMOTION OF DEMOCRACY  
IN CENTRAL AMERICA (APRODECA)

BY-LAWS

(Effective August 6th., 1984)

ARTICLE I

Offices

Section 1. Registered Office.

The registered office of the corporation shall be in Washington, D.C.

Section 2. Other Offices.

The corporation may also have offices at such other places, both within and without Washington, D.C., as the Board of Trustees may from time to time determine or the business of the corporation may require.

ARTICLE II

Trustees

Section 1. Powers.

The affairs of the corporation shall be managed by or under the direction of its Board of Trustees which may exercise all such powers of the corporation and do all such lawful acts and things as are not prohibited by statute or by the Articles of Incorporation or by these By-Laws.

Section 2. Number.

The number of trustees which shall constitute the whole Board of Trustees shall be not less than eleven and not more than fifteen.



### Section 3. Term of Office and Election.

Except as herein otherwise provided with respect to the original trustees, the term of office of each trustee shall be three years and until the successor of such trustee is elected or until the earliest resignation or removal of such trustee. The terms of office of the original trustees shall be set at the first meeting of the trustees of the corporation so that one-third of the terms of office expire at the annual meeting of the trustees of the corporation in 1986; and one-third expire at the annual meeting of the trustees of the corporation in 1987; or thereafter when their respective successors in each class are elected. Except as provided in Article II Section 4 hereof, the successors of the trustees in each class shall be elected at the annual meeting at which the terms of office of the members of that class shall expire, and such successors shall be elected for a term of three years and until their successors are elected and qualified. Provided, however, that while trustees may be elected to succeed themselves, in no event may a trustee be elected, be it for a full term or part of a term, be it in succession or out of succession, to more than three terms.

### Section 4. Vacancies.

Vacancies in trusteeships may be filled by a majority of the trustees then in office and each trustee so chosen shall be a trustee of the same class as the trustee's predecessor and shall hold office until the next annual election at which trustees of that class are to be elected and until a successor is elected, or until the trustee's may be held in the manner provided by statute. When one or more trustees shall resign from the board, effective at a future date, a majority of the trustees then in office, including those who have so resigned, shall have power to fill such vacancy or vacancies, the vote thereon to take effect when such resignation or resignations shall become effective, and each trustee so chosen shall hold office as provided in this section in the filling of other vacancies.

### Section 5. Place of Meetings.

The board of trustees of the corporation may hold meetings, annual, regular and special, either within or without Washington, D.C.

### Section 6. Annual Meeting.

Annual meetings of trustees, commencing with the year 1985, shall be held on the third Friday of August if not a legal holiday and, if a legal holiday, then on the next secular day following, at 10:00 a.m., or at such other date and time as shall be designated from time to time by the board of trustees and stated in the notice of the meeting or in a duly-executed waiver of notice thereof, at which trustees shall elect trustees to fill those vacancies occurring on the board of trustees and transact such other business as may properly be brought before the meeting.

Section 7. First Meeting of Each Board.

The first meeting of each newly-elected board of trustees shall be held immediately following the annual meeting of trustees, or as shall be specified in a written waiver signed by all of the directors.

Section 8. Regular Meetings.

Written notice of the regular meetings of the board of trustees stating the place, date and hour of the meeting shall be given to each trustee not less than fourteen nor more than thirty days before the date of the meeting. Such meetings shall be held from time to time as determined by the board but in no event less than four times per year provided however that the first meeting of each board, for purposes of compliance with this requirement, may be counted as a regular meeting.

Section 9. Special Meetings.

Special meetings of the board of trustees may be called by the chairman of the board on three days' notice to each director, either personally or by telephone, by mail or by telegram; special meetings shall be called by the chairman of the board or secretary in like manner and on like notice on the written request of one-third of the total number of directors.

Section 10. Quorum at Meetings.

Unless otherwise provided for in these by-laws, at all meetings of the board, a majority of the total number of trustees shall constitute a quorum for the transaction of business. If a quorum shall not be present at any meeting of the board of trustees the trustees present thereat may adjourn the meeting from time to time, without notice other than announcement at the meeting, until a quorum shall be present.

Section 11. Required Vote.

The vote of a majority of trustees present at a meeting at which a quorum is present shall be the act of the board of trustees, except as may be otherwise specifically provided by statute, by the articles of incorporation or by these by-laws.

