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042055 ID #____ FEOOY WHITE HOUSE CORRESPONDENCE TRACKING WORKSHEET - OUTGOING H . INTERNAL I I - INCOMING Date Correspondence 81 | 08 103 Received (YY/MM/DD) Wayne Hanson Name of Correspondent: (C) User Codes: (A) **MI Mail Report** (B) Federal support for Guesidential Cibracus Comp rias Subject: ACTION DISPOSITION ROUTE TO: Tracking Type Completion Date of Date Action Bug 6 Ch YY/MM/DD YY/MM/DD Response Code Office/Agency (Staff Name) Code 110 ORIGINATOR 106 **Referral Note:** not. Ck. Invices 110 D The **Referral Note:** 99-65A D **Referral Note: Referral Note: Referral Note:** ACTION CODES: **DISPOSITION CODES:** I - Info Copy Only/No Action Necessary A - Answered C - Completed A - Appropriate Action **B - Non-Special Referral** S - Suspended C - Comment/Recommendation R - Direct Reply w/Copy D - Draft Response S - For Signature F - Furnish Fact Sheet X - Interim Reply FOR OUTGOING CORRESPONDENCE: to be used as Enclosure Type of Response = Initials of Signer Code = "A" = Date of Outgoing **Completion Date** Comments: Keep this worksheet attached to the original incoming letter. Send all routing updates to Central Reference (Room 75, OEOB). Always return completed correspondence record to Central Files.

Refer questions about the correspondence tracking system to Central Reference, ext. 2590.

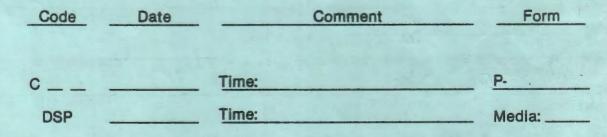
5/81

RECORDS MANAGEMENT ONLY

CLASSIFICATION SECTION

No. of Additional Correspondents: Media:	Individual Codes:	4.000	
Prime Subject Code: EE 008	Secondary Subject Codes:		
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PRESIDENTIAL REPLY



SIGNATURE CODES:

CPn - Presidential Correspondence

- n 0 Unknown n 1 Ronald Wilson Reagan
- n 2 Ronald Reagan n - 3 - Ron
- n-4 Dutch
- n 5 Ron Reagan n 6 Ronald n 7 Ronnie

CLn - First Lady's Correspondence n - 1 - Nancy Reagan

- n 2 Nancy n 3 Mrs. Ronald Reagan

CBn - Presidential & First Lady's Correspondence n - 1 - Ronald Reagan - Nancy Reagan n - 2 - Ron - Nancy

MEDIA CODES:

B - Box/package
C - Copy
D - Official document
G - Message
H - Handcarried
L - Letter
M- Mailgram
O - Memo
P - Photo
R - Report
S - Sealed
T - Telegram
V - Telephone

- X Miscellaneous Y Study

November 27, 1981

Dear Nr. Hanson:

President Reagan has asked me to thank you for your letter concerning the cost of Presidential libraries.

The President shares your concern that our spending priorities must be in order. To that end, we are looking carefully at how we spend each tax dollar and reducing or eliminating expenditures where we can. We will, however, continue to fund those programs which serve a legitimate need and which can be performed best by the Federal government.

The Presidential libraries system developed in response to the longstanding problem of the loss, dispersal, or destruction of the historically valuable papers and other materials created and received by Presidents during their terms in office. Since Franklin Roosevelt created the first Presidential library, Presidents have donated their papers to the United States at the close of their administrations and private or other non-Federal organisations have built and donated libraries to house these Presidential materials. The Administrator of General Services accepts the libraries on behalf of the United States after the offer has lain before Congress without objection for 60 days, as provided in the Presidential Libraries Act of 1955. In this way, an important part of our national heritage is preserved for future generations.

