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### News To Make You Furious

A home for your outrage, if not your family

**Money Saving Programs**  
See our website for complete details

**Carbon Neutral Program**  
Offset your vehicle's carbon emissions and save 10% off labor costs!

**Labor Lock Program**  
Pay today's prices for the rest of your life!

**Planned Maintenance Package**  
Get up to a 60% discount by buying your basic yearly maintenance services in advance

**First-Time Clients ONLY!**  
Save \$75 to \$150 on our most thorough inspection!

## Moneysaving Programs

To stretch your hard-earned dollars their farthest



## **Tom's Tidbits**

### **DON'T WORRY! We'll still service your older vehicles!**

Greetings!

I've heard some misconceptions from clients that I wanted to clear up. It seems our 1998 and newer policy may not be well understood.

***Welcoming new clients with 1998 and newer vehicles, and servicing our existing clients' vehicles of any year.***

We limit accepting new clients to those with 1998-or-newer vehicles, but some of our existing clients with older vehicles may be worried that we will stop servicing their vehicles when they get too old. NOT TO WORRY! If you're an active Tom Dwyer client, we'll continue to service your vehicle!

We have many longstanding clients with older vehicles, and we plan to keep them happy for years to come! We started maintaining those vehicles when they were newer and continue to service them as they age. We've developed relationships with these clients, and both parties know and accept the responsibilities for the vehicle's current needs and conditions. We will continue to service these vehicles as long as it makes sense, but years of experience has taught us not to start new client relationships based around older, often challenged vehicles.

Older vehicles, especially those lacking regular service can be a "house of cards" due to their age, service history, or condition. Often after thorough inspection the list of needed service can exceed the value of the vehicle, a situation we call "economically totaled". It is very difficult establishing a new service relationship based around a vehicle in this position. New clients don't have a basis of trust to work with us, and often will not take responsibility for the problems they may face and we don't like being in the position of prioritizing repairs on vehicles that may be beyond economical repair.

One of our biggest values is letting clients know when the economic viability of their vehicle has passed and it's time to move on; not just fixing the current failure and getting back on the road. Once we've built a trusting service relationship with a client, they listen to us if there is a glitch in a repair or we tell them it's time to part with their vehicle. It's difficult to build that kind of relationship around a vehicle that is already worn out.

Our maintenance programs will extend a vehicle's lifespan, but it's rarely worth playing "catch up" to get an older, poorly maintained vehicle running safely and reliably. We hate to say "no" to a potential new client, but we have too much respect to start a relationship that is not mutually beneficial. Vehicles should come and go, but the service relationship should last for generations.

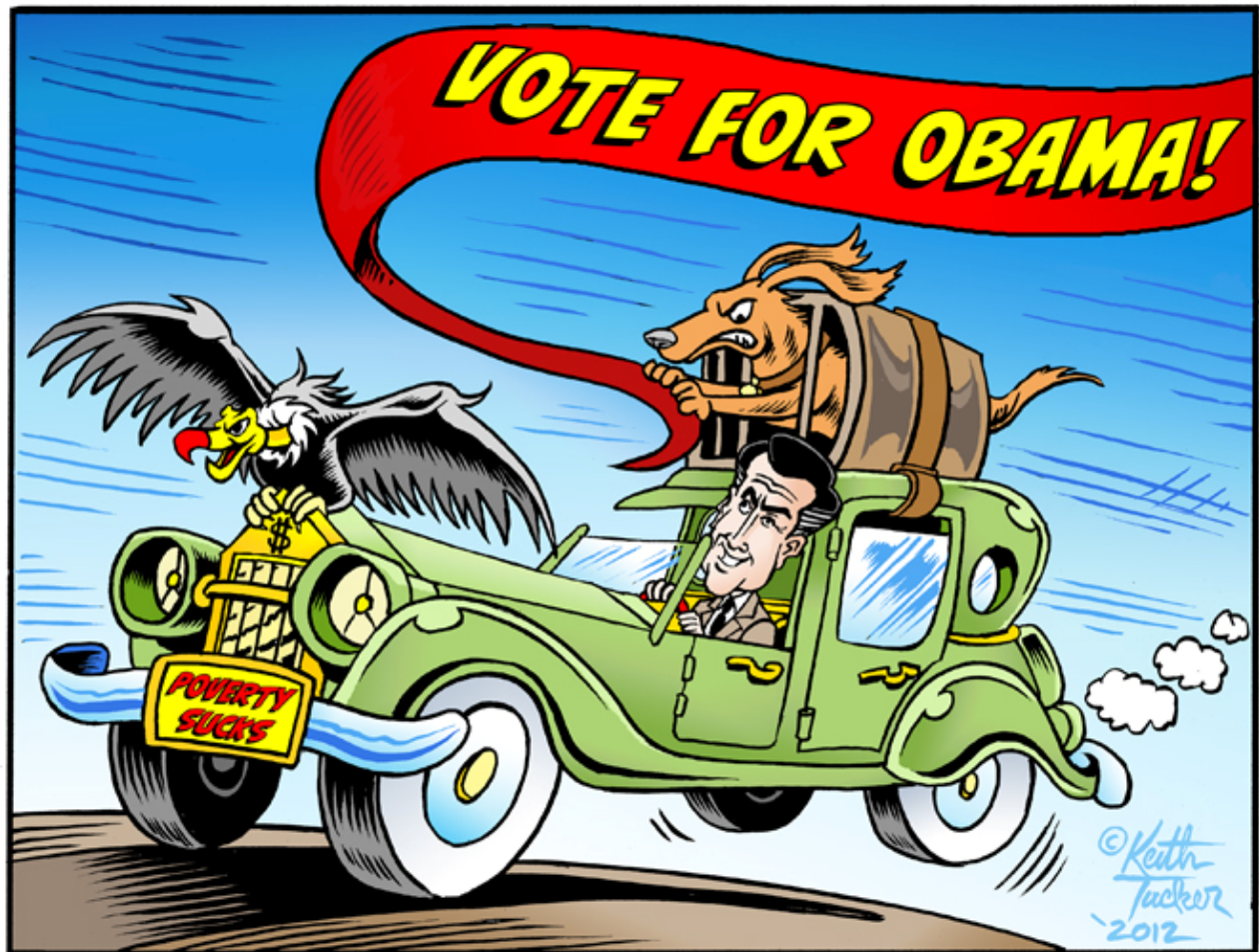
If you are an existing client and you have a vehicle older than 1998 that we have not serviced, there are options. If it is a good model with less than 150,000 miles we can do our Comprehensive Inspection to document the actual needs and conditions of the vehicle. If, after our inspection, the vehicle is found to be in a condition we can support; we will.

Make a great day,



**"What NOW?!!" Toons**

You can't see this one anywhere but here



**"WHAT NOW?!!"**

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WWW.WHATNOWTOONS.COM



## **Oregon Tilth**

### **The heartbeat of organic gardening is in... Sellwood?**

We've told you before that many ideas for our newsletter come from clients using our [courtesy shuttle](#), and this is one of those stories. A couple weeks ago one of our clients needed a ride to her office a few blocks up the street. It was quick, but long enough to find out that she worked for [Oregon Tilth](#), one of the largest organic education and certification organizations in the country, and that it was located right in our own backyard...

Oregon Tilth ("tilth" means the suitability of soil for crop growth) educates gardeners, farmers, legislators, and the public about the need for the sustainable, organic growing practices that conserve natural resources and the environment while producing a clean and healthy food supply for all of us. Oregon Tilth started out as Regional Tilth in 1974 as a conversation on the back porch of a man named Woody Derek in Ellensburg, Washington. They soon had chapters throughout the Northwest states, and in 1986 the various chapters of Regional Tilth united to become Oregon Tilth.

Oregon Tilth has become far more than just a conversation between organic farmers and advocates. They began one of the first organic certification programs to promote organic farming. In collaboration with the states of California and Washington they drafted the first Standards and Procedures for organic production, which became the blueprint for the California and Washington programs and eventually the National Organic Program. Oregon Tilth was also one of the first to apply the standards of organic agriculture to the larger food processing environment.

Today, Oregon Tilth is one of the [largest organic certifiers](#) in the country, and their certified operators are split almost evenly between [farms](#) and [processors](#). They publish the journal "[In Good Tilth](#)", operate the [Organic Education Center](#), hold annual conferences and local meetings, collaborate with [university researchers on sustainable agriculture](#), support member chapters, and [contribute to research and educational programs](#).



For most of us in the public curious about urban and organic gardening, Oregon Tilth's most interesting outreach may be their [exciting and varied gardening classes](#). We've highlighted one of their classes, and several more are listed below. For more information on any aspect of Oregon Tilth, visit [www.Tilth.org](http://www.Tilth.org)!

