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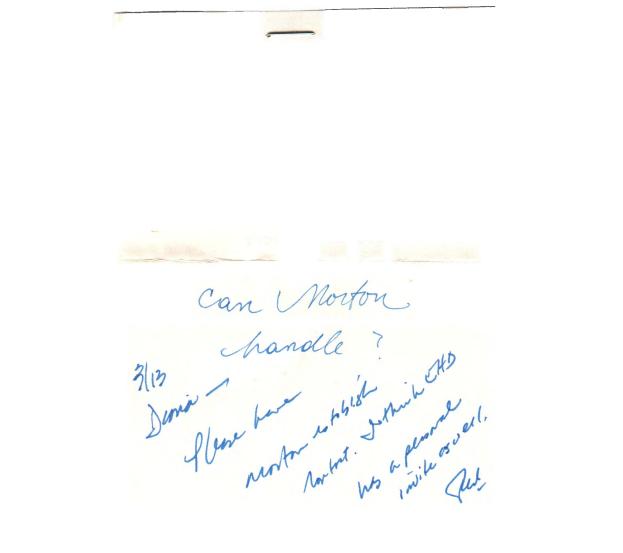
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March 11, 1981

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Dear Mr. Marriott:

Thank you for inviting Mr. Baker to the annual Citizen's Choice Day on March 31.

Unfortunately his schedule is such that he is unable to accept your kind invitation to attend. Mr. Baker appreciates your thoughtfulness in including him.

However, I have forwarded your letter to Elizabeth Dole, Assistant to the President for Public Liaison, for her information and consideration. I am sure that a member of her staff will be in touch with you soon.

Again, thank you for your kind invitation.

Sincerely,

Margaret D. Tutwiler Special Assistant to James A. Baker, III

Mr. J. Willard Marriott, Jr. Chairman Citizen's Choice, Inc. 1615 H Street N.W. Washington, D.C. 20062

CC: Elizabeth Dole



MDT Scheduling

Maggal FEB, 319 00

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

Dear Mr. Baker:

5 42 REIREI NOD PARAGRAPH Dois of MI This NOD MRS. CLIZ. PIES OWEN TO SEND RED 3/6/81 TO SEND RED 3/6/81 TO SEND RED 3/6/81 On March 31, 1981, Citizen's Choice will sponsor its annual Citizen's Choice Day in Washington, D. C. Citizen's Choice is a 70,000 member grassroots organization founded in 1977 and dedicated to the goals of reduced taxes and government spending with incentives for investment in a free market economy.

Citizen's Choice Day provides an opportunity for our leaders from throughout the country to spend time in Washington with key government leaders to articulate our views on important issues. This year the events of Citizen's Choice Day will revolve around President Reagan's program to cut government spending and balance the federal budget. We have based the 1981 Citizen's Choice Legislative Agenda on the President's program and we are prepared to put the full weight of our organization behind your goals. Our national leadership and the Board of Directors will be actively participating to get the message across to Members of Congress and the media.

One of the major activities of Citizen's Choice Day will be afternoon visits our Board of Directors will make to key members of the Administration and Members of Congress. We would be honored to have you meet with the group. I really would like you to provide an outline of what Citizen's Choice might do to support the President and his economic package. The national leadrship of Citizen's Choice and its 70,000 members are committed to seeing your goals of a balanced budget and reduced government spending become a reality.

Our Legislative Director, Kathleen Casey, would be happy to provide your staff with details regarding the logistics of Citizen's Choice Day. She can be reached at 659-5590.

Page 2 March 2, 1981

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We look forward to hearing from you, and we hope you will be able to meet with us on March 31.

Sincerely,

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J. Willard Marriott, Jr. Chairman

Enclosure

P. S. Unlike other grassroots organizations, we have no special interest other than the economic revitalization of America. We are 100% behind the goals of you and the Administration. Your participation would be a fitting beginning for our national campaign of support for your programs.

1980 MESSAGE TO CITIZEN'S CHOICE MEMBERS

The Tide Has Turned!



In 1980 our focus included stepped-up lobbying efforts and an investigation of the IRS. In one visit to Capitol Hill (above), Citizen's Choice staff members Laurie Wieder and Kathleen Casey and Volunteer Truman Bruch show Senator Lloyd M. Bentsen (D-Texas) postcards Citizen's Choice members sent to Washington calling for less government spending. At a Dallas hearing of the National Commission on Taxes and the IRS (below), one witness tells of his personal experiences with the federal tax-collecting agency.



At campaign headquarters in large cities and small towns across the country, you and thousands of other Citizen's Choice members paved the way for a new era. You helped elect a Congress that sees big government as the cause of rather than the solution to our problems—a Congress that will support private enterprise and put our nation's economy back on the right track.

Stopping The Spendthrifts

Hammering against excessive government spending, which fuels inflation and wreaks havoc upon taxpayer budgets, Citizen's Choice members helped block attempts of the 96th Congress to legislate new spending programs. Bills to create a multi-billion dollar national health care program, limit grass roots lobbying, extend unemployment compensation coverage and expand the welfare program died in congressional committees.