Section 12. Telephone Meetings.

Members of the board of trustees or any committee designated by the board may participate in a meeting of such board or committee by means of conference telephone or similar communications equipment by means of which all persons participation in the meeting can hear each other, and participation in a meeting pursuant to this section shall constitute presence in person at such meeting.



Section 13. Action Without Meeting.

Unless otherwise restricted by the articles of incorporation or these by-laws, any action required or permitted to be taken at any meeting of the board of trustees or of any committee thereof may be taken without a meeting, if all members of the board or committee, as the case may be consent thereto in writing and the writing or writings are filed with the minutes of proceedings of the board of directors or committee.

Section 14. Committees of Trustees.

To assist in the operation of the corporation, the board of trustees may by resolution passed by a majority of the whole board, designate one or more committees, each committee to consist of one or more of the trustees of the corporation. Such committee or committees shall have such name or names and authority as may be determined from time to time by resolution adopted by the board of trustees. Any such authority shall, however, be consistent with applicable law, regulations, the articles of incorporation and the by-laws and no committee shall have the power or authority to amend the articles of incorporation or by-laws, adopt an agreement of merger or consolidation, sell, lease or exchange all or substantially all of the corporation's property and assets, dissolve the corporation or revoke a dissolution of the corporation, or give final corporate approval to any grant which the corporation is empowered to make. Every committee shall keep regular minutes of its meetings, all of which shall be distributed to all trustees.

Section 15. Expenses of Trustees.

The trustees may be paid their reasonable expenses, if any, of attendance at each meeting of the board of trustees, or any meeting of a committee created by the board of trustees.

Section 16. Removal of Trustees.

A trustee may be removed for good cause shown, which shall be actions or conduct detrimental or harmful to the corporation, or which bring the corporation into disrepute; provided, however, that such removal may only take place after two-thirds of all trustees shall charge a trustee with such actions or conduct, such charge shall list the specific conduct or actions which are deemed to be harmful or detrimental to the corporation, the trustee so charged shall have been given at least fifteen days in which to respond to such charges at a meeting of the board of trustees, and after such meeting, two-thirds of all trustees shall vote to remove the trustee so charged.



### ARTICLE III

#### Notice of Meetings

##### Section 1. Notice Procedure.

Whenever, under the provisions of applicable statutes, the articles of incorporation or of these by-laws, notice is required to be given to any trustee it shall not be construed to mean personal notice. Such notice may be given in writing, by mail or telegram, addressed to such trustee at his or her address as it appears on the records of the corporation, with postage of fees thereon prepaid, and the corporation, with postage or fees thereon prepaid, and such notice shall be deemed to be given at the time when the same shall be deposited in the United States mail or transmitted by telegram. Notice to trustees may also be given by telephone so long as such notice is personal notice and any such telephonic notice shall be deemed to be given at the time when the same is communicated.

##### Section 2. Waivers of Notice.

Whenever any notice is required to be given under the provisions of applicable statutes, the articles of incorporation, or of these by-laws, a waiver thereof in writing signed by the person or persons entitled to said notice, whether before or after the time stated therein, shall be deemed equivalent to notice. Attendance of a person at a meeting shall constitute a waiver of notice of such meeting, except when the person attends a meeting for the express purpose of objecting, at the beginning of the meeting, to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at nor the purpose of, any annual, regular or special meeting of the trustees, or members of a committee of trustees need be specified in any written waiver of notice unless so required by statute, the articles of incorporation or by these by-laws.

### ARTICLE IV

#### Officers

##### Section 1. Positions

The officers of the corporation shall be a chairman of the board and vice chairman of the board, who shall be members of the board, a president, a secretary and a treasurer, and such other officers as the board of trustees may from time to time appoint. Any number of offices may be held by the same person, unless otherwise provided in the articles of incorporation or these by-laws, provided that in no event shall the president and the secretary be the same person.

Section 2. Election of Officers.

The officers of the corporation shall be elected by the affirmative vote of two-thirds of all trustees at the First Meeting of Trustees held pursuant to Article II, Section 7 after each Annual Meeting of trustees.

Section 3. Compensation.

The compensation, if any, of all officers of the corporation shall be fixed by the board of trustees.

