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HOW THE MONEY WORKS AT HARVARD

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the "Pug Winokur (Herbert S. Winokur) Data Dump".



THE "HERBERT (PUG) S. WINOKUR DATA DUMP".

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I. PUG WINOKUR'S BACKGROUND.

Herbert S. Winokur Jr.

Capricorn Investors, L.P., 30 East Elm Street, Greenwich, Connecticut 06830
<http://www.capricornholdings.com>
bgrizzle@capricornholdings.com;

Born in Columbus, Georgia.

1964, 1965, A.B., Harvard, Applied Mathematics 1965, A.M, Harvard, Applied Mathematics 1967, PHD, Harvard, Applied Mathematics (Decision and control theory) Harvard web site is (<http://www.harvard.edu>)

1967-69, officer in the US Army, assigned to the Office of the Secretary of Defense

1969-74, co-founder and chairman of the Inner City Fund (later ICF Kaiser International, (<http://www.icf.com/>), a management consulting firm specializing in policy planning for senior government and business officials.

1974-1983 senior management positions at Pacific Holding Corp., Victor Palmieri and Co., and Pennsylvania Co., Penn Central's principal operating subsidiary.

1983-1987 Winokur served as senior executive vice president of the Penn Central Corp., and played a leading role in the corporation's major restructuring and cost reduction efforts.

1987, chairman and chief executive officer of the investment firm Capricorn Holdings Inc., Greenwich, Conn.(<http://www.capricornholdings.com>) He is also managing general partner of three affiliated limited partnerships, Capricorn Investors, L.P., I (organized 1987), II (organized 1994), and III. As of 2000, The portfolio investments encompass companies with revenues of more than \$2 billion and having more than 20,000 employees

1987/89(?)-1997, member, Board of Directors, NHP, as co-investor with Harvard until NHP is sold to AIMCO (<http://www.aimco.com/aimco.asp>) in 1997, two years after its IPO. As it is sold, its mortgage banking subsidiary, WMF Group (<http://www.wmfg.com/>) is retained, with Harvard and Pug remaining on the board until it is sold to Prudential in June 2000.(<http://www.prudential.com/businesscenter/realestate/pmcc/bcrrz1006.html>)

1988, becomes Chairman of the Board of DynCorp (<http://www.dyncorp.com>), after Capricorn buys approximately 35-40% of the stock. In 1997, Capricorn divests stock down to approximately 5% and Pug resigns as Chairman, remaining on the board and becoming

Chairman of the Compensation Committee.

1989, named a member of Harvard's Committee on University Resources.

1995, named a member of the board of directors of the Harvard Management Company.

1997, sells NHP, Inc. (HUD apartments), a co-investment with Harvard, and steps down as Chairman of DynCorp, remaining on the Board as Compensation Committee Chairman.

1997-98 (?), funds Herbert S. Winokur Public Policy Fund at Harvard University at the Kennedy School of Government. (<http://www.ksg.harvard.edu>)

1998, named a board member of CCC Information Services, a co-investment with Harvard Endowment.

Feb., 2000 named to the seven man board of The Harvard Corporation, formally known as the President and Fellows of Harvard College, is the University's executive governing board. It is the smaller of Harvard's two boards, the other being the Board of Overseers. The appointments mark the culmination of a search for successors to two current Fellows of Harvard College, Judith Richards Hope and Richard A. Smith, both of whom have announced their intentions to conclude their Corporation service by the end of this academic year. Other members of the Corporation include President Rudenstine, Treasurer D. Ronald Daniel, and Fellows Hanna Holborn Gray, James R. Houghton, and Robert G. Stone Jr. He also serves on the advisory committee of Harvard's Mind/Brain/Behavior Initiative, as well as on the Technology and Education Planning Committee of the Faculty of Arts and Sciences. He is a member of the Committee to Visit the Weatherhead Center for International Affairs, and previously served on the FAS Planning Committee for Faculty Recruitment and Development. Co-chair of reunion fundraising efforts for the Class of 1965, he is a member of the New York Major Gifts Steering Committee.