Progress Made

The pressure Citizen's Choice members exerted on an unyielding Congress helped enact precedent-setting legislation curbing the rule making powers of the Federal Trade Commission and stalemate the efforts of those debaters who wanted a federal budget with mammoth spending totals. The 97th Congress Citizen's Choice helped elect promises to give top priority to the needs of taxpayers and enact legislation neglected this year: regulatory reform, an Energy Mobilization Board to cut through the red tape impeding the construction of energy projects, and a budget with spending levels that stick.

Success At The Polls

Thousands of members pledged to elect an enterprise Congress after receiving a slate of responsible candidates from the National Chamber Alliance for Politics. Several days before the election, hundreds of members in districts where races were expected to be particularly close were called to action. The results were astounding! Of the 104 candidates Citizen's Choice supported, 72 percent, or 74 candidates, were victorious. Twenty-five of the 33 particularly close contests were successful for a 76 percent winning record.



Volunteers and other members helped elect a pro-enterprise Congress.-Volunteer Mike Malovic (left) (above) seized every opportunity to tell friends and neighbors about the candidate he supported.

Volunteers

Count on them! Two thousand of the most dedicated Citizen's Choice members are having a significant impact on Washington.

• Volunteers constitute the Telephone Alert System which can produce 2,000 telephone calls to congressional offices within 24 hours. This year such regional leaders as Tom Bolduc of Santa Rose, California; Nancy Ditman of Denver, Colorado; Herbert Sohn of Chicago, Illinois; Cecil Lawler of Dallas, Texas; Mark Marshall of West Bridgewater, Massachusetts; William Staton of Charlotte, North Carolina; Ralph Eversen of Eastlake, Ohio; Tim O'Brien of Waverly, New York; and Ron Swanson of Woodbridge, Virginia helped make such Telephone Alert success stories possible as the defeat of lobby "reform," which would have placed your freedom of speech in jeopardy.

• Volunteers proclaim the private enterprise point of view by publicizing articles and editorials in their hometown newspapers, just as they did when they had announcements for Enterprise Day printed on October 3.

• Volunteers led the final drive to elect pro-enterprise candidates in swing districts when they were contacted by the staff in Washington. Their effectiveness: 76 percent of the swing candidates were winners.

Lobbying Visits

As frequent visitors on the Hill, Citizen's Choice members and staff discussed your concerns in meetings with key senators and representatives.

• Congressional luncheons gave the staff an opportunity to familiarize legislators and Hill staffers with our goals and principles.

• Interviews with members of Congress helped us learn how we can work better with Congress to curb the growth of government.

• Lobby visits allowed members and staff alike to press for such critical reforms as less government spending, lower taxes, regulatory reform and much more. In testimony before the Republican National Platform Committee (below), Citizen's Choice President Tom Donohue prescribed less government intervention in the free market system as the way to boost employment and restore the American Dream.





Legislative Director Kathleen Casey met with scores of members of Congress to represent your concerns. In her visit with Representative Delbert L. Latta (R-Ohio) (above), Kathleen urged him to consider seriously the need for tax cuts for individuals.

Testimony

Directing future public policy through testimony before congressional committees has always been a critical element in the Citizen's Choice strategy. This year we also testified before the Republican and Democratic National Platform Committees, helping to set the pace for the coming decade and reaffirming our commitment to less government spending and control as a cure for our nation's economy.

Tax Commission Probes Taxpayer Grievances

Its goal is to investigate and improve the policies and procedures of the Internal Revenue Service.

Last February the Citizen's Choice National Commission on Taxes and the IRS held its first public hearing in Tampa, Florida, to learn how American taxpayers view the Internal Revenue Service. Eight months later the Commission heard the testimony of its final witness in Seattle, Washington.

In the eight-month period more than 2,500 individuals across the nation either attended the public hearings or dialed the toll-free Tax Line to tell the Commission of their personal experiences with the IRS. Witnesses included small business owners, tax accountants, and attorneys, members of Congress, Citizen's Choice members, private citizens and former IRS Commissioner Donald Alexander. Their testimony included:

- Suggestions that a taxpayer bill of rights accompany all summons or audit letters from the IRS.
- Criticism of Congress for forcing the IRS to administer through congressionally-mandated tax credits programs of the Department of Energy, the Department of Health and Human Services and other branches of the government.
- Compliments on the helpfulness of the IRS but concern that local offices did not always have all the information they needed to answer questions.
- Stories of children whom the IRS pulled out of school to discuss their parents' finances.
- Recommendations that income taxes be indexed for inflation to provide relief for taxpayers from inflation.
- Frustrations that it is often necessary to hire an attorney or accountant to fill out lengthy and complicated tax forms.
- Tales of receiving a variety of answers to the same question from a variety of IRS representatives.
- Testimony from an H & R Block employee that many people pay more income taxes than they should because taxes are so complicated. Taxpayers do not seek assistance; instead they continue to file the short, and easy, form.

Now the Commission is studying this and other testimony it has heard. With the expert help of attorneys at the law firm of Arnold & Porter it will prepare its written recommendations. In March 1981 the Commission's findings will be made public, and you then will be signalled to take action.



Executive Secretary Heidi Belz directed planning for the hearings of the National Commission on Taxes and the IRS. At the Philadelphia hearing (above), she met with C. William Pheiss, Henry V. Plank and Allen Lesley.