**Comprehensive Organic Gardener Program-** A multi-session program in organic vegetable gardening. Introduces beginning gardeners to the dynamic world of organic gardening, and they get their hands dirty in the process! This program runs from March 14 – April 4 on Wednesday evenings from 6:00-8:00pm at Sellwood Community Center in SE Portland, and Saturdays 10am-3pm at Luscher Farm in Lake Oswego. COST: \$250 or \$225 for Tilth members

#### **Plan a Productive Garden**

February 22- \$25

#### **Ecosystem Landscapes: creating beneficial urban landscapes**

February 25- \$31-\$36

#### **The Basics of Fruit Tree Pruning**

February 26- \$22/\$25

#### **Starting Seeds Indoors**

March 7- \$25

#### **Lawn to Lettuce, Lavender, and Lilies!**

March 18- \$22/\$25

#### **Getting Your Garden Started**

April 11- \$25

#### **Organic Gardening 101**

April 7- \$22/\$25

#### **A Successful Community Garden Experience**

April 28- \$22/\$25

#### **Learn, Grow and Engage with Oregon Tilth - Community Work Party**

April 28- FREE!

#### **Growing the Most in Your Space**

April 25- \$25





## **The Powell Memo**

### **Because every road starts somewhere**

If you look around at our media/political/corporate landscape, it seems obvious (as Mr. Snyder will say in his memo, “to any thoughtful person”) that there is an overriding pro-business, pro-corporate, anti-worker, authoritarian fascist agenda. That same thoughtful person may come to the conclusion that this agenda could be the result of conscious intent. But wouldn’t that be paranoia? Isn’t someone who says there’s a “vast right-wing conspiracy” just giving in to tin-foil hat theories? The Powell Memo is a smoking-gun argument otherwise...

The Powell Memo (also called the Powell Manifesto) is frequently referred to as the blueprint for the modern conservative echo chamber. It is an 8-page letter written in 1971 by Eugene Snyder of the US Chamber of Commerce to his friend Lewis Powell. (If the name Lewis Powell sounds familiar it’s because good ol’ Lew was a corporate lawyer nominated to the Supreme Court two months after this memo). Snyder describes a pervasive attack on the “American economic system” by leftists, Communists, and consumerists. He sees their influence in politics, in the media, and on the campus, and suggests that the Chamber of Commerce lead the charge to counter them. He lays out a plan of political pressure, legislative change, think tanks, school curriculums, media personalities, TV and radio appearances, textbook reviews, and much more to promote the cause of “the American Business Executive”, who he says is “truly the forgotten man”.

Snyder listened to Powell, and turned the Chamber into a long-term, pro-business movement-builder. Some of the organizations created or inspired by the Powell Memo include the Heritage Foundation, the Manhattan Institute, the Cato Institute, Citizens for a Sound Economy, Accuracy in Academe, and ALEC (the American Legislative Exchange Council).

In fairness, Snyder may not have agreed with the way his ideas are being implemented today. In his memo he points out that “...the need for liberal thought is essential to a balanced viewpoint” and he was sure the Chamber would never “...engage in the irresponsible tactics of some pressure groups”. Most significantly, he mentions several “essential freedoms” including labor unions and collective bargaining. However, the current propaganda juggernaut despises any liberal balance, engages in the worst types of distortion and disinformation, and is bent on the destruction of labor unions and collective bargaining. Sorry, Eugene.

The Powell Memo is vitriolic and paranoid, and never addresses the remote possibility that the “American economic system” wasn’t being attacked out of spite or ideology, but because it might have had flaws that needed fixing. However, it is clear and lucid as well, laying out a clear plan to deal with the problem as Snyder saw it. Its ideas have spread from a single letter between friends to influence our entire country without any signs of stopping. It’s a crucial and often overlooked document that deserves your attention. So, without further ado, we bring you... The Powell Memo.

DATE: August 23, 1971

TO: Mr. Eugene B. Sydnor, Jr., Chairman, Education Committee, U.S. Chamber of Commerce

FROM: Lewis F. Powell, Jr.

This memorandum is submitted at your request as a basis for the discussion on August 24 with Mr. Booth (executive vice president) and others at the U.S. Chamber of Commerce. The purpose is to identify the problem, and suggest possible avenues of action for further consideration.

### **Dimensions of the Attack**

No thoughtful person can question that the American economic system is under broad attack.<sup>1</sup> This varies in scope, intensity, in the techniques employed, and in the level of visibility.

There always have been some who opposed the American system, and preferred socialism or some form of statism (communism or fascism). Also, there always have been critics of the system, whose criticism has been wholesome and constructive so long as the objective was to improve rather than to subvert or destroy.

But what now concerns us is quite new in the history of America. We are not dealing with sporadic or isolated attacks from a relatively few extremists or even from the minority socialist cadre. Rather, the assault on the enterprise system is broadly based and consistently pursued. It is gaining momentum and converts.

### **Sources of the Attack**

The sources are varied and diffused. They include, not unexpectedly, the Communists, New Leftists and other revolutionaries who would destroy the entire system, both political and economic. These extremists of the left are far more numerous, better financed, and increasingly are more welcomed and encouraged by other elements of society, than ever before in our history. But they remain a small minority, and are not yet the principal cause for concern.

The most disquieting voices joining the chorus of criticism come from perfectly respectable elements of society: from the college campus, the pulpit, the media, the intellectual and literary journals, the arts and sciences, and from politicians. In most of these groups the movement against the system is participated in only by minorities. Yet, these often are the most articulate, the most vocal, the most prolific in their writing and speaking.

Moreover, much of the media-for varying motives and in varying degrees-either voluntarily accords unique publicity to these "attackers," or at least allows them to exploit the media for their purposes. This is especially true of television, which now plays such a predominant role in shaping the thinking, attitudes and emotions of our people.

One of the bewildering paradoxes of our time is the extent to which the enterprise system tolerates, if not participates in, its own destruction.

The campuses from which much of the criticism emanates are supported by (i) tax funds generated largely from American business, and (ii) contributions from capital funds controlled or generated by American business. The boards of trustees of our universities overwhelmingly are composed of men and women who are leaders in the system.

Most of the media, including the national TV systems, are owned and theoretically controlled by corporations which depend upon profits, and the enterprise system to survive.

### **Tone of the Attack**

This memorandum is not the place to document in detail the tone, character, or intensity of the attack. The following quotations will suffice to give one a general idea:

William Kunstler, warmly welcomed on campuses and listed in a recent student poll as the "American lawyer most admired," incites audiences as follows:

"You must learn to fight in the streets, to revolt, to shoot guns. We will learn to do all of the things that property owners fear."<sup>2</sup> The New Leftists who heed Kunstler's advice increasingly are beginning to act -- not just against military recruiting offices and manufacturers of munitions, but against a variety of businesses: "Since February, 1970, branches (of Bank of America) have been attacked 39 times, 22 times with explosive devices and 17 times with fire bombs or by arsonists."<sup>3</sup> Although New Leftist spokesmen are succeeding in radicalizing thousands of the young, the greater cause for concern is the hostility of respectable liberals and social reformers. It is the sum total of their views and influence which could indeed fatally weaken or destroy the system.

A chilling description of what is being taught on many of our campuses was written by Stewart Alsop:

"Yale, like every other major college, is graduating scores of bright young men who are practitioners of 'the politics of despair.' These young men despise the American political and economic system . . . (their) minds seem to be wholly closed. They live, not by rational discussion, but by mindless slogans."<sup>4</sup> A recent poll of students on 12 representative campuses reported that: "Almost half the students favored socialization of basic U.S. industries."<sup>5</sup>

A visiting professor from England at Rockford College gave a series of lectures entitled "The Ideological War Against Western Society," in which he documents the extent to which members of the intellectual community are waging ideological warfare against the enterprise system and the values of western society. In a foreword to these lectures, famed Dr. Milton Friedman of Chicago warned: "It (is) crystal clear that the foundations of our free society are under wide-ranging and powerful attack -- not by Communist or any other conspiracy but by misguided individuals parroting one another and unwittingly serving ends they would never intentionally promote."<sup>6</sup>

Perhaps the single most effective antagonist of American business is Ralph Nader, who -- thanks largely to the media -- has become a legend in his own time and an idol of millions of Americans. A recent article in Fortune speaks of Nader as follows:

"The passion that rules in him -- and he is a passionate man -- is aimed at smashing utterly the target of his hatred, which is corporate power. He thinks, and says quite bluntly, that a great many corporate executives belong in prison -- for defrauding the consumer with shoddy merchandise, poisoning the food supply with chemical additives, and willfully manufacturing unsafe products that will maim or kill the buyer. He emphasizes that he is not talking just about 'fly-by-night hucksters' but the top management of blue chip business."<sup>7</sup>

A frontal assault was made on our government, our system of justice, and the free enterprise system by Yale Professor Charles Reich in his widely publicized book: "The Greening of America," published last winter.

The foregoing references illustrate the broad, shotgun attack on the system itself. There are countless examples of rifle shots which undermine confidence and confuse the public. Favorite current targets are proposals for tax incentives through changes in depreciation rates and investment credits. These are usually described in the media as "tax breaks," "loop holes" or "tax benefits" for the benefit of business. \* As viewed by a columnist in the Post, such tax measures would benefit "only the rich, the owners of big companies."<sup>8</sup>

It is dismaying that many politicians make the same argument that tax measures of this kind benefit only "business," without benefit to "the poor." The fact that this is either political demagoguery or economic illiteracy is of slight comfort. This setting of the "rich" against the "poor," of business against the people, is the cheapest and most dangerous kind of politics.

