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Historic IRS Program Administration Problems: Sample Hathitrust Documents
1997 Congressional Committee Hearing Catalog Record

Internal Revenue Service mismanagement and ideas for improvement : hearing before the Subcommittee on Government Management, Information, and Technology of the Committee on Government Reform and Oversight, House of Representatives, One Hundred Fifth Congress, first session, April 14, 1997.

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INTERNAL REVENUE SERVICE MISMANAGEMENT AND IDEAS FOR IMPROVEMENT

HEARING

BEFORE THE
SUBCOMMITTEE ON GOVERNMENT MANAGEMENT, INFORMATION, AND TECHNOLOGY
OF THE
COMMITTEE ON
GOVERNMENT REFORM
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Hathitrust facilitates significant historical and longitudinal studies of government policymaking topics such as IRS administration problems e.g. March 17, 1982 Congressional Committee Hearing.
Mr. ANDERSON. Good morning, Mr. Chairman.
With your permission I would like to insert my full statement in
the record and speak from some notes.
Mr. ROSENTHAL. Without objection the entire statement will be
included in the record.
Mr. ANDERSON. Let me begin by introducing the gentlemen at
the table with me. To my right is Chris Abraham of our Washing-
ton GAO staff, one of our experts in the area of IRS resources; and
to my left is Jim Campbell of our Atlanta regional office, also an
expert in the area.
It is a little uncomfortable for GAO to be at the witness table
making a case for providing an agency with additional resources,
needless to say, but based on our insights into IRS and its oper-
ations, we conclude that effective administration of the Nation’s
tax laws requires additional resources.
Nobody is perfect, and despite various criticisms we have made
of IRS over the years, overall we believe it is a rather well-run
operation. Thus, even though we think IRS can do more with the re-
sources it already has, it will still fall short of doing all the things
that need to be done without more resources.
As discussed in our statement, we believe the root cause of our
tax administration problems is purely and simply the fact that IRS
has more difficulties than it can handle with the present resources,
and these difficulties stem from:
One, an increase in IRS workload over the years as measured by
the number of returns filed, and the increasing number of delin-
quencies, appeals, and court cases. Apparently, there is also an in-
1986 General Accounting Office (GAO) now Govt. Accountability Office report on IRS automated collection system
Distinct phases. The first phase consists of a series of computer-generated notices or bills sent to the delinquent taxpayers from IRS' collection branches at the service centers. Delinquent cases which are not settled during the notice phase are processed through ACS which involves contacting the taxpayers by telephone to try to settle the cases. If the cases cannot be resolved through either the notice or ACS process, the cases are sent to a revenue officer in one of IRS' 63 district offices. Revenue officers attempt personal contact with the taxpayers to resolve the delinquency.

**HOW ACS OPERATES**

ACS is a computerized system designed to provide efficient case management and improved taxpayer contact. ACS personnel can automatically dial the taxpayer's telephone number, access case information, update the taxpayer's case, and initiate actions for future followup. The system consists of a network of computer systems located at the 10 IRS service centers and at 21 ACS sites nationwide. Each service center computer supports

\[1\] IRS can legally levy a taxpayer's property or rights to property if the taxpayer refuses to pay the tax. IRS categorizes its levy actions into (1) seizures of assets in the possession of third parties, generally banks and employers, and (2) seizures of property in the possession of the taxpayer.
1973 Congressional Committee investigative report on IRS politicization by Nixon Administration
Nixon Administration “Enemies List” in this Report. Future Hathitrust Content will include congressional investigation of Obama Administration politicization of the IRS.
**ANNUAL PROGRESS REPORT - FY 1979**

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This 1979 report on ebola and U.S. military operating in Africa
See point 23.
BODY OF REPORT

Project No. 3M162776A841: Medical Defense Against Biological Agents (U)
Work Unit No. A841 00 068: Characterization of Virologic, Immunologic, and Host Parasite Relationships

Background:

In August 1976, outbreaks of an acute hemorrhagic illness termed Ebola hemorrhagic fever (EHF) commenced in Southern Sudan and Northern Zaire (1, 2). This illness was characterized by prostration, fever, headache, myalgia, arthralgia, abdominal pain and high mortality (88% in Zaire, 53% in Sudan). To date, there is no vaccine available for preventing EHF, with isolation and barrier nursing techniques being the principal measures taken during outbreaks. Therapy of EHF is likewise an undeveloped subject. Treatment with immune plasma appeared to be beneficial, while interferon did little to alleviate viremia in a British patient who suffered a laboratory infection with EHF virus (3). Because of the lack of either prophylactic or proven therapeutic measures against EHF, studies were undertaken at USAMRIID in order to develop a vaccine and evaluate various therapeutic measures.