Audiences at the hearings listened closely to what witnesses had to say and often testified themselves.



Stay informed by calling the Hotline. The toll-free telephone number supplies you with added clout by providing up-to-date news on critical legislation. Three times a week (on Mondays, Wednesdays and Fridays) a recorded message tells members how they can sway policy decisions made in Washington. (Washington area residents should dial 223-2666.)

Get More Involved

Does your club, civic group or church need a speaker? Would you like to join the Go-Getters or volunteers? Do you have ideas for improving the Citizen's Choice program? Have you had problems with your newsletter subscription? Do you have a question on pending legislation?

Citizen's Choice is here to help you. Dial the toll-free line today (800-424-5062) and explain what you want to know. A member of the Citizen's Choice staff will contact you and give you the information you need!



Speaking before large audiences gets out the Citizen's Choice word and encourages more individuals to join our organization. Citizen's Choice President Tom Donohue (above) travels around the country urging audiences to become involved to direct the future of our nation.

Another way to meet members of Congress is by interviewing them for the Citizen's Choice Newsletter or Hotline. The Newsletter editor, Laurie Wieder, interviewed several senators and representatives this year, including Senator Ted Stevens (R-Alaska), Representative James T. Broyhill (R-N.C.) and Senator Lloyd M. Bentsen (D-Texas) (shown below).





Congressional luncheons are an excellent way to meet legislators and explain the concerns of Citizen's Choice members. At a July 1980 luncheon (above), Citizen's Choice Founding Chairman Jay VanAndel (center) met with Representatives Jack F. Kemp (R-N,Y.) (left) and Jim Jones (D-Okla.) (right).

Go-Getters

Numbers mean clout, and a special group of Citizen's Choice members is making sure we have the numbers we need to influence Congress.

After each pledging to recruit 25 new members in six months, this dedicated group signed up 15,000 new members to help Citizen's Choice reach the 65,000-member mark.

These energetic individuals will soon be setting new goals for the coming year, and you are invited to join them.

An Unbeatable Team

A small but dedicated group of staff members in Washington supports the efforts of Citizen's Choice members, volunteers and Go-Getters. Together they form an unbeatable team!

• On a monthly basis, the Citizen's Choice newsletter chronicles the path of legislation through Congress. It offers in-depth analyses of complicated issues and updates on pending legislation.

• When the time is right, Action Alerts sent through the mail signal members to contact Congress on critical legislative issues.

• Three times a week, a special message is recorded for all Citizen's Choice members. By dialing the toll-free Hotline, you can stay informed of Washington, D.C. goings-on and react immediately to them.

• Quarterly opinion polls measure the feelings of Citizen's Choice members and direct the course of future legislative goals.

From The Chairman



As Chairman of the Board, Mr. Marriott meets with Citizen's Choice members and volunteers and lobbles for Citizen's Choice on Capitol Hill. At a recent congressional luncheon, Mr. Marriott discussed your concerns in his conversation with Representatives Gunn McKay (D-Utah) (left) and Barber B. Conable, Jr. (R-N,Y.) (right). Exactly what is Citizen's Choice? That is a question I am asked frequently and one that is difficult to answer.

Perhaps most important, Citizen's Choice is 65,000 individuals who share a fierce pride in our country and a sincere commitment to assure that it remains the greatest nation in the world.

It is easy to become discouraged by the ever-climbing digits of the Consumer Price Index and by stories of bureaucratic incompetence and the wasteful expenditure of taxpayers' dollars. Yet Citizen's Choice members believe that involvement in our nation's political process on the part of individual citizens is crucial to curing our country's economic ills.

You have united your efforts with those of other Citizen's Choice members to persuade government to lift its control from our lives and return responsibility for our nation's well-being to the private enterprise of our citizens. The United States became the world leader it is today because of the ingenuity and inventiveness of its citizens and not the programs of its government.

You should be particularly proud of the victories you have helped win in the past year. You have opened the eyes of many members of Congress to the need for less government spending and taxes. You lobbied for passage of landmark legislation which curbed the power of one of the most crippling regulatory agencies, the Federal Trade Commission, and set a precedent for future regulatory reform. In this critical move, legislators voted to make the FTC accountable to the nation's voters by allowing members of Congress to veto proposed FTC rules.

Even more important, you helped elect the most pro-enterprise Congress in more than 20 years. Just as members have demonstrated their concern for our nation's future by writing their senators and representatives, each of you who played an active role in this year's election helped assure that more of the principles Citizen's Choice supports will be the policy positions pursued by tomorrow's leaders.

The election presents those who believe in the American enterprise system a golden opportunity. It also challenges us to increase our political involvement.

Many people believe the battle has been won-legislators who will vote for less government spending are now safely in power. However, those same legislators need to know you support their efforts to return fiscal responsibility to government.

Change will not be automatic. The new Congress faces a monumental task. And there are those remaining in office who believe the answers to our country's problems should come from the federal government and be charged to the nation's taxpayers.

Too much time has passed already. The federal government has taken control over much of our lives. Congress must act quickly and decisively to reverse the unhealthy involvement of government, and it needs your help.

During the coming year, I challenge you to join me in pressing Congress even more strongly for reduced government spending, more equitable taxes and less government control over our personal lives.