### **The Apathy and Default of Business**

What has been the response of business to this massive assault upon its fundamental economics, upon its philosophy, upon its right to continue to manage its own affairs, and indeed upon its integrity?

The painfully sad truth is that business, including the boards of directors' and the top executives of corporations great and small and business organizations at all levels, often have responded -- if at all -- by appeasement, ineptitude and ignoring the problem. There are, of course, many exceptions to this sweeping generalization. But the net effect of such response as has been made is scarcely visible.

In all fairness, it must be recognized that businessmen have not been trained or equipped to conduct guerrilla warfare with those who propagandize against the system, seeking insidiously and constantly to sabotage it. The traditional role of business executives has been to manage, to produce, to sell, to create jobs, to make profits, to improve the standard of living, to be community leaders, to serve on charitable and educational boards, and generally to be good citizens. They have performed these tasks very well indeed.

But they have shown little stomach for hard-nose contest with their critics and little skill in effective intellectual and philosophical debate.

A column recently carried by the Wall Street Journal was entitled: "Memo to GM: Why Not Fight Back?"<sup>9</sup> Although addressed to GM by name, the article was a warning to all American business. Columnist St. John said:

"General Motors, like American business in general, is 'plainly in trouble' because intellectual bromides have been substituted for a sound intellectual exposition of its point of view." Mr. St. John then commented on the tendency of business leaders to compromise with and appease critics. He cited the concessions which Nader wins from management, and spoke of "the fallacious view many businessmen take toward their critics." He drew a parallel to the mistaken tactics of many college administrators: "College administrators learned too late that such appeasement serves to destroy free speech, academic freedom and genuine scholarship. One campus radical demand was conceded by university heads only to be followed by a fresh crop which soon escalated to what amounted to a demand for outright surrender."

One need not agree entirely with Mr. St. John's analysis. But most observers of the American scene will agree that the essence of his message is sound. American business "plainly in trouble"; the response to the wide range of critics has been ineffective, and has included appeasement; the time has come -- indeed, it is long overdue -- for the wisdom, ingenuity and resources of American business to be marshaled against those who would destroy it.

### **Responsibility of Business Executives**

What specifically should be done? The first essential -- a prerequisite to any effective action -- is for businessmen to confront this problem as a primary responsibility of corporate management.

The overriding first need is for businessmen to recognize that the ultimate issue may be survival -- survival of what we call the free enterprise system, and all that this means for the strength and prosperity of America and the freedom of our people.

The day is long past when the chief executive officer of a major corporation discharges his responsibility by maintaining a satisfactory growth of profits, with due regard to the corporation's public and social responsibilities. If our system is to survive, top management must be equally concerned with protecting and preserving the system itself. This involves far more than an increased emphasis on "public relations" or "governmental affairs" -- two areas in which corporations long have invested substantial sums.

A significant first step by individual corporations could well be the designation of an executive vice president (ranking with other executive VP's) whose responsibility is to counter-on the broadest front-the attack on the enterprise system. The public relations department could be one of the foundations assigned to this executive, but his responsibilities should encompass some of the types of activities referred to subsequently in this memorandum. His budget and staff should be adequate to the task.

### **Possible Role of the Chamber of Commerce**

But independent and uncoordinated activity by individual corporations, as important as this is, will not be sufficient. Strength lies in organization, in careful long-range planning and implementation, in consistency of action over an indefinite period of years, in the scale of financing available only through joint effort, and in the political power available only through united action and national organizations.

Moreover, there is the quite understandable reluctance on the part of any one corporation to get too far out in front and to make itself too visible a target.

The role of the National Chamber of Commerce is therefore vital. Other national organizations (especially those of various industrial and commercial groups) should join in the effort, but no other organizations appear to be as well situated as the Chamber. It enjoys a strategic position, with a fine reputation and a broad base of support. Also -- and this is of immeasurable merit -- there are hundreds of local Chambers of Commerce which can play a vital supportive role.

It hardly need be said that before embarking upon any program, the Chamber should study and analyze possible courses of action and activities, weighing risks against probable effectiveness and feasibility of each. Considerations of cost, the assurance of financial and other support from members, adequacy of staffing and similar problems will all require the most thoughtful consideration.

### **The Campus**

The assault on the enterprise system was not mounted in a few months. It has gradually evolved over the past two decades, barely perceptible in its origins and benefiting (sic) from a gradualism that provoked little awareness much less any real reaction.

Although origins, sources and causes are complex and interrelated, and obviously difficult to identify without careful qualification, there is reason to believe that the campus is the single most dynamic source. The social science faculties usually include members who are unsympathetic to the enterprise system. They may range from a Herbert Marcuse, Marxist faculty member at the University of California at San Diego, and convinced socialists, to the ambivalent liberal critic who finds more to condemn than to commend. Such faculty members need not be in a majority. They are often personally attractive and magnetic; they are stimulating teachers, and their controversy attracts student following; they are prolific writers and lecturers; they author many of the textbooks, and they exert enormous influence -- far out of proportion to their numbers -- on their colleagues and in the academic world.

Social science faculties (the political scientist, economist, sociologist and many of the historians) tend to be liberally oriented, even when leftists are not present. This is not a criticism per se, as the need for liberal thought is essential to a balanced viewpoint. The difficulty is that "balance" is conspicuous by its absence on many campuses, with relatively few members being of conservatives or moderate persuasion and even the relatively few often being less articulate and aggressive than their crusading colleagues.

This situation extending back many years and with the imbalance gradually worsening, has had an enormous impact on millions of young American students. In an article in Barron's Weekly, seeking an answer to why so many young people are disaffected even to the point of being revolutionaries, it was said: "Because they were taught that way."<sup>10</sup> Or, as noted by columnist Stewart Alsop, writing about his alma mater: "Yale, like every other major college, is graduating scores' of bright young men ... who despise the American political and economic system."



As these "bright young men," from campuses across the country, seek opportunities to change a system which they have been taught to distrust -- if not, indeed "despise" -- they seek employment in the centers of the real power and influence in our country, namely: (i) with the news media, especially television; (ii) in government, as "staffers" and consultants at various levels; (iii) in elective politics; (iv) as lecturers and writers, and (v) on the faculties at various levels of education.

Many do enter the enterprise system -- in business and the professions -- and for the most part they quickly discover the fallacies of what they have been taught. But those who eschew the mainstream of the system often remain in key positions of influence where they mold public opinion and often shape governmental action. In many instances, these "intellectuals" end up in regulatory agencies or governmental departments with large authority over the business system they do not believe in.

If the foregoing analysis is approximately sound, a priority task of business -- and organizations such as the Chamber -- is to address the campus origin of this hostility. Few things are more sanctified in American life than academic freedom. It would be fatal to attack this as a principle. But if academic freedom is to retain the qualities of "openness," "fairness" and "balance" -- which are essential to its intellectual significance -- there is a great opportunity for constructive action. The thrust of such action must be to restore the qualities just mentioned to the academic communities.

### **What Can Be Done About the Campus**

The ultimate responsibility for intellectual integrity on the campus must remain on the administrations and faculties of our colleges and universities. But organizations such as the Chamber can assist and activate constructive change in many ways, including the following:

#### **Staff of Scholars**

The Chamber should consider establishing a staff of highly qualified scholars in the social sciences who do believe in the system. It should include several of national reputation whose authorship would be widely respected -- even when disagreed with.

#### **Staff of Speakers**

There also should be a staff of speakers of the highest competency. These might include the scholars, and certainly those who speak for the Chamber would have to articulate the product of the scholars.

#### **Speaker's Bureau**

In addition to full-time staff personnel, the Chamber should have a Speaker's Bureau which should include the ablest and most effective advocates from the top echelons of American business.

#### **Evaluation of Textbooks**

The staff of scholars (or preferably a panel of independent scholars) should evaluate social science textbooks, especially in economics, political science and sociology. This should be a continuing program.

The objective of such evaluation should be oriented toward restoring the balance essential to genuine academic freedom. This would include assurance of fair and factual treatment of our system of government and our enterprise system, its accomplishments, its basic relationship to individual rights and freedoms, and comparisons with the systems of socialism, fascism and communism. Most of the existing textbooks have some sort of comparisons, but many are superficial, biased and unfair.

We have seen the civil rights movement insist on re-writing many of the textbooks in our universities and schools. The labor unions likewise insist that textbooks be fair to the viewpoints of organized labor. Other interested citizens groups have not hesitated to review, analyze and criticize textbooks and teaching materials. In a democratic society, this can be a constructive process and should be regarded as an aid to genuine academic freedom and not as an intrusion upon it.

If the authors, publishers and users of textbooks know that they will be subjected -- honestly, fairly and thoroughly -- to review and critique by eminent scholars who believe in the American system, a return to a more rational balance can be expected.