Progress:

Animal Studies. The initial studies were designed to define animal models of EHF virus infection and to assess infectivity of the Zaire and Sudan strains of EHF virus. The Boniface (Sudan) strain of EHF received from the Medical Research Establishment (MRE) Porton Down, England, had undergone one guinea pig (plasma) passage and 2 Vero-cell passages at MRE. Following one passage in fetal rhesus lung cell (M-103) this working pool was designated Boniface G1V2M1 and inoculated into Hartley and Strain 13 guinea pigs. Results of those studies are
1985 CDC Report on Infectious & Diagnostic Disease Services it provides
Infectious Disease: A Global Health Threat 1995 report by Clinton Administration’s National Science & Technology Council
Emerging Infectious Diseases

Thirty years ago, the threat of infectious diseases appeared to be receding. Modern scientific advances, including antibiotic drugs, vaccines against childhood diseases, and improved technology for sanitation, had facilitated the control or prevention of many infectious diseases, particularly in industrialized nations. The incidence of childhood diseases such as polio, whooping cough, and diphtheria was declining due to the use of vaccines. In addition, American physicians had fast-acting, effective antibiotics to combat often fatal bacterial diseases such as meningitis and pneumonia. Deaths from infection, commonplace at the beginning of the twentieth century, were no longer a frequent occurrence in the United States. Meanwhile, in other parts of the world, chemical pesticides like DDT were lowering the incidence of malaria, a major killer of children, by controlling populations of parasite-carrying mosquitoes.

As it turned out, our understandable euphoria was premature. It did not take into account the extraordinary resilience of infectious microbes, which have a remarkable ability to evolve, adapt, and develop resistance to drugs in an unpredictable and dynamic fashion. It also did not take into account the problem. Furthermore, the number of people infected with the human immunodeficiency virus (HIV) that causes AIDS is increasing in many countries and may reach 40 million by the year 2000. Most recently, Ebola virus, which causes an often fatal hemorrhagic illness, has appeared again in Africa, and a formerly unknown virus of the measles family that killed several horses in Australia also infected two men, one of whom died.

New diseases have also appeared within the United States, including Lyme disease, Legionnaires’ disease, and most recently hantavirus pulmonary syndrome (HPS). HPS was first recognized in the southwestern United States in 1993 and has since been detected in more than 20 states and in several other countries in the Americas. Other new or re-emerging threats in the United States include multidrug-resistant TB; antibiotic-resistant bacteria causing ear infections; pneumonia; meningitis; rabies; and diarrheal diseases caused by the parasite Cryptosporidium parvum and by certain toxigenic strains of Escherichia coli bacteria.

Why are new infectious diseases emerging?

The reasons for the sharp increase in incidence of many infectious diseases...
2007 congressional hearing on President Bush’s AIDS relief plan
GERMANY

INTEREST OF THE UNITED STATES IN DEVELOPMENTS WITHIN THE SOVIET ZONE OF OCCUPATION; PROBLEMS RELATING TO THE QUADRIPARTITE CONTROL OF BERLIN

862.00/1–946: Telegram

The United States Political Adviser for Germany (Murphy) to the Secretary of State

SECRET

Berlin, January 9, 1946—10 p.m. [Received January 10—5:50 a.m.]