Section 4. Term of Office.

The officers of the corporation shall hold office until successors are chosen and qualify or until their earlier resignation or removal. Any officer may resign at any time upon written notice to the corporation. Any officer elected by the board of trustees may be removed at any time, with or without cause, by the affirmative vote of two-thirds of all trustees. Any vacancy occurring in any office of the corporation shall be filled by the board of trustees.

Section 5. Fidelity Bonds.

The corporation shall secure the fidelity of any or all of its officers or agents by bond or otherwise.

Section 6. Chairman of the Board.

The chairman of the board shall preside at all meetings of the trustees and shall have such other duties and shall have such other powers as may be vested in said person by the board of trustees. The chairmanship of the board will rotate periodically among board members so as to ensure that all members of the board of trustees receive recognition in this office. No trustee may hold the position of chairman for more than three consecutive years.

Section 7. Vice Chairman.

In the absence of the chairman of the board or in the event of inability or refusal of the chairman of the board to act, the vice chairman shall perform the duties of the chairman of the board, and when so acting shall have all the powers of and be subject to all the restrictions upon the chairman of the board. The vice chairman shall perform such other duties and have such other powers as the board of trustees may from time to time prescribe.

Section 8. President.

The president shall be the chief executive officer of the corporation, shall be ex officio a member of all standing committees, shall have general and



active management of the business of the corporation under the policy direction of the board of trustees, shall see that all orders and resolutions of the board of trustees are carried into effect and, in the absence or in the event of the inability or refusal to act of the chairman of the board and of the vice chairman, shall preside at all meetings of the members and the board of trustees. The president shall execute contracts requiring a seal, under the seal of the corporation, except where required or permitted by law to be otherwise signed and executed and except where the signing and execution thereof shall have been expressly reserved by the board of trustees or delegated by the board of trustees to some other officer or agent of the corporation.

#### Section 9. Secretary.

The secretary shall attend all meetings of the board of trustees and record all the proceedings of the meetings of the board of trustees in a book to be kept for this purpose, and shall perform like duties for the standing committees when required. The secretary shall give, or cause to be given, notice of all meetings of the trustees, and shall perform such other duties as may be prescribed by the board of trustees or by the president, under whose supervision the secretary shall be. The secretary shall have custody of the corporate seal of the corporation, and the secretary or an assistant secretary, shall have authority to affix the same to any instrument requiring it, and when so affixed it may be attested by the signature of the secretary or of an assistant secretary. The board of trustees may give general authority to any other officer to affix the seal of the corporation and to attest the affixing by such officer's signature. The secretary may also attest all instruments signed by the chairman of the board, the president or any vice president.

#### Section 10. Assistant Secretary.

The assistant secretary, or if there be more than one, the assistant secretaries in the order determined by the board of directors (or if there be no such determination, then in the order of their appointment), shall, in the absence of the secretary or refusal to act, perform the duties and exercise the powers of the secretary and shall perform such other duties and have such other powers as the board of trustees may from time to time prescribe.

#### Section 11. Treasurer.

(a) Duties. The treasurer shall have custody of the corporation funds and securities and shall keep full and accurate accounts of receipts and disbursements in books belonging to the corporation and shall deposit all monies and other valuable effects in the name and to the credit of the corporation in such depositories as may be designated by the board of trustees. The treasurer shall disburse the funds of the corporation as ordered by the board of trustees, taking proper vouchers for such disbursements, and shall render to the president, and to the board of trustees at its regular meetings or when the board of trustees so requires, an account



of all transactions as treasurer and of the financial condition of the corporation.

(b) Bond. If required by the board of trustees, the treasurer shall give the corporation a bond in such sum and with such surety or sureties as shall be satisfactory to the board of trustees for the faithful performance of the duties of office and for the faithful performance of the duties of office and for the restoration to the corporation, in case of the death, resignation, retirement or removal from office of the treasurer, of all books, papers, vouchers, money and other property of whatever kind in the possession or under the control of the treasurer belonging to the corporation.

#### Section 12. Assistant Treasurer.

The assistant treasurer, or if there shall be more than one, the assistant treasurers in the order determined by the board of trustees (or if there be no such determination, then in the order of their appointment), shall, in the absence of the treasurer or in the event of the treasurer's inability or refusal to act, perform the duties and exercise the powers of the treasurer and shall perform such other duties and have such other powers as the board of trustees may from time to time prescribe.