Honorary director of the UCLA Medical Center

Former trustee of the Greenwich Academy

Former co-chair of the New York Historical Society

Board of Second Stage Theatre

Former member of board of Project 180, an organization that facilitates the restructuring of nonprofit institutions.

Member of the Council on Foreign Relations. (<http://www.cfr.org>)

Member Woodrow Wilson International Center for Scholars Council. (<http://wwics.si.edu>)

Member, American Council for Capital Formation(<http://www.accf.org>)

Board member of: Enron Corp. (<http://www.enron.com>), NAC Re Corporation. (<http://www.nacre.com/Nacre/NRCHome.nsf>)

Board member of Mrs. Fields' Holding Company, Inc., Azurix (<http://www.azurix.com>), NATCO Group (<http://www.natco-us.com/index2.htm>) and CCC Information Systems <http://www.cccis.com>

SEC Filings Indicate that Legal Documents for Capricorn can be sent to: O'Melveny & Myers LLP (<http://www.omm.com/index.html>) 153 East 53rd Street New York, New York 10022-4611 Attention: Mark E. Thierfelder, Esquire.

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II. MORE ON THE PLAYERS IN PUG'S BACKGROUND

A. PACIFIC HOLDING:

From Hoover On Line:

Pacific Holding Company is the holding company for the colorful, near-billionaire David Murdock. He owns minority stakes in Dole Food and real estate development company Castle & Cooke (he is chairman and CEO of both). Murdock's other holdings include Flexi-Van Leasing (which he uses to make investments) and the Harbor Court Hotel in Baltimore. Murdock is buying the remaining shares of Castle & Cooke, which he will take private. Castle & Cooke owns 98% of the exclusive resort island of Lanai in Hawaii, as well as other commercial and residential real estate in Arizona, California, Florida, Georgia, Hawaii, and North Carolina.

#482 in Forbes Private 500, Fiscal Year-End: December 1998
Sales: \$525 MM Est. 1998 Employees: 2000

1. Pacific Holding and Zapata.

Note by Linda Minor:

In the 1979 Zapata SEC filings, the largest Common Stock Investor is International Mining Corporation at 200 Park Avenue New York, NY with 10% of the common equity of Zapata. A footnote explains that IMC is a wholly-owned subsidiary of Pacific Holding Company, which is in turn a wholly-owned subsidiary of Murdock Investment Corp, all the stock of which is owned by David H. Murdock, 10889 Wilshire Boulevard, Los Angeles, California.

Zapata was George H. W. Bush's company which many researchers believe to have been a CIA proprietary. Allegations have been made that Zapata was involved in drug trafficking

from China and Latin America.

2. Pacific Holding and David H. Murdock.

<http://www.forbes.com/forbesglobal/99/1011/0220080a.htm>

Profile: \$1.1 billion

Real estate, finance. Bel Air, Calif.

76. Twice divorced, widowed; 2 sons. Son of traveling salesman. High school dropout. Built houses in Phoenix after WWII; later, offices. Founded bank, lost nearly \$100 million in bear market of 1964. With last million went to L.A., founded tile making company, bought more real estate. Took over Pacific Holdings. Merged Occidental Petroleum with Iowa Beef Processors; made \$100 million. White knight rescue with Peter Kiewit: saved Continental Group from raider Sir James Goldsmith. Double duty: chief executive Dole Foods, high-end real estate developer Castle & Cooke. GOP fundraiser. Owns country clubs, Arabian horse farm. "If we're satisfied we're already half-dead." Member since 1982.

More about David Murdock

<http://www.salisburypost.com/2000february/020600d.htm>

When he's not tending one of at least 10 companies he controls, Murdock and his new wife tend horses at a mansion they just built on thousands of acres of countryside north of Los Angeles.

Murdock's biggest job is heading Dole Food Co., the world's largest fruit and vegetable producer with \$3.8 billion in sales annually. He became CEO of the company about the time he sold Cannon Mills, converting the island of Lana'i in Hawaii from pineapple plantations to tourism.