Traditionally, papers created by Presidents and their aides were considered the property of the President to dispose of as he wished. Under the Presidential Records Act of 1978, beginning with the Presidency of Ronald Reagan, papers reflecting the official acts of the President and his staff are the property of the nation and must be preserved by the National Archives at the close of the administration. Presidential libraries continue to be a cost-effective means to assure the survival and usefulness of Presidential historical materials. If these materials were stored in Washington as you suggest be done in the future, the cost for storage space would be approximately 25 to 35 percent more than we would pay in other locales. Elimination of the museum programs from Presidential libraries would not produce major savings in appropriated funds, for the museums derive only a small portion of their operating expenses from tax dollars. Museum operations are heavily supported by admission fees and other non-Federal funding. The preservation, processing, and making available of Presidential and related papers and audiovisual items absorb most of the appropriated program funds.

In return for a relatively small amount of tax money, in 1980 Presidential libraries provided 649,000 reference services for scholars and the general public and hosted over 1,660,000 museum visitors. For most of these visitors a tour of a Presidential library museum provides their most intimate and educational experience of the processes and individuals through which we govern ourselves.

Sincerely,

Anne Higgins Director of Correspondence

Mr. Wayne H. Hanson 492 Melody Lane Memphis, TN 38119

AVH/INTERIOR/SK/jm--

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General Services Administration Washington. DC 20405

COAPPL Book Dutt is fine Bib

NOV 1.2 1981

Ms. Sally Kelley Director of Agency Liaison Presidential Correspondence The White House Washington, DC 20500

Dear Ms. Kelley:

Enclosed is a draft letter for your approval for the signature of a White House staff member.

The draft letter responds to a member of the public who is critical of the practice of establishing Presidential libraries and museums.

Our response notes that Presidential libraries are a cost-effective means of preserving important historical documentation and of providing the public with educational experiences of our form of self government.

Sincere.

Kline Deputy Idministrator

Enclosure

DRAFT

Mr. Wayne H. Hanson 492 Melody Lane Memphis, Tennessee 38119

Dear Mr. Hanson:

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Sincerely,

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OFFICE OF THE UNDER SECRETARY OF THE INTERIOR EXECUTIVE SECRETARIAT

Note to Sally Kelley:

Please transfer this letter to the National archives.

Juggone

THE WHITE HOUSE OFFICE

REFERRAL

OCTOBER 8, 1981

TO: DEPARTMENT OF THE INTERIOR ATTN: NATIONAL PARK SERVICES

ACTION REQUESTED:

DRAFT REPLY FOR SIGNATURE OF WHITE HOUSE STAFF MEMBER

REMARKS: INFO REGARDING EXTENT OF FEDERAL FUNDING AND ALSO WHETHER NATL ARCHIVES WOULD PROVE MORE COSTLY, FAVORABLE, MIGHT PROVE HELPFUL IN RESPONDING - I.E. COST EFFECTIVENESS.

DESCRIPTION OF INCOMING:

ID: 042055

MEDIA: LETTER, DATED AUGUST 3, 1981

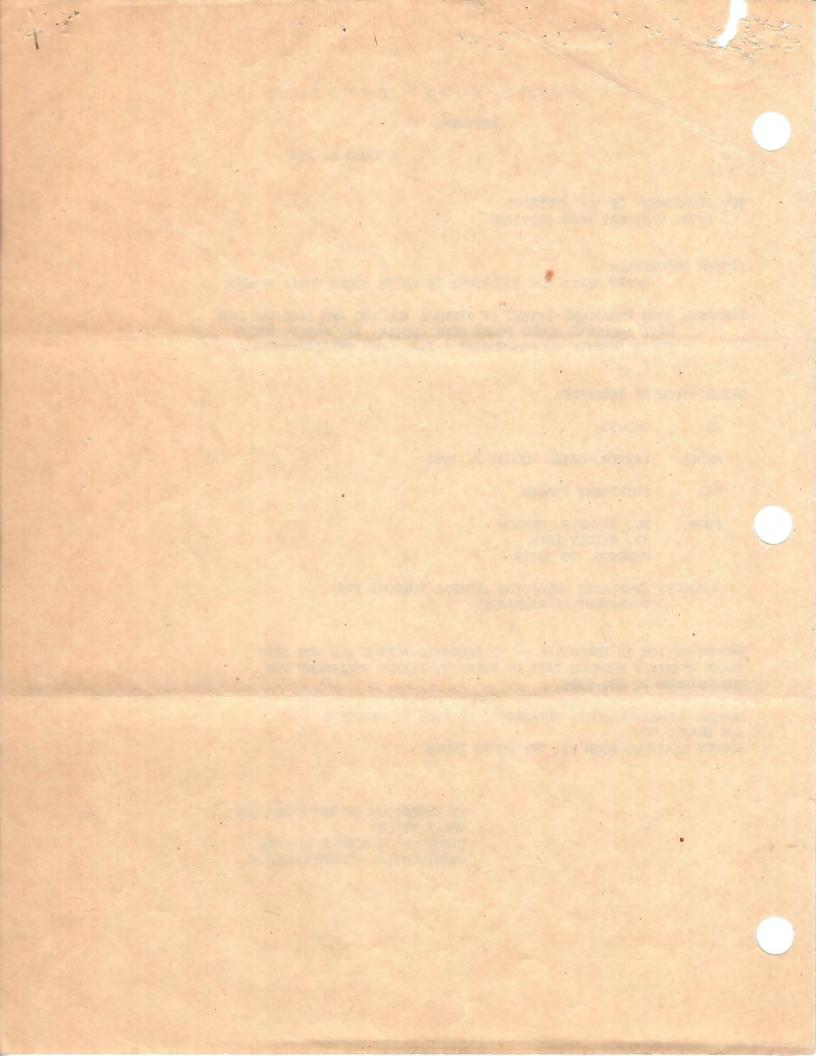
TO: PRESIDENT REAGAN

- FROM: MR. WAYNE H. HANSON 492 MELODY LANE MEMPHIS TN 38119
- SUBJECT: COMPLAINS REGARDING FEDERAL SUPPORT FOR PRESIDENTIAL LIBRARIES

PROMPT ACTION IS ESSENTIAL -- IF REQUIRED ACTION HAS NOT BEEN TAKEN WITHIN 9 WORKING DAYS OF RECEIPT, PLEASE TELEPHONE THE UNDERSIGNED AT 456-7486.

RETURN CORRESPONDENCE, WORKSHEET AND COPY OF RESPONSE (OR DRAFT) TO: AGENCY LIAISON, ROOM 62, THE WHITE HOUSE

> BY DIRECTION OF THE PRESIDENT: SALLY KELLEY DIRECTOR OF AGENCY LIAISON PRESIDENTIAL CORRESPONDENCE



Wayne H. Hanson 492 Melody Lane Memphis Tenn 38119

042055

Aug 3-1981

"The President of The United States "His Excellency" Ronald Reagan

Dear Sir:

Re: Presidential Mausoleums Government Maintains Them At public Expense.

Here is an area where millions can be diverted to the problem of Social Security. We Americans have been bamboozled into immortalizing our presidents with pretentious monuments, called libraries. The practice, as d did so much to aggrandize the federal government, started with Roosevelt, next Truman, then Eisenhower, Lyndon Johnson, Jerry 'ord, and now Jimmy Carter is shopping around Atlanta for a site.

In a time of austerity when old ladies are being asked to swear off food stamps, it seems wrong to so glorify our presidents, some of whom werent so glorious. Each new library will run on indefinitely, costing uncounted mollions of the publics tax money.

It is time to halt this mausoleum building, which smaks of leader worship and runs against the democratic grain. The law should be changed so that presidential papers go to the National Archives in Washington, where they would be available most conveniently to scholars.

And if a president has an admirer and wishes to raise money to turn his birth place into a museum, let them at private expense. If they are unable to to raise the money for the upkeep, so be it.We the public (most) are saying in the only way we can that the president in question deserves oblivion. If so fine.

> Sincerely, Wayne H. Hanson

Wayne the Hanson

Copies to;

Senator Howard H. Baker "James R. Sasser Representative Robin L. Beard "Thomas "Tip" O,Neill Wayne H. Hansen 492 Matedy Lane Neuchts Tenn 18119

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Re: "residential Lausoleums Lovernment Asintains Chem At public Incase.

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> Sincerely, Vayne H. Hanson

> > Coules to:

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THE WHITE HOUSE

WASHINGTON

18 September 1981

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Dear Mr. O'Neill; James E.