### ARTICLE V

#### Indemnification

The corporation shall indemnify to the full extent permitted by law any person made, or threatened to be made, a party to an action, suit or proceeding (whether civil, criminal, administrative or investigative) by reason of the fact that the person, or the person's testator or intestate, is or was a trustee or officer of the corporation. The trustees are authorized to procure insurance providing for the indemnification of trustees and officers of the corporation.

### ARTICLE VI

#### General Provisions

##### Section 1. Execution of Instruments

All checks or demands for money and notes of the corporation shall be signed by such officer or officers or such other person or persons as the board of trustees may from time to time designate.

##### Section 2. Fiscal Year.

The fiscal year of the corporation shall be fixed by resolution of the board of directors.

Section 3. Seal.

The corporate seal shall have inscribed thereon the name of the corporation, the year of its organization and the words "Corporate Seal, Washington, D.C." The seal may be used by causing it or a facsimile thereof to be impressed or affixed or otherwise reproduced.

Section 4. Professional Services.

The board of trustees shall appoint an independent auditor to render to it a yearly audit of the books of the corporation and shall appoint independent counsel to provide legal services to the corporation.

Section 5. Abstention from Consideration.

Any board member who is an officer, director, or Trustee of an organization seeking to receive grants from the Corporation must abstain from consideration of and any vote on such grant. This provision shall not prevent any trustee from supplying to the Board any factual information it may seek respecting such grant proposal.

Section 6. Approval of Grants.

All grants made by the corporation shall be by a two-thirds vote of the board of trustees.

Section 7. Prohibition on Programs.

In advancing the purposes of the corporation and consistent with its legal responsibilities, the corporation may only provide grants to private sector groups and may carry out programs directly. The corporation must not participate in political proselytism.

ARTICLE VII

Amendments

These by-laws may be altered, amended or repealed or new by-laws may be adopted by the board of trustees by the affirmative vote of two-thirds of all trustees. Any proposal to amend the by-laws shall be submitted to the trustees by at least three trustees at a duly noticed meetings of the trustees, provided, however, that no such proposal to amend the by-laws may be acted upon unless all directors shall receive written notice of any such proposal and the proposal itself at least seven days prior to the meeting at which such proposal is to be considered.

\* \* \* \* \*

(END OF BY-LAWS)

**COPY**

[Doc.062884-1]

ARTICLES OF INCORPORATION  
OF THE  
ASSOCIATION FOR THE PROMOTION OF DEMOCRACY  
IN CENTRAL AMERICA (APRODECA)

TO: Recorder of Deeds, D.C. Washington D.C.

We, the undersigned natural persons of the age of twenty-one or more, acting as incorporators of a corporation adopt the following **Articles of Incorporation** for such corporation pursuant to the District of Columbia Non-Profit Corporation Act:

**FIRST:** The name of the corporation is ASSOCIATION FOR THE PROMOTION OF DEMOCRACY IN CENTRAL AMERICA (APRODECA).

**SECOND:** The period of duration is perpetual.

**THIRD:** The purposes for which the Corporation is organized are as follows:

A. To operate exclusively for educational aims, including but not limited to the following:

- (1) To continuously inform citizens of the countries of Central America about the principles and practices of liberty and democracy in the United States and other democratic countries.
- (2) To continuously inform citizens of the countries of Central America and of the United States about each other's societies, cultures, history, social and economic institutions, artistic, scientific and other achievements, commercial, educational and other opportunities, and national goals and concerns.
- (3) To promote friendship, exchange and cooperation among the citizens, communities and organizations of Central America and the United States.
- (4) To relieve human suffering due to poverty, hunger, joblessness, malnutrition, and other symptoms of underdevelopment by harnessing the financial, human and other resources of private sector institutions, including both business and non-profit organizations, in the United States and in Central America.
- (5) To contribute to the growth of viable, self-sustaining agricultural, industrial, commercial and other economic insti-



tutions in Central America that meet the human and development needs identified by the people of the respective countries.