74. Though certain SPD elements in Berlin and Russian zone doubtless favor merger with KPD and others may eventually give in to further pressure for such a move, we believe that the majority of those leaders who agreed to joint declaration mentioned in my telegram No. 1357, December 30, 1945, 1 a.m. regarded it as mainly a maneuver to gain further time. As KPD demanded an immediate merger, preferably on national or otherwise on local basis wherever possible, and also use of joint lists of election candidates, it is clear...
Cuban Missile Crisis-Central Intelligence Agency documents
67. (Continued)

Psalm

Top Secret

2. The 16 launchers for 1,100 n.m. MRBMs must be considered operational now. Four of the fixed launchers for the 2,200 n.m. IRBMs could probably become operational within the next six weeks. The other four would become operational in 6 to 10 weeks. We have no direct evidence that nuclear weapons are now present in Cuba, and it is unlikely that we would be able to obtain such evidence. However, the construction of at least one probable nuclear storage facility is a strong indication of the Soviet intent to provide nuclear warheads. In any case, it is prudent to assume that when the missiles are otherwise operational, nuclear warheads will be available. These could be brought in by air, submarine, or surface ship.
Description of Soviet leader Yuri Andropov as a negotiator

4. ANDROPOV AS A NEGOTIATOR: EXPECTATIONS

a. Strengths

From what was publicly known about Andropov, there seemed little doubt that he would be a formidable player in any future negotiating encounter with President Reagan at the summit. He seemed to have many of the essential attributes that have tended to make Soviet leaders strong and effective negotiators: a keen native intelligence and vast knowledge of government, people and Soviet interests; a command of vast resources of knowledge, analysis, and information; a support staff of diplomatic and national security specialists seasoned by years of professional training and negotiations; a political toughness in dealing with adversaries; and an attitude and style in negotiations that had been shaped by inherited and acquired characteristics unique to the Russian and Soviet historical experience and political culture.²⁰¹

b. Deficiencies

However, Andropov shared some deficiencies and human frailties of his predecessors and political associates. Qualified practitioners and students of diplomacy have recorded among such shortcomings: the inclination for overkill in propaganda; political miscalculation; a certain clumsiness and alienating brutality; an inability to inspire confidence and an almost total lack of understanding of the real character, motives, and feelings of foreign countries and peoples with whom they deal. In short, the Soviets were not, as one specialist insists, “infallible supernegotiators.” ²⁰²
2000 House International Relations Committee hearing on Vladimir Putin’s rise to power
Madam Secretary, within Russia there are voices of brave people who are truly dedicated to democracy and political and economic reforms. They are warning us that Mr. Putin is not who he would have us believe he is. We all know, of course, that he has spent much of his life as a career KGB agent, but we also need to look more closely at how he rose to the presidency. He rose to the position of Prime Minister at a time when former President Boris Yeltsin was searching for someone who could ensure his safe departure from office. Indeed, after Putin won the presidency, his very first action was to grant Yeltsin immunity from any prosecution.

Additionally, we should note the manner in which Mr. Putin won that election. It was an election Yeltsin and Putin timed to the disadvantage of his opponents. It was an election in which the government-run media blatantly slandered Putin’s opponents. Stories are now emerging in Russia’s independent media about massive vote rigging for Putin in the election. That is the same independent media now being intimidated by the Putin government. As one commentator said, the election was nothing more than a “velvet coup,” manipulated to such an extent that it simply handed power from Yeltsin to Putin.

But there is much more than that which should concern us. Those surrounding Putin and former President Boris Yeltsin—including the Russian tycoon Boris Berezovsky—created a brand new political party late last year. This new party had almost no known political platform, but it benefitted from the same kind of Kremlin support Putin later enjoyed. That new party won a considerable number of seats in the Russian parliament and immediately joined the Communists in excluding reform-minded parties from leading positions in that body. Now we hear reports that those around Putin, many of them former career KGB agents themselves, would like to create another new party. This potential new party would have a more left-wing face, but would really be controlled by the Kremlin.

(33)
Conclusion

1. Hathitrust Catalog enables significant quantitative and qualitative historical research on U.S. Government policymaking.
2. Enables users to learn the historical roots of many current government policymaking subjects and controversies.
3. Enables users to learn how effectively or ineffectively government agencies responded to these problems.
4. Can be used to speculate on possible future policymaking topics and potential solutions and problems presented by these policies.
5. Questions