JW Manuad . J.

J. Willard Marriott, Jr. Chairman of the Board

This annual message is published by Citizen's Choice, Inc. at 1615 H Street, N.W., Washington, D.C. 20062 (202) 659-5590. Copyright © 1980, Citizen's Choice, Inc. Chairman of the Board, J. Willard Marriott, Jr.; President, Thomas J. Donohue; Vice President, David L. Chew; Managing Editor, Laurie C. Wieder.

The 97th Congress

To help you in writing your senators and representative we have printed a listing of each state's two senators and representatives by district. New members of Congress are noted by an asterisk. Their addresses: The Honorable , United States Senate, Washington, D.C. 20510 and the Honorable _____, House of Representatives, Washington, D.C. 20515. To call: 202-224-3121.

ALABAMA Howell Heflin (D) Jeremiah Denton (R)* Jack Edwards (R) William L. Dickinson (R) Bill Nichols (D) Tom Bevill (D) Ronnie G. Flippo (D) Albert Lee Smith Jr. (R)* Richard C. Shelby (D) ALABAMA 6. ALASKA Frank H. Murkowski (R)* Ted Stevens (R) AL Don Young (R) AL Don Young (R) ARIZONA Dennis DeConcini (D) Barry Goldwater (R) 1. John J. Rhodes (R) 2. Morris K. Udall (D) 3. Bob Stamp (D) 4. Eldon Radd (R) ARRANEAE ARKANSAS ARKANSAS Dakin Busspers (D) David Pryos (D) 1. Bill Alexander (D) 2. Ed Barthane (R) 3. John Paul Hasamerschmidt (R) 4. Beryl Anthony Jr. (D) CALIFORNIA C.A.B. OKITA Alan C. CRAINTON (D) S. L. (Sam) Hayakawa (R) L. Espere A. Chappie (R)* 2. Robert T. Matuai (D) 3. John L. Burton (D) 5. John L. Burton (D) 6. Philip Burton (D) 7. George Miller (D) 8. Romal V. Dellums (D) 9. Fortney H. (Pete) Stark (D) 10. Don Edwards (D) 11. Tom Lanton (D)* 11. Tom Lanton (D)* 12. Tomy Centrol (D) 13. Norman J. Yulierta (D) 14. Norman D. Shamway (R) 15. Tomy Centro (D) 15. Lone E. Fanetta (D) 15. Charles (Chip) Pashayan Jr. (R) 18. Robert J. Lagomatriano (R) 20. Barry M. Gaddward Tr. (B) 21. Bobb Frieder (R)* 21. Gobb Frieder (R)* 22. John H. Norman (R) 23. Johnson J. Moordmad (R) 23. Johnson (R) 24. Henry A. Waxman (D) 25. John H. Rowale(D) 25. George E. Boom Jr. (D) 23. George E. Dorma (R) 24. Julian C. Dorman (R) 24. Julian C. Dorman (R) 24. John Langero (R) 25. Dorby The Longero (R) 24. Dan Langero (R) 25. Dorby H. Enderson (D) 25. Dervit (R) Tomer (R)* 26. Dan Langero (R) 27. Herry Lewit (R) 28. Dan Langero (R) 29. William E. Dannerneyer (R) 20. Chart H. Lagomarking (R)* 21. Bull Angero (R)* 23. Chart M. Bungero (R) 23. Chart M. Bungero (R)* 23. Chart M. Bungero (R)* 23. Chart M. Bungero (R)*

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 Dan Mica (D)
 Clay Shaw (R)*
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 Eugene Johnston (R)*
 Charlie Rose (D)
 W. G. (Bill) Hefner (D)
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March 2, 1981

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The Honorable Elizabeth Hanford Dole Assistant to the President for Public Liaison The White House Washington, D. C. 20500

Dear Elizabeth:

On March 31, 1981, Citizen's Choice will sponsor its annual Citizen's Choice Day in Washington, D. C. Citizen's Choice is a 70,000 member grassroots organization dedicated to the goals of reduced taxes and government spending with incentives for investment in a free market economy.

Citizen's Choice Day provides an opportunity for our leaders from throughout the country to spend time in Washington with key government officials and members of Congress to articulate our views on important issues. This year the events of Citizen's Choice Day will revolve around President Reagan's program to cut government spending, reduce the tax burden and balance the federal budget. We are very supportive of the President's program and are prepared to put the full weight of our organization behind his goals. Our national leadership and Board of Directors are already actively working to get the message across to Members of Congress and the media.

One of the major activities of Citizen's Choice Day are visits by our Board to key members of the Administration and Congress. We would be honored if you would agree to meet with our group. If you would personally provide an outline of what Citizen's Choice might do to support the President and his economic package it would help motivate our membership towards maximum performance.

Unlike other grassroots organizations, we have no special interest other than the economic revitalization of America. We are 100% behind the goals of you and the Administration. Your participation would be a fitting beginning for our national campaign of support for President Reagan's programs.

Our Legislative Director, Kathleen Casey, would be happy to provide your staff with details regarding the logistics of Citizen's Choice Day. She can be reached at 659-5590. Page 2 March 2, 1981

We look forward to hearing from you, and we hope you will be able to meet with us on March 31.