- (6) To enhance the effectiveness of private sector institutions, voluntary organizations, and individual initiatives in the United States and Central America in order to serve the purposes of the Corporation as stated in the preceeding paragraph, and thereby contribute to the advancement of liberty, self-determination, democracy and a greater scope for individual expression, creativity, productivity, and social participation.
  - (7) To cooperate and facilitate the work of other educational, benevolent and cooperative organizations directed toward the same purposes.
  - (8) To encourage free and democratic institutions throughout the Central American countries, utilizing the media of the private sector initiatives, including activities which promote the individual rights and freedoms which are essential to the functioning of democratic institutions.
  - (9) To facilitate exchanges between United States private and independent sectors and similar groups in Central America.
  - (10) To promote United States nongovernmental participation in democratic institution-building in Central America.
  - (11) To strengthen democratic electoral processes in Central America in cooperation with indigenous democratic groups.
- B. To exercise all the powers of a corporation formed under the District of Columbia Non-Profit Corporation Act, which are necessary or convenient in order to accomplish the above described purposes, including, but not limited to, the power to accept donations of money, property, whether real or personal, or any interest therein, whenever situated, or any other thing of value.

**FOURTH:** The corporation shall not have members-share holders- and shall not issue capital stock.

**FIFTH:** Except for the **Initial Board of Trustees**, whose names are set forth in these Articles of Incorporation, the **Board of Trustees** shall be chosen in the manner provided in the Bylaws.

**SIXTH:** Except as provided in these Articles of Incorporation, the internal affairs of the corporation shall be regulated and determined by its Bylaws.

**SEVENTH:** The corporation shall be perpetually and unqualifiedly non-governmental, non-political, and non-partisan, and this fact shall at all times be reflected in its character, Bylaws, activities, and the composition of its **Board of Trustees**.

EIGHT: At all times, and notwithstanding merges, consolidation, reorganization, termination, dissolution, or winding-up of the corporation (voluntary or involuntary or by operation of law) or any other provision here of:

- A. The corporation shall not possess or exercise any power or authority, whether expressly, by interpretation, or by operation of law, that would pose a substantial risk of preventing it at any time from qualifying and continuing to qualify as a corporation described in Section 501(c)(3) of the Internal Revenue Code of 1954 (hereafter referred as "the Code," see also ARTICLE 12 below), contributions to which are deductible for federal income tax purposes, nor shall the corporation directly or indirectly participate in any activity that would pose a substantial risk of causing the loss of such qualification under Section 501(c)(3) of the Code.
- B. At no time shall the corporation engage in any activities that are unlawful under the laws of the United States, the District of Columbia or any other jurisdiction where any of its activities are carried on.
- C. No part of the assets of net earnings of the corporation shall ever be used, nor shall the corporation ever be organized or operated, for purposes that are not exclusively educational or charitable within the meaning of Section 501(c)(3) of the Code.
- D. The corporation shall never be operated for the primary purposes of carrying on trade or business for profit.
- E. The corporation shall not carry on propaganda or otherwise attempt to influence legislation to an extent that would disqualify it for tax exemption under Section 501(c)(3) of the Code by reason of attempting to influence legislation. Nor shall the corporation, directly or indirectly, participate in or intervene in (including publishing or distributing statements regarding) any political campaign on behalf of or in opposition to any candidate for public office.
- F. No solicitation of contributions to the corporation shall be made, and no gift bequest, or devise to the corporation shall be accepted, upon any condition or limitation that would pose a substantial risk of causing the corporation to lose its federal income tax exemption.
- G. Pursuant to the prohibition contained in Section 501(c)(3) of the Code, no part of the net earnings, current or accumulated, of the Corporation shall ever inure to the benefit of any private individual.
- H. Notwithstanding any other provision of these Articles, if any time or times the corporation is a private foundation within the meaning of Section 509 of the Code, then during such time or times:



- (1) The corporation shall distribute its income for each taxable year at such time and in such manner as not to subject the corporation to tax under Section 4942 of the Code;
- (2) The corporation shall not engage in any act of self-dealing as defined in Section 4941(d) of the Code;
- (3) The corporation shall not retain any excess business holdings as defined in Section 4943(c) of the Code;
- (4) The corporation shall not make any investments in such a manner as to subject the corporation to tax under Section 4944 of the Code; and
- (5) The corporation shall not make any taxable expenditures as defined in Section 4945(d) of the Code.