Dole was separated from Castle & Cooke, another company Murdock heads, in 1995. With \$308 million in sales last year, Castle & Cooke owns golf courses, country clubs and other resorts in California, Hawaii and Florida. It also just built the 166,000-square-foot Landmark Plaza, an office building in Raleigh.

Murdock also is CEO of a host of other companies: Huntington Tile; Yankee Hill Brick; Murdock Development Corp., another real-estate company; Goettel, an air conditioning manufacturer; Wiscasset Mills, a yarn spinner; Flexi-Van Leasing, a truck-chassis lessor; Stair Co., Murdock's antiques auction house; and Ventura Farms, where Murdock breeds Arabian horses.

Murdock just built a new house near Los Angeles on the farms where he tends his horses and roses and orchids. After two divorces and the death of a third wife, he married Tracy Vakzad, an interior decorator. He also has two sons, David and Justin, who are involved in his businesses.

An active Republican, Murdock held a fund-raiser for presidential candidate George Bush in November at his farm.

“He’s extremely well educated, and about things you wouldn’t ordinarily expect,” Safrit said.

All pretty incredible for the son of a traveling salesman who dropped out of school in ninth grade.

Murdock began his career by building houses and offices in Phoenix after World War II. He founded a bank and lost nearly \$100 million in the bear market of 1964.

Undaunted, he moved to Los Angeles and founded a tile-making company there. He bought more real estate and took over a company called Pacific Holdings Corp.

When news hit in 1982 that Pacific Holdings bid highest in a \$413 million tender offer for Cannon Mills, residents here were stunned. It marked the end of an era, when patriarchal boss James W. Cannon reigned.

Back then, wages and pensions didn’t amount to much and the tiny, clapboard mill houses were often rickety. But retired workers recall stable jobs and secure lives. Cannon provided many services — police, trash collection, fire protection, recreation and even polio vaccines. It’s why the city, with a population now of about 38,000 — more than Salisbury — didn’t incorporate until 1984.

Residents were suspicious of Murdock from the start. To them, he was a stranger from far away with no background in textiles.

But Murdock appealed to the workers’ strong anti-union sentiment, pledging cooperation and repeatedly denying rumors he might sell the mills. Then, after just three years — and months after workers had voted overwhelmingly against allowing a union to represent them — he sold them.

Only after he returned west did workers learn Murdock had used assets from the their pension fund to finance a bid to take over Occidental Petroleum. When the company bought its stock back from him at a \$60-million premium, Murdock kept the profits.

Meanwhile, Murdock had stopped the pension fund and bought annuities to finance future obligations to retirees. The California firm handling the annuities later collapsed. In Kannapolis — where pensions had never been big to begin with — checks simply stopped coming. After the Amalgamated Clothing and Textile Workers Union filed suit on behalf of the retirees, Murdock settled for an undisclosed sum.

Folks here still remember that.

It could even be part of the reason why a majority of the mill workers voted in September to allow the Union of Needletrades, Industrial and Textile Employees to represent them under new Dallas-based owner, Pillowtex.

3. Murdock and the board of directors of the Los Angeles

World Affairs Council.

Some members of the board: (<http://www.lawac.org/directors.htm>)

Dr. Barry Munitz
President and Chief Executive Officer; The J. Paul Getty Trust

David H. Murdock
Chairman and Chief Executive Officer; Dole Food Company, Inc.

Mrs. William French Smith

Dr. James A Thomson
President and Chief Executive Officer; RAND

Franklin E. Ulf
Chairman, U.S. Trust Company of California

Andrea L Van de Kamp
Chairman, Sotheby's West Coast

Robert Van Dine
Chairman, Black Rock International

Daniel D. Villanueva
Chairman, Bastion Capital Fund

Gary Winnick
Founder and Chairman, Global Crossing, Ltd., and Founder, Chairman and Chief Executive officer, Pacific Capital Group

4. Pacific's Investment in United Brands.

Item 11. Principal Security Holders and Security Holdings of Management.

(A) Ownership by each person who owned of record or beneficially more than 10%:

Only listing is:

Pacific Holding Corporation
10889 Wilshire Blvd.