Sincerely,

J. Willard Marriott, Jr. Chairman

Enclosure

P. S. Our leadership voted to try to see two White House principals while in Washington. You were first choice followed by Jim Baker. If Mr. Baker could also be included in our meeting it would be very helpful.



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1980 MESSAGE TO CITIZEN'S CHOICE MEMBERS

The Tide Has Turned!



In 1980 our focus included stepped-up lobbying efforts and an investigation of the IRS. In one visit to Capitol Hill (above), Citizen's Choice staff members Laurie Wieder and Kathleen Casey and Volunteer Truman Bruch show Senator Lloyd M. Bentsen (D-Texas) postcards Citizen's Choice members sent to Washington calling for less government spending. At a Dallas hearing of the National Commission on Taxes and the IRS (below), one witness tells of his personal experiences with the federal tax-collecting agency.

At campaign headquarters in large cities and small towns across the country, you and thousands of other Citizen's Choice members paved the way for a new era. You helped elect a Congress that sees big government as the cause of rather than the solution to our problems—a Congress that will support private enterprise and put our nation's economy back on the right track.

Stopping The Spendthrifts

Hammering against excessive government spending, which fuels inflation and wreaks havoc upon taxpayer budgets, Citizen's Choice members helped block attempts of the 96th Congress to legislate new spending programs. Bills to create a multi-billion dollar national health care program, limit grass roots lobbying, extend unemployment compensation coverage and expand the welfare program died in congressional committees.

Progress Made

The pressure Citizen's Choice members exerted on an unyielding Congress helped enact precedent-setting legislation curbing the rule making powers of the Federal Trade Commission and stalemate the efforts of those debaters who wanted a federal budget with mammoth spending totals. The 97th Congress Citizen's Choice helped elect promises to give top priority to the needs of taxpayers and enact legislation neglected this year: regulatory reform, an Energy Mobilization Board to cut through the red tape impeding the construction of energy projects, and a budget with spending levels that stick.

Success At The Polls

Thousands of members pledged to elect an enterprise Congress after receiving a slate of responsible candidates from the National Chamber Alliance for Politics. Several days before the election, hundreds of members in districts where races were expected to be particularly close were called to action. The results were astounding! Of the 104 candidates Citizen's Choice supported, 72 percent, or 74 candidates, were victorious. Twenty-five of the 33 particularly close contests were successful for a 76 percent winning record.



Volunteers and other members helped elect a pro-enterprise Congress.-Volunteer Mike Malovic (left) (above) seized every opportunity to tell friends and neighbors about the candidate he supported.

Volunteers

Count on them! Two thousand of the most dedicated Citizen's Choice members are having a significant impact on Washington.

• Volunteers constitute the Telephone Alert System which can produce 2,000 telephone calls to congressional offices within 24 hours. This year such regional leaders as Tom Bolduc of Santa Rose, California; Nancy Ditman of Denver, Colorado; Herbert Sohn of Chicago, Illinois; Cecil Lawler of Dallas, Texas; Mark Marshall of West Bridgewater, Massachusetts; William Staton of Charlotte, North Carolina; Ralph Eversen of Eastlake, Ohio; Tim O'Brien of Waverly, New York; and Ron Swanson of Woodbridge, Virginia helped make such Telephone Alert success stories possible as the defeat of lobby "reform," which would have placed your freedom of speech in jeopardy.

• Volunteers proclaim the private enterprise point of view by publicizing articles and editorials in their hometown newspapers, just as they did when they had announcements for Enterprise Day printed on October 3.

• Volunteers led the final drive to elect pro-enterprise candidates in swing districts when they were contacted by the staff in Washington. Their effectiveness: 76 percent of the swing candidates were winners.

Lobbying Visits

As frequent visitors on the Hill, Citizen's Choice members and staff discussed your concerns in meetings with key senators and representatives.

• Congressional luncheons gave the staff an opportunity to familiarize legislators and Hill staffers with our goals and principles.

• Interviews with members of Congress helped us learn how we can work better with Congress to curb the growth of government.

• Lobby visits allowed members and staff alike to press for such critical reforms as less government spending, lower taxes, regulatory reform and much more. In testimony before the Republican National Platform Committee (below), Citizen's Choice President Tom Donohue prescribed less government intervention in the free market system as the way to boost employment and restore the American Dream.





Legislative Director Kathleen Casey met with scores of members of Congress to represent your concerns. In her visit with Representative Delbert L. Latta (R-Ohio) (above), Kathleen urged him to consider seriously the need for tax cuts for individuals.

Testimony

Directing future public policy through testimony before congressional committees has always been a critical element in the Citizen's Choice strategy. This year we also testified before the Republican and Democratic National Platform Committees, helping to set the pace for the coming decade and reaffirming our commitment to less government spending and control as a cure for our nation's economy.

Tax Commission Probes Taxpayer Grievances

Its goal is to investigate and improve the policies and procedures of the Internal Revenue Service.

Last February the Citizen's Choice National Commission on Taxes and the IRS held its first public hearing in Tampa, Florida, to learn how American taxpayers view the Internal Revenue Service. Eight months later the Commission heard the testimony of its final witness in Seattle, Washington.