**NINTH:** Upon the termination, dissolution, or winding up of the corporation in any manner or for any reason, voluntary, its assets, if any, remaining after the payment or provision for payment of all liabilities of the corporation shall be distributed to, and only to, one or more organizations described in Section 501(c)(3) of the Code.

**TENTH:** The private property of the Officers and Trustees of the corporation shall not be subject to payments of corporate debts to any extent whatsoever.

**ELEVENTH:** The corporation shall indemnify any Trustee or Officer or former Trustee or Officer of the Corporation against expenses actually and necessarily incurred by him/her in connection with the defense of any action, suit or proceeding in which he/her is made a part by virtue of being or having been such a Trustee or Officer, except in relation to matters as to which he/her shall be adjudged in such action, suit or proceeding to be liable for negligence or misconduct in the performance of a duty. The indemnification provided in this Article ELEVENTH shall not be deemed exclusive of any other any rights to which such Trustee or Officer may be entitled under any Bylaw, agreement, vote of the Board of Trustees, or otherwise,. In no case, however, shall the corporation indemnify or reimburse any person for any federal excise taxes imposed on such individual under chapter 42 of the Code. Further, if at any time or times the corporation is a private foundation within the meaning of Section 509 of the Code, then during such time or times no payment shall be made under this Article ELEVENTH if such payment would constitute an act of self-dealing (as defined in Section 4941(d) of the Code) or a taxable expenditure (as defined in Section 4945(d) of the Code).

**TWELFTH:** All references contained in these Articles of Incorporation to the Internal Revenue Code of 1954, or to "the Code" shall be deemed to refer to the Internal Revenue Code of 1954, and the Regulations established pursuant thereto, as they now exist or as they may hereafter be amended. Any reference contained in these Articles to a specific Section or Chapter and the Regulations established pursuant thereto as they now exist or as they may hereafter be amended and to any corresponding provision of any future United States Internal Revenue law and any Regulations established pursuant thereto.



THIRTHEENTH:

- A. The address of the initial Registered Office of the corporation and the name of its initial registered agent at such address is:

1511 K Street N.W. (Suite 707)  
Washington D.C. 20005  
Mr. J. D. Hughes

- B. The number of Trustees constituting the initial Board of Trustees of the corporation is eleven. The names and addresses of the persons who are to serve as the initial directors until the first annual meeting or until their successors be elected and qualified are:

| Name                                 | Address                                      |
|--------------------------------------|----------------------------------------------|
| 1. Maurice Archambault, (Treasurer), | 2300 Calvert St. N.W. Washington, D.C.       |
| 2. Mark Falcoff,                     | 1150 17th. Street, N. W. Washington, D.C.    |
| 3. George Fauriol,                   | 1800 K Street, N.W. Washington, D.C.         |
| 4. Louis W. Goodman,                 | 1000 Jefferson Drive S.W. Washington. D.C.   |
| 5. Jake Hansen,                      | 38 Ivy Street S.E. Washington, D.C.          |
| 6. Joseph W. Harned,                 | 1615 H Street N.W. Washington, D.C.          |
| 7. J. D. Hughes,                     | 1511 K Street N.W. Washington, D.C.          |
| 8. John Michael Kelly,               | 2724 Shawn Leigh Dr. Vienna, Va.             |
| 9. Cesar A. Orantes, (Chairman),     | 8907 Battery Rd. Alexandria, Va.             |
| 10. Juliana Pilon,                   | 214 Massachusetts Ave. N.E. Washington, D.C. |
| 11. Howard Wiarda,                   | 1150 17th. Street N.W. Washington, D.C.      |

IN WITNESS hereof, we have signed and acknowledge these **Articles of Incorporation** this 28 day of June, 1984.

Maurice Archambault: \_\_\_\_\_

J.D. Hughes: \_\_\_\_\_

Cesar A. Orantes \_\_\_\_\_

I, \_\_\_\_\_, a Notary Public, certify that on this 28 day of June of 1984, personally appeared before me Mr. Cesar A. Orantes, Mr. J. D. Hughes, and Mr. Maurice Archambault, who signed the foregoing document as incorporators, and declared that the statements contained therein are true.

Signed: \_\_\_\_\_

Notary Public #:

My commission expires: \_\_\_\_\_