Two separate schedules for the President are attached from February 10, 1981. The day's activities were those video taped by NBC television for its special, "A Day in the Life of the President" which was aired on February 13, 1981.

The single sheet schedule contains the time and length of the President's participation; a brief description of the activity and its location; name of the administration member, (the project officer), who is responsible for arranging that specific block of time on the President's schedule; and the kind of media coverage the President's activity will receive.

For every activity in which the President is involved, a project officer is assigned to attend to the details from preparing the briefing materials to assuring that the participants are in place ahead of time. Assignment of the project officer corresponds to the nature of the activity. For example, the first meeting on the President's schedule this day was with Labor leaders. This hour-long meeting was held in the First Floor Family Dining Room. Elizabeth Dole, Assistant to the President for Public Liaison, was the project officer assigned as her office is the White House liaison with the group. Richard Williamson, Assistant to the President for Intergovernmental Affairs, was assigned the meeting with members of the National Governors Association, and James Brady, Assistant to the President and Press Secretary, was assigned the President's concluding interview with David Brinkley.

You will note that the President and Mrs. Reagan attended a performance of the Dance Theatre of Harlem on this date. A detailed schedule of the President and Mrs. Reagan's activities outside the White House is prepared by the office of Presidential Advance. The schedule prepared by the Advance Office is a nearly minute-by-minute accounting of the President's activities while away from the White House.

to be used in Kennedy Library Exhibit

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The schedules are self-explanatory, but it must be understood that the minutes of the President's time are carefully considered and planned. For a five-minute "photo opportunity", hours of work may be spent by members of the President's staff for its coordination and execution. The multitudinous demands on the President's time require such an effort.

Sincerely,

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Gregory J. Newell Special Assistant to the President and Director of Presidential Appointments and Scheduling

James E. O'Neill Assistant Archivist for Presidential Libraries General Services Administration National Archives and Records Service Washington, D.C. 20408 GBOD

General National Archives Services and Administration Records Service

Administration Records Service Washington, DC 20408

JUL 2 1981

Mr. Gregory J. Newell Special Assistant to the President for Appointments and Scheduling Room 188 Executive Office Building Washington, DC 20500

Dear Mr. Newell:

The John F. Kennedy Library has prepared an exhibit which shows through diaries and appointment schedules the character of the President's work and the ways that work has changed over time. The exhibit displays diaries of Presidents George Washington, John Quincy Adams, and James K. Polk, and appointment schedules of Presidents Woodrow Wilson, Franklin Roosevelt, Dwight Eisenhower, and John Kennedy. The library would like to include a copy of President Reagan's daily schedule in this exhibit. It would be placed at the end of the series of diaries and schedules with the following caption: A Copy of President Reagan's Daily Schedule Is Shown for Comparison.

I am, therefore, requesting a copy of a daily appointments schedule of President Reagan for this exhibit. A one-page summary used as a press release will suffice. While the choice of the particular schedule is yours, I suggest that it be one showing the great variety of presidential responsibilities, both in foreign and domestic matters. The more diverse the schedule is, the more useful it will be for informing museum visitors of the complexity of the modern Presidency.

If you can grant this request, please forward the copy of the schedule to this office. Thank you for your assistance.

Sincerely,

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AMES E. O'NEILL Assistant Archivist for Presidential Libraries

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25 we can react this request, picase disposed the cost of the schedule to this office. Third, now for weak addressed. General Services Administration National Archives and Records Service Gerald R. Ford Museum 303 Pearl Street. N.W Grand Rapids, MI 49504

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HE File

June 28, 1982

Mrs. Nancy Reagan The White House Washington, DC 20500

Dear Mrs. Reagan:

Thank you for the generous loan of the Dutch candlesticks to the Gerald R. Ford Museum.

On the evening of June 25 former President and Mrs. Ford escorted Her Majesty Queen Beatrix and Prince Claus to the opening of our special Netherlands - American Bicentennial exhibit. The candlesticks served as an important part of our story on the diplomatic history of our two nations. Queen Beatrix seemed pleased to see them and told the Fords about their history.

Thank you again for your generousity and your assistance.