Los Angeles, California 90024

Common Stock, owned of record and beneficially, 517,200 shares--21.4% of class

(B) Amount of equity securities of Registrant and any of its parents and subsidiaries beneficially owned by all directors and officers of Registrant as a group on March 1, 1977:

Registrant --common stock 58,006 beneficially owned--2.4%

Pacific Holding Corporation (1)--common stock 406,280 shares--29.2%

Pato Consolidated Gold Dredging Ltd (2)--common stock 100 shares--Less than 1%

Molycorp, Inc. (3)--common stock 29,100 shares--Less than 1%

Kawecki Berylco Industries, Inc. (4)--common stock 111,581--3.5%

(1) On February 23, 1977, Pacific Holding Corporation, which as reported that it owned a 21.4% interest in the Registrant, announced its intention to offer \$20.00 principal, 20-year 9% subordinated debentures in exchange for any or all of the remaining shares outstanding of the Registrant. On February 24, 1977, the Directors of the Registrant announced that they have determined not to oppose the offer by Pacific Holding Corporation. Depending upon the results of such offer, if made, a change in control of the Registrant might result.

(2) Registrant owns 64.4% of Pato.

(3) Registrant owns 21.8% of Molycorp's common stock and 19.3% of its \$2.50 cumulative convertible preferred stock. Pato owns 1.4% of Molycorp's common stock.

(4) Registrant owns 9.4% of Kawecki's common stock. An additional 49.6% of Kawecki's stock is owned by Molycorp and 5.8% by Pato.

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B. PENN CENTRAL

The bankruptcy of Penn Central involved tremendous losses to numerous parties, including the University of Pennsylvania Endowment and Goldman Sachs' commercial paper operation. For an excellent description of this event in business history, including the role of Victor Palmieri, see the book describing these events "The Wreck of the Penn Central."

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C. VICTOR PALMIERI & CO.

1. Palmieri, John Koskinan and President Clinton.

Notes from Solari, Inc. (<http://www.solari.com>):

John Koskinan, a former Palmieri partner, is a senior official at OMB in the Clinton Administration. His responsibilities include overseeing the President's Counsel on Integrity and Efficiency, which oversees the Inspector Generals, and has declined to investigate complaints filed with it regarding HUD's targeting of Catherine Austin Fitts' former company.

2. Palmieri and the Cuban/Haitian task force.

Notes from Linda Minor: Source: <http://cuban-exile.com/doc038.htm>

CHRONOLOGY - CUBAN/HAITIAN TASK FORCE

May 13, 1979

Twelve Cubans seek asylum at Venezuelan Embassy in Havana by crashing a bus through the Embassy gates.

June 11, 1979

Several Cubans try to force their way into the Venezuelan Embassy. Police pen fire. One person is wounded and the rest are arrested.

May 2, 1980

President directed Jack Watson, his Asst. for Intergovernmental Affairs and Secretary to the Cabinet to work with Ambassador Victor Palmieri, US Coordinator for Refugee Affairs.

June 20, 1980

Ambassador Palmieri's statement:

"Cuban/Haitian Entrant" special legislation defining services and benefits for those arriving in the U.S. between April 21 and June 19, and who are in INS proceedings as of June 19, 1980, and all Haitians who arrived after October 1, 1979 and are in INS proceedings as of June 19, 1980, will be paroled indefinitely into the country (parole reviewable in six months) as Cuban/Haitians entrants (status pending).

3. Palmieri and the use of the military in United States' domestic matters.

U.S. MILITARY CIVIL DISTURBANCE PLANNING: THE WAR AT HOME

By Frank Morales, frm@panix.com

<http://www.syninfo.com/ian/PRIVATE/2000/07/09/2000070922221597.html>

AFIB Editor's Note: An edited version of this article currently appears in *CovertAction Quarterly*, Number 69, Spring/Summer 2000; it appears in *Antifa Info-Bulletin* with the author's permission.