In the eight-month period more than 2,500 individuals across the nation either attended the public hearings or dialed the toll-free Tax Line to tell the Commission of their personal experiences with the IRS. Witnesses included small business owners, tax accountants, and attorneys, members of Congress, Citizen's Choice members, private citizens and former IRS Commissioner Donald Alexander. Their testimony included:

- Suggestions that a taxpayer bill of rights accompany all summons or audit letters from the IRS.
- Criticism of Congress for forcing the IRS to administer through congressionally-mandated tax credits programs of the Department of Energy, the Department of Health and Human Services and other branches of the government.
- Compliments on the helpfulness of the IRS but concern that local offices did not always have all the information they needed to answer questions.
- Stories of children whom the IRS pulled out of school to discuss their parents' finances.
- Recommendations that income taxes be indexed for inflation to provide relief for taxpayers from inflation.
- Frustrations that it is often necessary to hire an attorney or accountant to fill out lengthy and complicated tax forms.
- Tales of receiving a variety of answers to the same question from a variety of IRS representatives.
- Testimony from an H & R Block employee that many people pay more income taxes than they should because taxes are so complicated. Taxpayers do not seek assistance; instead they continue to file the short, and easy, form.

Now the Commission is studying this and other testimony it has heard. With the expert help of attorneys at the law firm of Arnold & Porter it will prepare its written recommendations. In March 1981 the Commission's findings will be made public, and you then will be signalled to take action.



Executive Secretary Heidi Belz directed planning for the hearings of the National Commission on Taxes and the IRS. At the Philadelphia hearing (above), she met with C. William Pheiss, Henry V. Plank and Allen Lesley.



Audiences at the hearings listened closely to what witnesses had to say and often testified themselves.

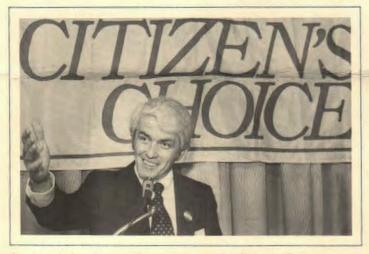


Stay informed by calling the Hotline. The toll-free telephone number supplies you with added clout by providing up-to-date news on critical legislation. Three times a week (on Mondays, Wednesdays and Fridays) a recorded message tells members how they can sway policy decisions made in Washington. (Washington area residents should dial 223-2666.)

Get More Involved

Does your club, civic group or church need a speaker? Would you like to join the Go-Getters or volunteers? Do you have ideas for improving the Citizen's Choice program? Have you had problems with your newsletter subscription? Do you have a question on pending legislation?

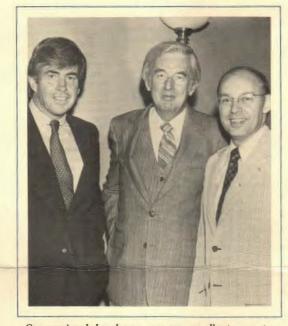
Citizen's Choice is here to help you. Dial the toll-free line today (800-424-5062) and explain what you want to know. A member of the Citizen's Choice staff will contact you and give you the information you need!



Speaking before large audiences gets out the Citizen's Choice word and encourages more individuals to join our organization. Citizen's Choice President Tom Donohue (above) travels around the country urging audiences to become involved to direct the future of our nation.

Another way to meet members of Congress is by interviewing them for the Citizen's Choice Newsletter or Hotline. The Newsletter editor, Laurie Wieder, interviewed several senators and representatives this year, including Senator Ted Stevens (R-Alaska), Representative James T. Broyhill (R-N.C.) and Senator Lloyd M. Bentsen (D-Texas) (shown below).





Congressional luncheons are an excellent way to meet legislators and explain the concerns of Citizen's Choice members. At a July 1980 luncheon (above), Citizen's Choice Founding Chairman Jay VanAndel (center) met with Representatives Jack F. Kemp (R-N,Y.) (left) and Jim Jones (D-Okla.) (right).

Go-Getters

Numbers mean clout, and a special group of Citizen's Choice members is making sure we have the numbers we need to influence Congress.

After each pledging to recruit 25 new members in six months, this dedicated group signed up 15,000 new members to help Citizen's Choice reach the 65,000-member mark.

These energetic individuals will soon be setting new goals for the coming year, and you are invited to join them.

An Unbeatable Team

A small but dedicated group of staff members in Washington supports the efforts of Citizen's Choice members, volunteers and Go-Getters. Together they form an unbeatable team!

• On a monthly basis, the Citizen's Choice newsletter chronicles the path of legislation through Congress. It offers in-depth analyses of complicated issues and updates on pending legislation.

• When the time is right, Action Alerts sent through the mail signal members to contact Congress on critical legislative issues.

• Three times a week, a special message is recorded for all Citizen's Choice members. By dialing the toll-free Hotline, you can stay informed of Washington, D.C. goings-on and react immediately to them.

• Quarterly opinion polls measure the feelings of Citizen's Choice members and direct the course of future legislative goals.

From The Chairman



As Chairman of the Board, Mr. Marriott meets with Citizen's Choice members and volunteers and lobbies for Citizen's Choice on Capitol Hill. At a recent congressional luncheon, Mr. Marriott discussed your concerns in his conversation with Representatives Gunn McKay (D-Utah) (left) and Barber B. Conable, Jr. (R-N.Y.) (right). Exactly what is Citizen's Choice? That is a question I am asked frequently and one that is difficult to answer.