Sincerely,

William K. Jones Curator

DOCUMENT NO. 09077					
OFFICE OF POLICY DEVELOPMENT	FE008 FG006-06				
STAFFING MEMORANDUM	FG006-07				
DATE: ACTION/CONCURRENCE/COMMENT DUE BY:	FYI				

Presidential Papers

SUBJECT: _

	ACTION	FYI		ACTION	FYI
HARPER			DRUG POLICY		
PORTER			TURNER		
BARR			D. LEONARD		
BAUER			OFFICE OF POLICY INFORMATION		
BOGGS			GRAY		
BRADLEY			HOPKINS		
CARLESON			PROPERTY REVIEW BOAR		
DENEND			OTHER		
FAIRBANKS					
FERRARA					
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MALOLEY					
MONTOYA					
SMITH					
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ADMINISTRATION					

Remarks:

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sheet with your response.

(x6515)

THE WHITE HOUSE

WASHINGTON

August 20, 1982

23 AUG 1982

FROM: NANCY A. MALOLEY

3 *

SUBJECT: Presidential Papers

In my new capacity as Member on the Council of Environmental Quality, I will be continuing my work on certain environmental issues and, therefore, would like to take with me copies of certain Presidential papers as background information on these issues.

H. P. Goldfield of the Counsel's office suggested that I formally advise you of the copies that I would like to take with me. I plan to keep those copies under separate cover and return them upon termination of my duties with CEQ.

Those copies include the following:

Clean Air Act (Presidential Decision Memo, Cabinet Council papers, a draft of a "white paper" which was never completed)

Clean Water Act (Presidential Decision Memo and certain working group papers)

Safe Drinking Water Act (Presidential Decision Memo)

Acid Rain (primarily background material concerning the acid rain negotiations).

APPROVE THE 8236

DISAPPROVE

cc: H.P.Goldfield Marie Allen



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August 31, 1982

MEMORANDUM TO: BIFF HENLEY

FROM:

MARIE ALLEN Marce

SUBJECT:

TOUR FOR PRESIDENTIAL LIBRARY PERSONNEL

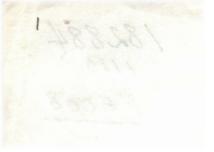
As I mentioned to you earlier, there will be a conference of supervisory archivists from the Presidential Libraries from September 13-17, 1982, in Washington. I'd like to bring the archivists to Central Files for a tour on Tuesday, September 14, at approximately 2:30 pm. Would this time be convenient for you?? Please let me know if you foresee any problem.

Listed here are the names of the Archives employees who should be on the tour:

> Robert Wood (Hoover) Frances Seeber (Roosevelt) George Curtis (Truman) Martin Teasley (Eisenhower) James Leyerzapf (Eisenhower) William Moss (Kennedy) Charles Corkran (Johnson) Christina Lawson (Johnson) James Hastings (Nixon) Joan Howard (Nixon) William Stewart (Ford) David Alsobrook (Carter) Doug Thurman (Presidential Libraries Central Office)

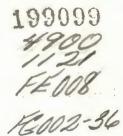
Thanks for setting up this tour for us.

Oleane call gust to verify that the time is convenient to you! How you got your son to college in a safe and knuly manner. mba



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THE WHITE HOUSE WASHINGTON

January 4, 1984

Dear Mr. Simon:

During our return trip to California, the President provided me with a copy of your letter concerning The Richard Nixon Presidential Library.

The matter is now being reviewed by the White House counsel and I expect to be able to advise you shortly regarding the action we can take to resolve the matter.

Best reards,

Assistant to the President for Cabinet Affairs

The Honorable William E. Simon Chairman of the Board Wesray Corporation 330 South Street Morristown, New Jersey 07960

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THE WHITE HOUSE WASHINGTON

January 4, 1984

· CA. 2

Dear Mr. Ambassador:

During our return trip to California, the President provided me with a copy of your <u>letter</u> concerning The Richard Nixon Presidential Library.

The matter is now being reviewed by the White House counsel and I expect to be able to advise you shortly regarding the action we can take to resolve the matter.