#### **Equal Time on the Campus**

The Chamber should insist upon equal time on the college speaking circuit. The FBI publishes each year a list of

speeches made on college campuses by avowed Communists. The number in 1970 exceeded 100. There were, of course, many hundreds of appearances by leftists and ultra liberals who urge the types of viewpoints indicated earlier in this memorandum. There was no corresponding representation of American business, or indeed by individuals or organizations who appeared in support of the American system of government and business.

Every campus has its formal and informal groups which invite speakers. Each law school does the same thing. Many universities and colleges officially sponsor lecture and speaking programs. We all know the inadequacy of the representation of business in the programs.

It will be said that few invitations would be extended to Chamber speakers.<sup>11</sup> This undoubtedly would be true unless the Chamber aggressively insisted upon the right to be heard -- in effect, insisted upon "equal time." University administrators and the great majority of student groups and committees would not welcome being put in the position publicly of refusing a forum to diverse views, indeed, this is the classic excuse for allowing Communists to speak.

The two essential ingredients are (i) to have attractive, articulate and well-informed speakers; and (ii) to exert whatever degree of pressure -- publicly and privately -- may be necessary to assure opportunities to speak. The objective always must be to inform and enlighten, and not merely to propagandize.

### **Balancing of Faculties**

Perhaps the most fundamental problem is the imbalance of many faculties. Correcting this is indeed a long-range and difficult project. Yet, it should be undertaken as a part of an overall program. This would mean the urging of the need for faculty balance upon university administrators and boards of trustees.

The methods to be employed require careful thought, and the obvious pitfalls must be avoided. Improper pressure would be counterproductive. But the basic concepts of balance, fairness and truth are difficult to resist, if properly presented to boards of trustees, by writing and speaking, and by appeals to alumni associations and groups.

This is a long road and not one for the fainthearted. But if pursued with integrity and conviction it could lead to a strengthening of both academic freedom on the campus and of the values which have made America the most productive of all societies.

### **Graduate Schools of Business**

The Chamber should enjoy a particular rapport with the increasingly influential graduate schools of business. Much that has been suggested above applies to such schools.

Should not the Chamber also request specific courses in such schools dealing with the entire scope of the problem addressed by this memorandum? This is now essential training for the executives of the future.

### **Secondary Education**

While the first priority should be at the college level, the trends mentioned above are increasingly evidenced in the high schools. Action programs, tailored to the high schools and similar to those mentioned, should be considered. The implementation thereof could become a major program for local chambers of commerce, although the control and direction -- especially the quality control -- should be retained by the National Chamber.

### **What Can Be Done About the Public?**

Reaching the campus and the secondary schools is vital for the long-term. Reaching the public generally may be more important for the shorter term. The first essential is to establish the staffs of eminent scholars, writers and speakers, who will do the thinking, the analysis, the writing and the speaking. It will also be essential to have staff personnel who are thoroughly familiar with the media, and how most effectively to communicate with the public. Among the more obvious means are the following:

#### **Television**

The national television networks should be monitored in the same way that textbooks should be kept under constant surveillance. This applies not merely to so-called educational programs (such as "Selling of the Pentagon"), but to the daily "news analysis" which so often includes the most insidious type of criticism of the enterprise system.<sup>12</sup> Whether this criticism results from hostility or economic ignorance, the result is the gradual erosion of confidence in "business" and free enterprise.

This monitoring, to be effective, would require constant examination of the texts of adequate samples of programs. Complaints -- to the media and to the Federal Communications Commission -- should be made promptly and strongly when programs are unfair or inaccurate.

Equal time should be demanded when appropriate. Effort should be made to see that the forum-type programs (the Today Show, Meet the Press, etc.) afford at least as much opportunity for supporters of the American system to participate as these programs do for those who attack it.

### **Other Media**

Radio and the press are also important, and every available means should be employed to challenge and refute unfair attacks, as well as to present the affirmative case through these media.

### **The Scholarly Journals**

It is especially important for the Chamber's "faculty of scholars" to publish. One of the keys to the success of the liberal and leftist faculty members has been their passion for "publication" and "lecturing." A similar passion must exist among the Chamber's scholars.

Incentives might be devised to induce more "publishing" by independent scholars who do believe in the system.

There should be a fairly steady flow of scholarly articles presented to a broad spectrum of magazines and periodicals -- ranging from the popular magazines (Life, Look, Reader's Digest, etc.) to the more intellectual ones (Atlantic, Harper's, Saturday Review, New York, etc.)<sup>13</sup> and to the various professional journals.

### **Books, Paperbacks and Pamphlets**

The news stands -- at airports, drugstores, and elsewhere -- are filled with paperbacks and pamphlets advocating everything from revolution to erotic free love. One finds almost no attractive, well-written paperbacks or pamphlets on "our side." It will be difficult to compete with an Eldridge Cleaver or even a Charles Reich for reader attention, but unless the effort is made -- on a large enough scale and with appropriate imagination to assure some success -- this opportunity for educating the public will be irretrievably lost.

### **Paid Advertisements**

Business pays hundreds of millions of dollars to the media for advertisements. Most of this supports specific products; much of it supports institutional image making; and some fraction of it does support the system. But the latter has been more or less tangential, and rarely part of a sustained, major effort to inform and enlighten the American people.

If American business devoted only 10% of its total annual advertising budget to this overall purpose, it would be a statesman-like expenditure.

### **The Neglected Political Arena**

In the final analysis, the payoff -- short-of revolution -- is what government does. Business has been the favorite whipping-boy of many politicians for many years. But the measure of how far this has gone is perhaps best found in the anti-business views now being expressed by several leading candidates for President of the United States.

It is still Marxist doctrine that the "capitalist" countries are controlled by big business. This doctrine, consistently a part of leftist propaganda all over the world, has a wide public following among Americans.

Yet, as every business executive knows, few elements of American society today have as little influence in government as the American businessman, the corporation, or even the millions of corporate stockholders. If one doubts this, let him undertake the role of "lobbyist" for the business point of view before Congressional committees. The same situation obtains in the legislative halls of most states and major cities. One does not exaggerate to say that, in terms of political influence with respect to the course of legislation and government action, the American business executive is truly the "forgotten man."

Current examples of the impotency of business, and of the near-contempt with which businessmen's views are held, are the stampedes by politicians to support almost any legislation related to "consumerism" or to the "environment."

Politicians reflect what they believe to be majority views of their constituents. It is thus evident that most politicians are making the judgment that the public has little sympathy for the businessman or his viewpoint.

The educational programs suggested above would be designed to enlighten public thinking -- not so much about the businessman and his individual role as about the system which he administers, and which provides the goods, services and jobs on which our country depends.

But one should not postpone more direct political action, while awaiting the gradual change in public opinion to be effected through education and information. Business must learn the lesson, long ago learned by labor and other self-interest groups. This is the lesson that political power is necessary; that such power must be assiduously (sic) cultivated;

and that when necessary, it must be used aggressively and with determination -- without embarrassment and without the reluctance which has been so characteristic of American business.

As unwelcome as it may be to the Chamber, it should consider assuming a broader and more vigorous role in the political arena.

### **Neglected Opportunity in the Courts**

American business and the enterprise system have been affected as much by the courts as by the executive and legislative branches of government. Under our constitutional system, especially with an activist-minded Supreme Court, the judiciary may be the most important instrument for social, economic and political change.

Other organizations and groups, recognizing this, have been far more astute in exploiting judicial action than American business. Perhaps the most active exploiters of the judicial system have been groups ranging in political orientation from "liberal" to the far left.

The American Civil Liberties Union is one example. It initiates or intervenes in scores of cases each year, and it files briefs amicus curiae in the Supreme Court in a number of cases during each term of that court. Labor unions, civil rights groups and now the public interest law firms are extremely active in the judicial arena. Their success, often at business' expense, has not been inconsequential.

This is a vast area of opportunity for the Chamber, if it is willing to undertake the role of spokesman for American business and if, in turn, business is willing to provide the funds.

As with respect to scholars and speakers, the Chamber would need a highly competent staff of lawyers. In special situations it should be authorized to engage, to appear as counsel amicus in the Supreme Court, lawyers of national standing and reputation. The greatest care should be exercised in selecting the cases in which to participate, or the suits to institute. But the opportunity merits the necessary effort.

### **Neglected Stockholder Power**

The average member of the public thinks of "business" as an impersonal corporate entity, owned by the very rich and managed by over-paid executives. There is an almost total failure to appreciate that "business" actually embraces -- in one way or another -- most Americans. Those for whom business provides jobs, constitute a fairly obvious class. But the 20 million stockholders -- most of whom are of modest means -- are the real owners, the real entrepreneurs, the real capitalists under our system. They provide the capital which fuels the economic system which has produced the highest standard of living in all history. Yet, stockholders have been as ineffectual as business executives in promoting a genuine understanding of our system or in exercising political influence.