Perhaps most important, Citizen's Choice is 65,000 individuals who share a fierce pride in our country and a sincere commitment to assure that it remains the greatest nation in the world.

It is easy to become discouraged by the ever-climbing digits of the Consumer Price Index and by stories of bureaucratic incompetence and the wasteful expenditure of taxpayers' dollars. Yet Citizen's Choice members believe that involvement in our nation's political process on the part of individual citizens is crucial to curing our country's economic ills.

You have united your efforts with those of other Citizen's Choice members to persuade government to lift its control from our lives and return responsibility for our nation's well-being to the private enterprise of our citizens. The United States became the world leader it is today because of the ingenuity and inventiveness of its citizens and not the programs of its government.

You should be particularly proud of the victories you have helped win in the past year. You have opened the eyes of many members of Congress to the need for less government spending and taxes. You lobbied for passage of landmark legislation which curbed the power of one of the most crippling regulatory agencies, the Federal Trade Commission, and set a precedent for future regulatory reform. In this critical move, legislators voted to make the FTC accountable to the nation's voters by allowing members of Congress to veto proposed FTC rules.

Even more important, you helped elect the most pro-enterprise Congress in more than 20 years. Just as members have demonstrated their concern for our nation's future by writing their senators and representatives, each of you who played an active role in this year's election helped assure that more of the principles Citizen's Choice supports will be the policy positions pursued by tomorrow's leaders.

The election presents those who believe in the American enterprise system a golden opportunity. It also challenges us to increase our political involvement.

Many people believe the battle has been won-legislators who will vote for less government spending are now safely in power. However, those same legislators need to know you support their efforts to return fiscal responsibility to government.

Change will not be automatic. The new Congress faces a monumental task. And there are those remaining in office who believe the answers to our country's problems should come from the federal government and be charged to the nation's taxpayers.

Too much time has passed already. The federal government has taken control over much of our lives. Congress must act quickly and decisively to reverse the unhealthy involvement of government, and it needs your help.

During the coming year, I challenge you to join me in pressing Congress even more strongly for reduced government spending, more equitable taxes and less government control over our personal lives.

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J. Willard Marriott, Jr. Chairman of the Board

This annual message is published by Citizen's Choice, Inc. at 1615 H Street, N.W., Washington, D.C. 20062 (202) 659-5590. Copyright © 1980, Citizen's Choice, Inc. Chairman of the Board, J. Willard Marriott, Jr.; President, Thomas J. Donohue; Vice President, David L. Chew; Managing Editor, Laurie C. Wieder.

The 97th Congress

To help you in writing your senators and representative we have printed a listing of each state's two senators and representatives by district. New members of Congress are noted by an asterisk. Their addresses: The Honorable , United States Senate, Washington, D.C. 20510 and the Honorable _____, House of Representatives, Wathington, D.C. 20515. To call: 202-224-3121.

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Neman V. Mineta (D)
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 Gerry E. Studds (D)
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 Carl Legin (D) MICHGAN Carl Levin (D) Donald W. Riegle Jr. (D) John Coeyers Jr. (D) Carl D. Parsell (R) How ard Wolpe (D) Dave Stockman (R) Harold S. Sawyer (R) John Stame (R)^{*} Dale E. Kibbe (D) Bob Traxier (D) 7. Date E: Kabler (D) 8. Bob Traxfer (D) 9. Guy Vander Jagt (R) 10. Don Afbosta (D) 11. Robert W. Davis (R) 13. George W. Crockett Jr. (D)⁶ 14. Dennis M. Hertel (D)⁹ 15. William D. Ford (D) 16. John D. Dingell (D) 17. William M. Brodhead (D) 18. James J. Blanchard (D) 19. William S. Broomfield (R) MINNESOTA MIRNE SOFTAR Rudy Boschwiz (R) David Durchberger (R) Arten Erdahl (R) Tom Hagedorn (R) Bill Fernzel (R) Bill Fernzel (R) Bill Fernzel (R) Martin Olav Sabo (D) Via Weber (R)* Arten Stangeland (R) Jamet L, Oberstar (D) MSSISSIPPI John C, Stennis (D) Thad Cochran (R) Jamie L, Whitte (D) Overid R, Bowen (D) Overid R, Bowen (D) Co, V. (Saony) Montgoon Jog C, Hissan (R) Trent Lott (R) MINNESOTA teomery (D) MISSOURI MESSOURI Thomss F: Explorton (D) John C. Danforth (R) I. William Clay (D) Z. Robert A. Young (D) J. Richard A. Gephardt (D) 4. Ite Skelton (D) 5. Richard Beöing (D) 6. E. Thomas Coleman (R) 7. Gene Trytor (R) 8. Wondell Bailey (R)* 9. Harold L. Volkmer (D) 10. Bill Emerson (R)* MONTANA Max Baucus (D) John Melchet (D) Pat Williams (D) Ron Marlenee (R) NEBRASKA J. James Exon (D) Edward Zorinsky (D) 1. Douglas K. Bereuter (R) 2. Hal Dasb (R)* 3. Vityinia Smith (R) NEVADA Howard W. Cannon (D) Paul Laxait (R) AL Jim Santini (D) NEBRASKA Howars -Paul Lasait (R) L Jim Santini (D) NEW HAMPSHIRE Gordon J. Humphrey (R) Warren Rodman (R)* . Judd Greg (R)* NEW JERSEY Bill Bradley (D) Harrison A. Williams Jr. (D) I. Jimes J. Fiorio (D) 2. William J. Hugher (D) 3. James J. Howard (D) 4. Christopher H. Smith (R)* 6. Edwin B. Forsythe (R) 7. Marge Rokema (R)* 6. Robert A. Roe (D) 9. Harold C. Hollenbecch (R) 10. Peter B. G. Minish (D) 11. Marge Rokema (R)* 6. Robert A. Roe (D) 9. Harold C. Hollenbecch (R) 10. Peter B. G. Minish (D) 12. Margine C. Minish (D) 13. Jian Cowner (R) 14. Frank J. Cammin (D) 15. Bernard J. Dwyret (D)* Pete V. Domenici (R) Harrison (Jack) Schmitt (R) 1. Mannel Lujan Jr. (R) 2. Joe Sksen (R)⁶ Joe Skace (R)* NEW YORK Daniel Patrick Moynihus (D) Alfonse M. D'Amato (R)* William Carney (R) Thomas J. Downsy (D) Gregory W. Carman (R)* Horman F. Lent (R)