Best regards Craig L. Fuller

Assistant to the President for Cabinet Affairs

The Honorable Walter H. Annenberg Triangle Publications, Inc. 100 Matsonfold Road P.O. Box 750 Radnor, Pennsylvania 19088

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THE WHITE HOUSE

WASHINGTON

February 13, 1984

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MEMORANDUM FOR GREGORY JONES LEGISLATIVE ATTORNEY OFFICE OF MANAGEMENT AND BUDGET

FROM: FRED F. FIELDING Orig. signed by FFF. COUNSEL TO THE PRESIDENT

SUBJECT: Draft Testimony of the General Services Administration on Presidential Libraries

tatement of Robert M. Warner

Counsel's Office has reviewed the above-referenced testimony, and finds no objection to it from a legal perspective.

FFF:JGR;aea 2/13/84 cc: FFFielding/JGRoberts/Subj/Chron

N.

THE WHITE HOUSE

WASHINGTON

February 13, 1984

MEMORANDUM FOR FRED F. FIELDING

FROM: JOHN G. ROBERTS

SUBJECT:

2

Draft Testimony of the General Services Administration on Presidential Libraries

OMB has asked for our views by close of business February 16 on the attached testimony, which Archivist Robert Warner proposes to deliver on February 23 before the Subcommittee on Government Information, Justice and Agriculture of the House Committee on Government Operations. The testimony is directed at three bills pending in the House that would, in varying degrees, prohibit the Government from spending money to maintain new Presidential libraries. Typically, the bills provide that private donations must not only fund construction of the proposed Presidential library (as is now the case) but must also establish an endowment to fund operation of the library.

In his proposed testimony Archivist Warner opposes these bills. His basic position is that Presidential records are government property -- either through deeds or, since 1981, under the Presidential Records Act -- and that the Government has certain responsibilities with respect to that property, including preservation, processing, and making the records available in a form that is useful to scholars and the general public. Warner argues that the discharge of these basic responsibilities cannot be made dependent upon private funding.

I have no objections to Warner's position that the Government should remain in the business of preserving, processing, and making Presidential records available to the public. He is correct that such records are, under the Presidential Records Act, the property of the United States. 44 U.S.C. § 2202. While we may at some point want to challenge specific provisions of that Act, such as the 12-year maximum limit on restrictions on disclosure, see 44 U.S.C. § 2204 (a), I do not foresee any need to challenge the basic statement in § 2202 that "[t]he United States shall reserve and retain complete ownership, possession, and control of Presidential records."

Attachment

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EXECUTIVE OFFICE OF THE PRESIDENT OFFICE OF MANAGEMENT AND BUDGET WASHINGTON, D.C. 20503

SPECIAI

February 10, 1984

LEGISLATIVE REFERRAL MEMORANDUM

TO:

DEPARTMENT OF JUSTICE

Draft testimony of the General Services Admin-SUBJECT: istration on Presidential libraries

The Office of Management and Budget requests the views of your agency on the enclosed testimony before advising on its relationship to the program of the President, in accordance with OMB Circular No. A-19.

Please provide your views no later than cob Thursday, February 16, 1984.

Direct your questions to Gregory Jones (39/5-3856), of this office.

Janes for Assistant Director for Legislative Reference

Enclosures

cc: John Roberts

Stuart Smith

Jim Jordan Frank Reeder

Statement of Dr. Robert M. Warner Archivist of the United States Before the Subcommittee on Government Information, Justice and Agriculture of the Committee on Government Operations U. S. House of Representatives

February 23, 1984

Three bills pending in the House seek to alter the nature of Government support for Presidential libraries. All three proposals have a worthy goal, namely to reduce costs to the Government. However, all three proposals have the major limitation of not recognizing the Federal Government's obligation to maintain presidential historical materials, which are Federal property, in an appropriate fashion.

The National Archives certainly supports the object of lowering the cost to the Government of maintaining presidential materials and library buildings. Our position is that economies can be achieved without evading the fundamental responsibility of caring for and providing access to presidential materials, which are the property of the Federal government either by deeds accepted from the Presidents or, since 1981, under the Presidential Records Act of 1978.