The question which merits the most thorough examination is how can the weight and influence of stockholders -- 20 million voters -- be mobilized to support (i) an educational program and (ii) a political action program.

Individual corporations are now required to make numerous reports to shareholders. Many corporations also have expensive "news" magazines which go to employees and stockholders. These opportunities to communicate can be used far more effectively as educational media.

The corporation itself must exercise restraint in undertaking political action and must, of course, comply with applicable laws. But is it not feasible -- through an affiliate of the Chamber or otherwise -- to establish a national organization of American stockholders and give it enough muscle to be influential?

### **A More Aggressive Attitude**

Business interests -- especially big business and their national trade organizations -- have tried to maintain low profiles, especially with respect to political action.

As suggested in the Wall Street Journal article, it has been fairly characteristic of the average business executive to be tolerant -- at least in public -- of those who attack his corporation and the system. Very few businessmen or business organizations respond in kind. There has been a disposition to appease; to regard the opposition as willing to compromise, or as likely to fade away in due time.

Business has shunted confrontation politics. Business, quite understandably, has been repelled by the multiplicity of non-negotiable "demands" made constantly by self-interest groups of all kinds.

While neither responsible business interests, nor the United States Chamber of Commerce, would engage in the irresponsible tactics of some pressure groups, it is essential that spokesmen for the enterprise system -- at all levels and at every opportunity -- be far more aggressive than in the past.

There should be no hesitation to attack the Naders, the Marcuses and others who openly seek destruction of the system. There should not be the slightest hesitation to press vigorously in all political arenas for support of the enterprise system. Nor should there be reluctance to penalize politically those who oppose it.

Lessons can be learned from organized labor in this respect. The head of the AFL-CIO may not appeal to businessmen as the most endearing or public-minded of citizens. Yet, over many years the heads of national labor organizations have done what they were paid to do very effectively. They may not have been beloved, but they have been respected -- where it counts the most -- by politicians, on the campus, and among the media.

It is time for American business -- which has demonstrated the greatest capacity in all history to produce and to influence consumer decisions -- to apply their great talents vigorously to the preservation of the system itself.

### **The Cost**

The type of program described above (which includes a broadly based combination of education and political action), if undertaken long term and adequately staffed, would require far more generous financial support from American corporations than the Chamber has ever received in the past. High level management participation in Chamber affairs also would be required.

The staff of the Chamber would have to be significantly increased, with the highest quality established and maintained. Salaries would have to be at levels fully comparable to those paid key business executives and the most prestigious faculty members. Professionals of the great skill in advertising and in working with the media, speakers, lawyers and other specialists would have to be recruited.

It is possible that the organization of the Chamber itself would benefit from restructuring. For example, as suggested by union experience, the office of President of the Chamber might well be a full-time career position. To assure maximum effectiveness and continuity, the chief executive officer of the Chamber should not be changed each year. The functions now largely performed by the President could be transferred to a Chairman of the Board, annually elected by the membership. The Board, of course, would continue to exercise policy control.

### **Quality Control is Essential**

Essential ingredients of the entire program must be responsibility and "quality control." The publications, the articles, the speeches, the media programs, the advertising, the briefs filed in courts, and the appearances before legislative committees -- all must meet the most exacting standards of accuracy and professional excellence. They must merit respect for their level of public responsibility and scholarship, whether one agrees with the viewpoints expressed or not.

### **Relationship to Freedom**

The threat to the enterprise system is not merely a matter of economics. It also is a threat to individual freedom.

It is this great truth -- now so submerged by the rhetoric of the New Left and of many liberals -- that must be re-affirmed if this program is to be meaningful.

There seems to be little awareness that the only alternatives to free enterprise are varying degrees of bureaucratic regulation of individual freedom -- ranging from that under moderate socialism to the iron heel of the leftist or rightist dictatorship.

We in America already have moved very far indeed toward some aspects of state socialism, as the needs and complexities of a vast urban society require types of regulation and control that were quite unnecessary in earlier times. In some areas, such regulation and control already have seriously impaired the freedom of both business and labor, and indeed of the public generally. But most of the essential freedoms remain: private ownership, private profit, labor unions, collective bargaining, consumer choice, and a market economy in which competition largely determines price, quality and variety of the goods and services provided the consumer.

In addition to the ideological attack on the system itself (discussed in this memorandum), its essentials also are threatened by inequitable taxation, and -- more recently -- by an inflation which has seemed uncontrollable.<sup>14</sup> But whatever the causes of diminishing economic freedom may be, the truth is that freedom as a concept is indivisible. As the experience of the socialist and totalitarian states demonstrates, the contraction and denial of economic freedom is followed inevitably by governmental restrictions on other cherished rights. It is this message, above all others, that must be carried home to the American people.

### **Conclusion**

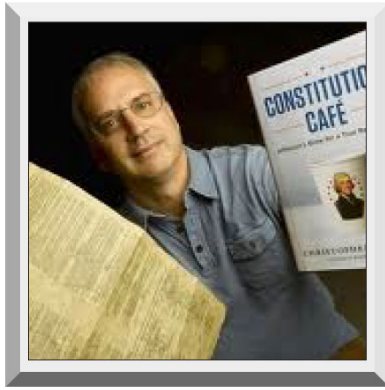
It hardly need be said that the views expressed above are tentative and suggestive. The first step should be a thorough

study. But this would be an exercise in futility unless the Board of Directors of the Chamber accepts the fundamental premise of this paper, namely, that business and the enterprise system are in deep trouble, and the hour is late.

**Footnotes** (*from Snyder's original memo*)

- 1 . Variously called: the "free enterprise system," "capitalism," and the "profit system." The American political system of democracy under the rule of law is also under attack, often by the same individuals and organizations who seek to undermine the enterprise system.
- 2 . Richmond News Leader, June 8, 1970. Column of William F. Buckley, Jr.
- 3 . N.Y. Times Service article, reprinted Richmond Times-Dispatch, May 17, 1971.
- 4 . Stewart Alsop, Yale and the Deadly Danger, Newsweek, May 18, 1970.
- 5 . Editorial, Richmond Times-Dispatch, July 7, 1971.
- 6 . Dr. Milton Friedman, Prof. of Economics, U. of Chicago, writing a foreword to Dr. Arthur A. Shenfield's Rockford College lectures entitled "The Ideological War Against Western Society," copyrighted 1970 by Rockford College.
- 7 . Fortune. May, 1971, p. 145. This Fortune analysis of the Nader influence includes a reference to Nader's visit to a college where he was paid a lecture fee of \$2,500 for "denouncing America's big corporations in venomous language . . . bringing (rousing and spontaneous) bursts of applause" when he was asked when he planned to run for President.
- 8 . The Washington Post, Column of William Raspberry, June 28, 1971.
- 9 . Jeffrey St. John, The Wall Street Journal, May 21, 1971. \* . *Italic emphasis added by Mr. Powell.*
- 10 . Barron's National Business and Financial Weekly, "The Total Break with America, The Fifth Annual Conference of Socialist Scholars," Sept. 15, 1969.
- 11 . On many campuses freedom of speech has been denied to all who express moderate or conservative viewpoints.
- 12 . It has been estimated that the evening half-hour news programs of the networks reach daily some 50,000,000 Americans.
- 13 . One illustration of the type of article which should not go unanswered appeared in the popular "The New York" of July 19, 1971. This was entitled "A Populist Manifesto" by ultra liberal Jack Newfield -- who argued that "the root need in our country is 'to redistribute wealth'."
- 14 . The recent "freeze" of prices and wages may well be justified by the current inflationary crisis. But if imposed as a permanent measure the enterprise system will have sustained a near fatal blow.





## Illahee Lecture Series

### Our favorite lecture series hits the stage again

If you're tired of the pablum and drivel you're fed by the corporate media there are alternatives, and the [Illahee Lecture Series](#) is one of the best you could hope to find. Since 1999, Illahee has brought over 100 environmental, social, and economic innovators to Portland. The Illahee Lectures have consistently been in the vanguard of exploring topics crucial to the fabric of our culture here in the Pacific Northwest, and to the survival of our civilization on the planet.

Now's the time to catch their 2012 series on "Sacred Cows"- paradigms or practices that deliver mixed results but are resistant to criticism or change. If you missed last Wednesday's opening speaker, Christopher Phillips, you've already missed a lot. Christopher is the force behind the Socrates Café gatherings, informal philosophical discussion groups now held in over 600 locations around the world. His latest project, Constitution Cafe, is an effort to engage everyday Americans in constructive dialogue and debate about the nature of our government, the meaning of citizenship and our most important political documents. Christopher covered issues like the Founder's view of the Constitution, the problem with holding it as a sacred and unchangeable document, where it's strong and where it's flawed, and what other people have proposed as fixes to the Constitution AND our government.