 Raymond J. McGrath (R)*
 John LeBoutilhier (R)*
 Joseph R. Addabbo (D)
 Benjamin S. Romenthal (D)
 Gerakline A. Ferraro (D)
 Mario Biaggi (D)
 James H. Scheuer (D)
 Scheuer (D) Merico Biogal (D)
 James H. Scheuer (D)
 Shirley Chishelon (D)
 Shirley Chishelon (D)
 Shirley Chishelon (D)
 Shirley Chishelon (D)
 Sherpen J. Solarz (D)
 Fice C. Zeffereti (D)
 Charles E. Schumer (D)*
 Charles B. Schumer (D)*
 Charles B. Schumer (D)*
 Charles B. Sangel (D)
 Robert García (D)
 Robert García (D)
 Robert García (D)
 Sharline R. A Giman (R)
 Danaid J. Mitchell (R)
 George Worker (R), Fisher B. Solemon (R)
 Danaid J. Mitchell (R)
 Garga A. Lee (R)
 Sharles R. Sanker (R)
 Sharles R. Nowak (D)
 Starkey N. Nowak (D)
 Sharles R. Lundine (N)
 Sharles R. Lundine (N)
 Sharles R. Lundine (N)
 Sharles R. Lundine (N) NORTH CAROLINA NORTH CAROLINA John P. East (R)* Jesse Helms (R) Issae Helms (R) I. Walter B. Jones (D) 2. L. H. Fountain (D) 3. Charks Whitey (D) 4. Ike F. Andrews (D) 5. Stephen L. Neal (D) 5. Stephen L. Neal (D) 7. Charkie Rose (D) 8. W. G. (Bibl Hefmer (D) 9. James G. Nartin (R) 10. James T. Foryhill (R) 10. James T. Foryhill (R) 10. James T. Broyhill (R) NORTH DAKOTA Quentin N. Burdick (D) Mark Andrews (R)* AL Byron L. Dorgan (D)* OHIO John Glenn (D) John Glenn (D) Howard M. Metzenbaum (D) Bill Gradision (R) Thomas A. Luken (D) Tony P. Hali (D) Tennyson Guyer (R) Defbert L. Latts (R) Bob McEwes (R)* Clarence 3. Brown (R) Defbert L. Latta (R)
 Bob McLwen (R)*
 Clarence J. Brown (R)
 Thomas N. Kindness (R)
 Ed Weber (R)*
 O. Clarence E. Miller (R)
 I. J. William Stanton (R)
 Z. Robert N. Shamansky (D)*
 Jon J. Pease (D)
 John J. Seiberting (D)
 Chalmers P. Wylie (R)
 B. Douglas Applegate (D)
 John M. Ashbrook (R)
 B. Douglas Applegate (D)
 John M. Ashbrook (R)
 Douglas Applegate (D)
 John M. Eckart (D)*
 Z. Dennis E. Eckart (D)*
 Z. Dennis E. Eckart (D)*
 Romald M. Mottl (D)
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 William F. Cinger Jr. (R)
 Marc L. Marks (R)
 Eugene V. Atkinson (D)
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 Jack Brooks (D)
 J. J. Pickle (D)
 I. Marvin Leath (D)
 I. Marvin Leath (D)
 J. Mark Mithower (D)
 J. Sack Hightrower (D)
 S. (Kikab de la Garza (D)
 Kenkad C. White (D)
 T. Charles W. Stenholm (D)
 Mekey Leiand (D)
 Kent Hance (D) Mickey Leiand (D)
 Kent Hance (D)
 Henry B. Gonzalez (D)
 Tom Loeffler (R)
 Ron Paul (R)
 Abraham Kazen Jr. (D)
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 M. Caldwell Butler (R)
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