Funding responsibilities for Presidential libraries exist on a continuum. On one end of the continuum is the

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Government's absolute responsibility for core activities of processing and making available the historical record of the Presidency. On the other end of the continuum is the responsibility of library donor organizations to provide the physical facility to house a library. In the center are responsibilities for some ongoing programs which can appropriately be funded from Government or private sources, or a mix of the two.

The Federal Government must continue to fund the libraries' core functions, which include archival programs and basic museum programs. The Government has a fundamental responsibility to preserve the papers, objects, audiovisual records, and machine-readable information which constitute the historical record of the Presidency. These materials are only useful if they are made available to the public. They are made available in two ways: (1) Through the libraries' research rooms to scholars, the news media, and Federal agencies, and (2) through museum programs for students and the general public. Activities in direct support of the core functions include preservation work; maintenance and operation of buildings as they relate to core functions (including temperature and humidity control); purchase of supplies and equipment related to core functions; reference service; review, arrangement and description of materials; maintenance of museum exhibits; acquisition of related historical materials; training of staff, administration, and

the salaries related to these functions.

Providing the facility to house a library is the absolute reponsibility of private or other non-Federal organizations. This responsibility includes provision of land and the finished building, including equipment, furnishings, landscaping, and initial museum exhibits.

Other functions, while appropriate for Federal funding, might be also properly funded by private sources: oral history projects, including equipment, travel, and staff; development and installation of initial exhibits; major museum renovations and traveling exhibits; purchase of special equipment and furnishings; publications programs; conferences and symposia; and grants in aid of research.

Also appropriate for private funding are nominal core activities expanded beyond the basic level which is the Government's responsibility as the owner of the Presidential materials. For instance, the Government should retain the responsibility for providing the general public with a means to learn about the historical record of the Presidency without engaging in scholarly research. The most effective means to provide this general access has been through the libraries basic museum program of exhibiting the historical materials. However, should a private, non-profit support organization (which contributes the initial exhibit) wish to pursue a more ambitious museum program, through larger exhibits or extensive public programs, that organization should fund the expanded level of activity, including funding for additional personnel, building space, and building operating costs.

Cost saving measures can be applied to the whole range of library activities. NARS has taken a number of measures which will result in lower costs to the Government:

-- NARS has developed guidelines for library buildings which specify necessary space requirements for each of the programs of the library. NARS works with donors and architects to assure that buildings comply with the guidelines. The guidelines were **first** employed in planning the Carter library. This has resulted in a building that will be compact and efficient.

-- NARS has made it a requirement for acceptance of a library building that the building be fully equipped by the donor. The donation of the building and grounds must now include security and telephone systems and some storage equipment which were previously considered to be the Government's responsibility.

-- NARS has the policy that energy efficiency is a prime criterion for an acceptable library building.

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This and other architectural specifications aimed at operating economy would have more force if they were subjects of law or regulation.

-- NARS has underway an extensive study on the possible uses of automation in the administration of archives. It is expected that within the next few years implementation of automated systems will result in savings of personnel costs.

-- NARS has assumed responsibility for operating the Library buildings on an actual cost basis, which is resulting in economies through tighter, directly interested management.

-- NARS has taken advantage of new photographic technology to lower preservation costs for still photos from over 15 dollars per image to about 70 cents. This has resulted in a several million dollar cost avoidance.

Private funding mechanisms already in place help the Government in holding down library costs. Each library has an associated foundation or other non-profit organization which provides support by funding oral history programs, museum exhibits, conferences and other special events, and grants in aid of research. Several of these organizations are currently conducting campaigns to increase their endowments in order to strengthen their support for the libraries.

Private support for Presidential libraries is necessary and welcome. It makes the libraries possible and expands the range of their programs and their service to the public. We acknowledge the value of this support and encourage its increase. However, we must guard against relying on donations to carry out Government responsibilities. It would be irresponsible to require private support to maintain Government property. It would be dangerous to yield the control over this property, particularly the historical record, that comes with holding the purse strings. Even the appearance of bias in administration of these national historical treasures would be intolerable. The Congress recognized this after thorough study by the Public Documents Commission and by the consequent passage of the Presidential Records Act in 1978. This act charges us with the stewardship of the invaluable historical record of our nation's highest and most visible office. To rely on others to carry out this responsibility would be to betray that trust.

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