For example, everyone knows that there are 435 members of the House of Representatives, so every Congressional Representative represents about 640,000 people. This large constituency tends to increase our separation from our Congressional Representatives. But did you know the Constitution says "The Number of Representatives shall not *exceed* one for every thirty Thousand, but each State shall have at least one Representative"? In other words, it puts a *lower* limit on the size of the House, but *no upper limit*? Under the Constitution, right now our House of Representatives could be as much as 10,233 people. (We're stuck at 435 because the 1920 census showed that the majority of Americans were concentrated in cities. Nativist congressmen, worried about of the power of "foreigners," blocked efforts to give them more representatives.) It would be unwieldy, yes, but the up side would be a stronger relationship with our representatives, diluted strength of lobbyists, and more. So why don't we have more reps? Should we? Illahee is full of questions like this, but the answers are left to us to find.

If you've missed the Illahee lectures so far, don't cheat yourself. Join us for any of the remaining speakers below. For further information, just visit [click here to visit the Illahee website](#).

[February 24- Juliet Schor on Jobs](#)

[March 20- Diane Ravitch on Education](#)

[April 18- Wendell Potter on Health Care](#)

[May 9- Illahee Panel on Defense](#)

[May 16- Andrew Bacevich on War](#)



## **Shop Talk** **Don't Lose Your Money To The "Scan Scam"**

The "Scan Scam" is yet another way for you to be separated from your hard earned money!

Since the late 70's early 80's manufacturers have been providing drivers with a warning system for their vehicles malfunctioning control systems. Over the years vehicle control systems and their "on-board" self-diagnostics have become very complex. Every aspect of a vehicles engine, transmission, climate control, accessory and safety systems are at the direct control of a management system. Many vehicles have multiple electronic control units and some European models can exceed 40 onboard processors on a network.

Every vehicle manufactured since 1981 has some form of control malfunction warning system for the driver of the vehicle, usually a light on the dash somewhere. The warning may read something like; check engine, service engine, maintenance required or something similar. The particulars change from vehicle to vehicle and year to year, but the warning system is there. If unsure about the warning system on your own vehicle, look at the vehicles owners' manual or ask an ASE Certified Shop or Technician.

Every driver should be familiar with the warning system on his or her own vehicle. All the dash mounted warning lamps will illuminate any time the key is in the run position and the engine is not running. If the vehicles diagnostic system sees trouble while the engine is running, the warning light illuminates to warn the driver, and a bit of information is also stored to help a technician begin to sort out the problem. This bit information is known as a "trouble code" and it is extracted from the vehicles control system by various methods usually referred to as "scanning" or "retrieving codes".



Some Convenience Oil Change Providers offer code retrieval to customers for a fee. Save your money! Parts stores have begun to scan for free to help bolster parts sales, the only guarantee being that you own the parts you buy whether they fix your problems or not.

People have always liked to think that it's just a matter of "plugging it in" and it's all diagnosed and the repair is cut and dry. Vehicle control system on-board diagnostics and Trouble codes they provide have improved over time, especially since 1996 with OBD II (On Board Diagnostics Second Generation), but are far from perfect. Frequently the cause of a "Service Engine" light's appearance is a faulty component. A code is set that indicates an abnormality with a particular system or component, the indicated item is replaced or repaired and all is well. That's how it works ideally, but often there are intermittent problems, multiple trouble codes, false codes, or no codes present. Here's where skilled repair saves you money.

Normally any repair of a vehicle's control system would require scanning and using manufacturers outlines for confirmation of trouble codes known as "diagnostic flow charts". These multi-level checks are the only way to verify the validity of a trouble code, short of experience, luck, visual clues, or replacement of parts.

Herein lays the difference between a technician and a parts changer. Electrical parts can be very expensive and are non-returnable; once plugged in...they are yours whether needed or not. Parts changers could run up a pretty big bill before they might randomly hit upon the right answer.. Controller failures, wiring and connector problems, multiple failures, are some examples of problems not to be found by changing parts.

The bottom line of all this is to say that unless you don't trust your mechanic, you are going to try to fix the vehicle yourself, or you want to take your baby to some "parts changer" and tell him how to fix your car, the vehicle needs to be scanned by the party who is ultimately responsible for making and standing behind a proper repair. Why pay for this retrieval operation twice, you will probably (and should) be charged for that service by the actual repair provider. The fact that you have some data stream or trouble code information is not going to save you any money or fix the car. All the information the average driver needs is on the dash.... for free! I maintain that this service of trouble code retrieval is a waste of the consumer's time and or hard earned money!

So when your vehicle's warning system tells you that your vehicle is not happy... don't waste the money to have your vehicle "plugged in" by anyone that is unable to offer professional, guaranteed repair.



## **Health Notes-**

**Here's why apples keep the doctor away!**

From ScienceDaily, April 12, 2011— Everyone has heard the old adage, "an apple a day keeps the doctor away." We all know we should eat more fruit. But why apples? Do they contain specific benefits?

According to Dr. Bahram H. Arjmandi, PhD, RD, Margaret A. Sitton Professor and Chair, Department of Nutrition, Food and Exercise Sciences at The Florida State University, apples are truly a "miracle fruit" that convey benefits beyond fiber content. Animal studies have shown that apple pectin and polyphenols in apple improve lipid metabolism and lower the production of pro-inflammatory molecules. Arjmandi's most recent research is the first to evaluate the long-term cardioprotective effects of daily consumption of apple in postmenopausal women. The results of this USDA-funded study were presented at Experimental Biology 2011 on April 12 in Washington, DC.

This study randomly assigned 160 women ages 45-65 to one of two dietary intervention groups: one received dried apples daily (75g/day for 1 year) and the other group ate dried prunes every day for a year. Blood samples were taken at 3, 6 and 12-months. The results surprised Dr. Arjmandi, who stated that "incredible changes in the apple-eating women happened by 6 months—they experienced a 23% decrease in LDL cholesterol," which is known as the "bad cholesterol." The daily apple consumption also led to a lowering of lipid hydroperoxide levels and C-reactive protein in those women.

"I never expected apple consumption to reduce bad cholesterol to this extent while increasing HDL cholesterol or good cholesterol by about 4%," Arjmandi said. Yet another advantage is that the extra 240 calories per day consumed from the dried apple did not lead to weight gain in the women; in fact, they lost on average 3.3 lbs. "Reducing body weight is an added benefit to daily apple intake" he said. Part of the reason for the weight loss could be the fruit's pectin, which is known to have a satiety effect. The next step in confirming the results of this study is a multi-investigator nationwide study.



There is frequently some truth behind our common expressions, and in the case of 'an apple a day,' Dr. Arjmandi has shown that nutrition science backs up the expression. "Everyone can benefit from consuming apples," he said. This research was performed by Drs. Sheau C. Chai, Shirin Hooshmand, Raz L. Saadat, and Bahram Arjmandi, Florida State University.



## Drew's Kitchen

### Creamy Cheese Risotto

"Risotto" is one of the most common ways of cooking rice in Italy. The term applies to just about any Italian dish of rice cooked in broth to a creamy consistency. Risotto broth can be made from meat, fish, or vegetables, and most risotto recipes contain parmesan, butter, or onion.

Making a good risotto takes a little bit of practice and a lot of care, but the more you stir and pay attention to it the better it will taste. The rice should be short-grained round or semi-round rice like Arborio, Vialone Nano, Carnaroli or Originario. Stay away from long grained rice like Patna because the grains will stay separate. Definitely don't use minute rice because the grains will still be separate and it won't absorb the condiments. For a richer risotto, stir in a quarter cup of heavy cream with the butter. Risotto with cream stirred into it is called mantecato, and is remarkably smooth.

(1) tablespoon olive oil  
(2) 1/4-inch thick slices pancetta, diced  
(3) cloves garlic, minced  
(1) shallot, finely chopped  
1 1/3 cups Arborio rice  
1/2 cup white wine

(3) cups chicken stock, heated  
1/4 cup grated Parmesan cheese  
1/4 cup fresh basil leaves, thinly sliced  
1 tablespoon butter  
Pinch salt  
Pinch freshly ground black pepper

- Heat a large pot (wider is better than taller) over medium heat and add the olive oil and pancetta.
- Cook the pancetta until it begins to crisp, and then add the garlic and shallots.
- Cook the shallots and garlic until they begin to brown in color. Add the rice and stir well to coat.
- Cook the rice for 1 minute.
- Add wine and stir until the wine is almost completely absorbed.
- Add in some chicken stock until the rice is just covered and stir again until the stock is absorbed into the rice.
- Continue to gradually add the stock, stirring well after each addition, until the rice is cooked through but still has a bite. (You may not use all of the stock)
- When the rice is cooked, stir in the cheeses and basil.
- Remove from heat and stir in the butter.
- Season with salt and pepper to taste. The risotto should be smooth, creamy, rich, and delicious.





## **Sellwood Bridge Update**

**More than a crumbling relic... a teachable moment!**

The Sellwood Bridge itself isn't winning any awards (yet), but the planning and design process are apparently breaking new ground. In February 2011 the bridge won an [award from the American Council of Engineering Companies for its planning phase](#), and in January 2012 the planning process was recognized again with an [Exemplary Human Environment Initiative award from the Federal Highway Administration](#).

But we at the *Your Car Matters* news desk always dig deeper, so this month we'll tell you about an aspect of the planning that has flown under the radar so far... a program that uses the bridge design and construction process to teach local schoolkids about the ideas of engineering.

We met Lois Cohen at the [Sellwood Bridge groundbreaking](#) in December. Lois is the president of [Lois D. Cohen and Associates](#), "...a communications firm specializing in innovative public involvement programs, school based outreach programs, and workshops on mentor training, generational differences, and marketing for small businesses." She created the School-Based Outreach Program for the Bridge, connecting local schools to the real-life issues created by the bridge. We asked Lois to tell us a little about the project and how it works, and we're privileged to bring you her response...

"The school outreach program is designed to serve several purposes for the County:

- To build community awareness and goodwill for the County and the project by involving local school students in an enriching educational experience.
- To publicize and encourage attendance at Project open house meetings through earned media stories about the school program, and by encouraging students to be Project ambassadors to their parents and other adults in the community.
- To educate students—Oregon's future highway users and voters—about the importance of building and maintaining a sound transportation system and how to prepare for careers in the transportation field, from design engineering and related disciplines to highway operations and maintenance.

Larry Gescher, Vice President, Slayden Construction Group, congratulates a student at the Elkton Community Celebration following the completion of an ODOT bridge replacement project.

The school outreach program brings bridge projects alive in local grade school, middle school and high school classrooms. The School Program sub-consultant works with Project team design engineers to plan and conduct informative and interactive educational programs appropriate to the grade level of each student group. School outreach sessions are tailored to the needs of the Project, community and classroom curriculum.

Sessions typically include introducing the project team, their roles and career paths, discussing how bridges are designed and built and why they are important to Oregon's transportation system, and involving students in a hands-on creative activity such as building and testing model bridges using unique materials like gumdrops and toothpicks, folded paper and the like. Or, in the case of HS students, having them build much larger and more sophisticated models.





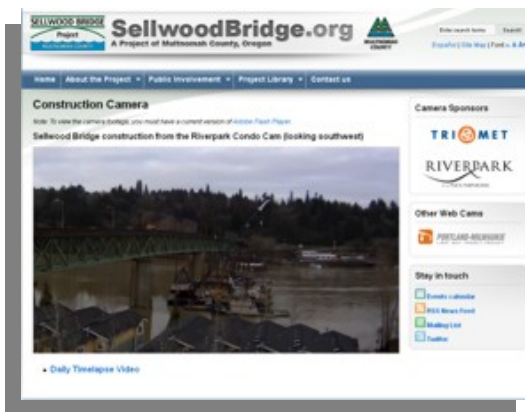
There is an overall focus on how the math and science that students are learning in school today could very well be applicable to stimulating jobs they seek in the future. In addition, team makes a special effort to be sure that girls understand that these jobs offer great career paths for them.

On the Sellwood Bridge project the team is working with four schools, including:

- *Capitol Hill Elementary School*—a nearby school on the west side of the bridge
- *Llewellyn Elementary School*—serving the Sellwood neighborhood on the east side of the bridge
- *Sellwood Middle School*—serving the Sellwood neighborhood on the east side of the bridge
- *ACE (Architecture, Construction & Engineering) Academy*—serving seven high schools in east Multnomah County”

You may not be building a bridge, but if you have another project that could benefit from the outside-the-box thinking that Lois brought to our rickety bridge then give her a call at Lois D. Cohen Associates, 4134 N. Vancouver Ave., Portland, OR, 97217, 503.332.4869, [lois@loisdcohen.com](mailto:lois@loisdcohen.com).

...and THIS is pretty cool...



The County has set up a couple cameras to cover the new bridge construction. The one at left is a [live camera](#), and there's also a [time-lapse video](#) that will condense the each day's construction progress into just a few minutes. Enjoy!

Here's a picture from this month's construction:

2/2/12- As you drive across the bridge, you can see the tops of the cranes poking up over the crumbling handrails. Here's what's going on down below. They're starting on the temporary supports that will hold up the bypass bridge during construction. This is part of the Shoo Fly plan that will move the existing bridge onto new supports, making it the temporary bridge until the new one is built.





## **Book Spotlight** **"Constitution Café" by Christopher Phillips**

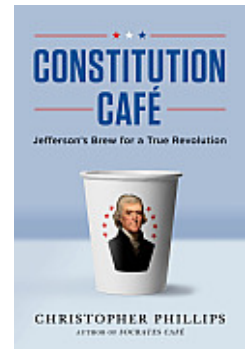
For three years now, we've been proud sponsors of the [Illahee Lecture Series](#), a forum that brings speakers on topics from environmental science to neurobiology to politics. February's speaker was Christopher Phillips, the inspiration for the "Socrates Café" informal philosophical discussion groups now held in over 600 locations around the world. His latest project, Constitution Café, is an effort to engage everyday Americans in constructive dialogue and debate about the nature of our government, the meaning of citizenship and our most important political documents. If you missed Christopher live, you can still get to know him as this month's Book Spotlight falls on...

### **Constitution Café** by Christopher Phillips

#### **Publisher Comments:**

Energized by the initial optimism surrounding Obama's presidency and, conversely, the fierce partisanship in Congress, Christopher Phillips has set out to engage Americans in discussions surrounding our most fundamental rights and freedoms, with some help from Thomas Jefferson. A radical in his own day, Jefferson believed that the Constitution should be revised periodically to keep up with the changing times. Instead, it has become a sacred, immutable text-and in Phillips's opinion, it's in need of some shaking up.

From a high school in West Virginia to People's Park in Berkeley, California; from Burning Man to the Mall of America, Phillips gathered together Americans from all walks of life, moderating dialogues inspired by Jefferson's own populist political philosophy, formulating new Constitutional articles. With contagious passion and conviction, Phillips has taken up Jefferson's cause for a truly participatory democracy at a time when our country needs it most.



#### **Review:**

"Is the U.S. Constitution a work-in-progress or an unchangeable 'product of divine inspiration'? Thomas Jefferson, a believer in a participatory democracy, thought it was the mark of a healthy society to make changes to the constitution every generation. Taking his cue from our third president, Phillips embarks on a yearlong mission to engage Americans in conversations about how they would rewrite the Constitution. He meets with entrepreneurs and undocumented workers, congressmen and prison inmates, Boy Scouts and Tea Partiers — asking each group to rewrite an article or amendment to the Constitution relevant to them. Journalists debate freedom of the press and Wiki Leaks; congressional staffers hold forth on presidential pardons; and in a particularly poignant conversation, junior high school victims of the foreclosure crisis — now living in resettlement shelters with their families — create an amendment addressing inheritance and redistribution of income. An engaging and informative narrator, Phillips intersperses the modern-day conversations with Jefferson's thoughts about the issues under discussion and the founding fathers' own disagreements as they framed the Constitution. In an era of hyper-partisanship, it's refreshing to read instances of Americans from all political persuasions holding rational, respectful and thought-provoking conversations with one another. (Aug.)" *Publishers Weekly* Copyright PWxyz, LLC. All rights reserved.

[\(Please click here for an archive of our past spotlighted books\)](#)



## **Humorousness**

**Because life's no fun without a few laughs**

Welcome to our newest column, Humorousness. Like you, we get a few emails each month that make us smile... of course, we get a lot more that don't, but we won't send you those. You'll see jokes and riddles, cartoons and pictures, pretty much anything that will bring a giggle. We'll stay away from the raunchy or obscene, but humor is very subjective and if we DO run something that offends you, please remember that we probably weren't trying to. And of course, if you have any chuckles you'd like to share with our audience, just email them to [TomDwyer@TomDwyer.com](mailto:TomDwyer@TomDwyer.com). So now, without further ado, we bring you the first installment of Humorousness! (And please, remember to tip your waiters and waitresses!)

### **10 guaranteed ways to start a fight...**

One year, I decided to buy my mother-in-law a cemetery plot as a Christmas gift. The next year, I didn't buy her a gift. When she asked me why, I replied, "Well, you still haven't used the gift I bought you last year!" And that's when the fight started...

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My wife and I were in bed watching 'Who Wants To Be A Millionaire?' I turned to her and said, 'Do you want to have sex?' 'No,' she answered. I then said, 'Is that your final answer?' She didn't even look at me this time, simply saying, 'Yes.' So I said, "Then I'd like to phone a friend." And that's when the fight started...

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I took my wife to a restaurant. The waiter took my order first. "I'll have the rump steak, rare, please." He said, "Aren't you worried about the mad cow?" "Nah, she can order for herself." And that's when the fight started...

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My wife and I were at her high school reunion, and she kept staring at a drunken man sitting alone at a nearby table. I asked her, "Do you know him?" "Yes", she sighed, "He's my old boyfriend. I understand he took to drinking right after we split up, and I hear he hasn't been sober since." "My God," I said, "Who would think a person could celebrate that long?" And that's when the fight started...

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When our lawn mower broke down my wife kept hinting that I should get it fixed, but somehow I always had something else to take care of first. Finally she thought of a clever way to make her point. When I came home one day she was seated in the tall grass, busily snipping away with a tiny pair of sewing scissors. I watched for a while and then went inside for a toothbrush. I handed it to her, saying, "When you finish cutting the grass, you might as well sweep the driveway." And that's when the fight started...

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Saturday morning I got up early to go fishing, dressed quietly, made my lunch, and slipped quietly into the garage. As I backed out to hook up the boat, a torrential downpour started and radio said the weather would be bad all day. I went back into the house, quietly undressed, and slipped back into bed. I cuddled up to my wife and whispered, "The weather out there is terrible!" My wife replied, "Yes, can you believe my stupid husband is out fishing in that?" And that's when the fight started...

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My wife was hinting about gifts for our upcoming anniversary. She said, "I want something shiny that goes from 0 to 200 in about 3 seconds." I bought her a bathroom scale. And that's when the fight started...

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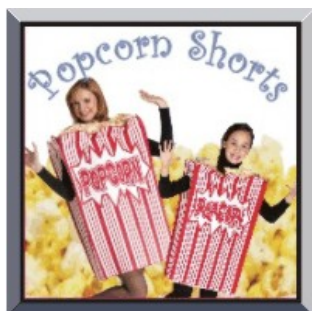
After retiring, I went to the Social Security office to apply for Social Security. The woman behind the counter wanted my driver's license to verify my age but I had left my wallet at home and said I would have to come back later. She said, 'Unbutton your shirt', so I opened my shirt to reveal my silver chest hair. She said, 'That's proof enough for me' and she processed my Social Security application. When I got home and told my wife, she said, 'You should have dropped your pants... you'd have gotten disability too!' And that's when the fight started...

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My wife was standing nude, looking in the bedroom mirror. She was not happy with what she saw and said to me, 'I feel horrible; I look old, fat and ugly. I really need you to pay me a compliment.' I replied, 'Your eyesight's darn near perfect.' And that's when the fight started...

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I rear-ended a car this morning. When the driver got out of the other car, I saw he was a dwarf. He looked up at me and said 'I am NOT happy!' So I said, 'Well, which one ARE you?' And that's when the fight started...



## **Popcorn Shorts**

Cool or important stuff that's too short for a big article

Just like it says, Popcorn Shorts is about the kind of things that are really interesting, but don't really need a large article to explain them. From the sublime to the ridiculous, check in here for crunchy bits of info you'll love to munch. Bet you can't eat just one!

[Blues Festival for  
Single-Payer Health Care](#)



## **"Healing The Health Care Blues" Benefit**

The Oregon Single Payer Campaign is putting on a benefit to help establish a Single Payer that would cover all Oregonians for all medically necessary services, including doctor, hospital, preventative care, and more, paid for by a dedicated Medicare-like tax that everyone pays into. Join us at the Melody Ballroom on April 14 to enjoy **NORMAN SYLVESTER, LLOYD JONES, LARHONDA STEELE, SONNY HESS, BILL RHOADS, JANICE SCROGGINS, JIM MESI, RENATO CARANTO, RICHARD ARNOLD, LLOYD ALLEN, SHOE HORN, CHATTA ADDY, AND LENANNE SYLVESTER.** [Click HERE for more details](#), and we'll see you there!

[Flying Swarms of Nanobots.  
For Real.](#)



## **Flying Swarms of Nanobots. For Real.**

We've said before that there's something [really cool about robots](#), but it seems that for every Roomba or R2D2 that wants to help there's a CIA drone or Skynet that wants to hinder. These small flying nanobots could go either way, but they're fascinating to watch. The three videos are from some of the latest work on coordinating teams of 4-prop flyers, showing [a fleet of 20 flying in complex formation](#), [high-tolerance flying of a single unit](#), and a [team of them building a tower](#). The video of the swarm bursting through a doorway is especially eerie, but these are all worth a watch.

[Ban Studded Tires](#)



## **Proposed Initiative Would Ban Studded Tires**

Studded tires have metal posts embedded in the tread to give better traction and control on icy roads. This increased traction comes with a price-- The posts not only dig into the ice but also into the pavement surface causing unsafe roads and millions of dollars in damage each year. New technology in all-weather tires offers comparable performance in non-studded tires, so [Preserving Oregon Roads](#) is working to have Oregon join the many other states and countries that have already banned studded tires. Their [fact-filled website](#) has everything to explain the whole issue in detail, and gives you many ways to help.

Free press, open government  
go down in flames



## **"GasLand" Producer Arrested for Filming Public Hearing**

When Congress meets, it's the People's representatives doing the People's business in the facilities the People paid for. You'd think filming things like this would be pretty straightforward, but no. Josh Fox, producer of the hydraulic fracking documentary "[GasLand](#)", was arrested while filming a Congressional hearing on the science of fracking. The eventual charge? Illegal entry. There are a couple videos you might find interesting: this [report from Occupy \(with updates\)](#) gives you the whole story, here's [video of some of the testimony](#), the [video of the arrest](#), and this [video from CSPAN shows what happened afterward](#). Well, at least they didn't use pepper spray.





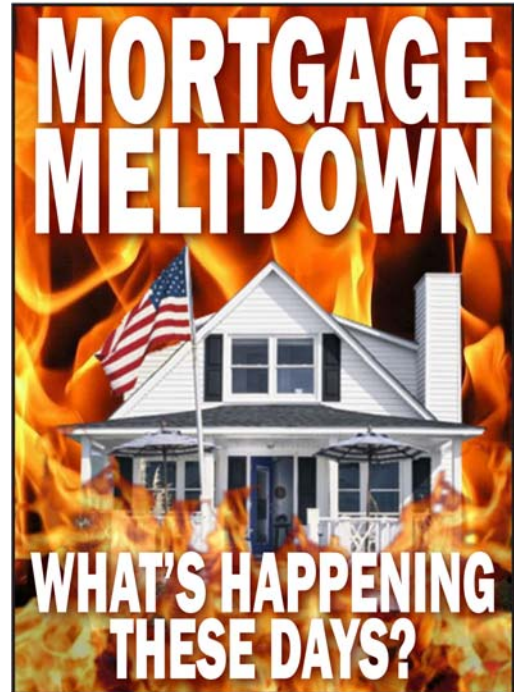
## News To Make You Furious

A home for your outrage, if not your family

It seems like only yesterday that house values were plummeting, banks were being bailed out from their mortgage losses, and the American People were getting the white picket shaft from our government. What's been happening

since then? If the fact that you're underwater on your home doesn't still depress you, if the idea that we haven't hit the bottom of the housing market doesn't still scare you, and if the total lack of prosecution of fraudulent mortgage sales doesn't still offend you, then sit tight... we guarantee that the current state of real estate will still be enough to make you FURIOUS!

Here's a little background to really understand the current state of things. This [primer on foreclosure crisis](#) is a shorter article that gives you all the highlights. [Foreclosure Fraud for Dummies](#) is a little longer, but has charts and MANY hyperlinks to more detailed information. You'll learn why the banks are having trouble foreclosing on the real estate they putatively own, what steps they are taking to "prove" their ownership, who robo-signer [Jeffrey Stephan](#) is and why he matters, and what the real potential downside could be for the banks.



**The fundamental problem** (at least from the banks' point of view) is that banks can't legally foreclose without the original mortgage documents, and most of the those were either lost or poorly documented as they were chopped into the collateralized debt obligations that tanked our economy. The banks' solution has been to hire people ([robosigners](#)) to swear that they review the documents of around 10,000 mortgages per month and that all of the documents are there. The homeowners, on the other hand, have responded by actually using the law to support their position. The "[Show Me The Note](#)" movement requires foreclosers to follow the law that (in most states) requires them to actually produce the documents giving them the power to foreclose.

**"[Occupy Our Homes](#)" is organizing** (as much as any part of the Occupy movement can organize) to make homeowners aware of their rights against the banks, and has also been taking over vacant homes and putting homeless families into them. It doesn't have the bedrock legality of the "Show Me The Note" folks, but it's happening and it's interesting. Here are articles on [Occupy protesters taking over foreclosed homes](#), and a [CNN opinion piece](#) on the movement.

**But the governmental response to this mess is what will make you REALLY furious.** Those Maoists in the Obama administration have been [trying to settle with the major banks](#) accused of wrongdoing, but they're having some problems closing the deal because [many of the states' Attorneys General are balking](#). (Dems say it doesn't punish the banks enough, [Repubs say it punishes them too much](#)). The deal on the table would ding the banks for \$19 billion (for reference, they paid \$156 billion in bonuses in 2011), add some regulations for foreclosures going forward, and [shield them from further prosecution](#). Even though the robo-signing was conscious, pervasive, and violated several laws (ie: a pattern of criminal behavior), no one will go to jail under the agreement. And get this... the wrongdoing the banks would be shielded against [includes past behavior that hasn't even been investigated](#) including much of the allegations in the leadup to the collapse.

If you're FURIOUS, then MAKE YOUR VOICE HEARD! Contact your attorney general and let them know how you feel.

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