Under the heading of "civil disturbance planning", the U.S. military is training troops and police to suppress democratic opposition in America. The master plan, Department of Defense Civil Disturbance Plan 55-2, is code-named, "Operation Garden Plot". Originated in 1968, the "operational plan" has been updated over the last three decades, most recently in 1991, and was activated during the Los Angeles "riots" of 1992, and more than likely during the recent anti-WTO "Battle in Seattle."

....

During the early stages of staff recruitment, commission Deputy Executive Director Victor H. Palmieri "described the process as a war strategy"(7) and so he might given the overwhelming presence within the commission and its' consultants of military and police officials. One quarter of over 200 consultants listed were big-city police chiefs, like Daryl F. Gates, former chief LAPD. Numerous police organizations, including the heavily funded Law Enforcement Assistance Administration (financiers of SWAT), guided the commission's deliberations. No less than 30 police departments were represented on or before the commission by their chiefs or deputy chiefs. A key player within the commission, "consultant" Anthony Downs, stated at the time that, "it would be far cheaper to repress future large-scale urban violence through police and military action than to pay for effective programs against remaining poverty." (8) As for the military, twelve generals, representing various branches of the armed services appeared before the commission or served as contractors. The commission's "Director of Investigations", Milan C. Miskovsky, was "on leave as assistant general counsel of the treasury, and formerly connected to the Central Intelligence Agency."(9)

4. Palmieri and Globalism.

Seize the Moment (An excerpt)

Source: <http://www.columbia.edu/cu/amassembly/programs/past/seize.html>

PREFACE

On April 20, 1989, sixty men and women from the federal government, the law, business, universities, trade unions, and the media, from the United States and seven foreign countries, gathered at Arden House, in Harriman, New York, for the Seventy-sixth American Assembly, entitled "U.S. Interests in the 1990s: Managing the Global Economy." For three days, the participants discussed U.S. interests in the context of a global economic system that is changing substantially. This was the second in a series of American Assembly programs exploring U.S. international interests in the coming decade.

[Note: One of the participants was Victor Palmieri.]

5. Palmieri, Confederation Life and Canada.

Source: <http://www.assetpub.com/archive/ps/96-03psmarch/march96PS12.html>

August 11, 1994, the date Confederation Life was seized by the Canadian government and Michigan and Georgia insurance commissioners. Using the August date could reduce GIC recoveries by pension plan participants by as much as \$90 million, ACLIC asserts, because using the 1994 date would give the annuitants a more favorable interest rate. Collectively, the group's members hold \$1.4 billion in Confederation Life GICs.

Confederation Life's rehabilitation is overseen by David Dykhouse, a former Michigan insurance commissioner, and Victor Palmieri and Julian Burke, both senior officers in the Palmieri Company investment banking firm. Michigan was the US "port of entry" for

Confederation Life, and so is regulated by the Michigan insurance commissioner, although the company is headquartered in Georgia.

6. Palmieri was sued in North Carolina regarding the Pinehurst Country Club.

<http://www.aoc.state.nc.us/www/public/coa/opinions/1996/950889-1.htm>
<http://www.aoc.state.nc.us/www/public/coa/opinions/1996/950889-1.htm>

NORTH CAROLINA COURT OF APPEALS

Filed: 3 December 1996

PETER M. BICKET, RICHARD L. VON TACKY, WILLIAM T. BURGESS, R. J. RICHARDSON, ROY C. HACKLEY, JR., COLEMAN ROMAIN, LOUIS G. CREVELING, WILLIAM E. GENTNER, ELMER L. NICHOLSON, RICHARD A. PETTY, TOM BROOKS, and WARREN I. KNOUFF,

Plaintiffs,

v.

McLEAN SECURITIES, INC., PURCELL CO., INC., (formerly Diamondhead Corporation), PINEHURST, INCORPORATED, PINEHURST COUNTRY CLUB, INC., **VICTOR PALMIERI AND COMPANY INCORPORATED**, HOWARD C. MORGAN, TRUSTEE, STEVEN K. BAKER, TRUSTEE, B. CHARLES MILNER, TRUSTEE, CITIBANK, N.A., CHASE MANHATTAN BANK, N.A., THE FIRST NATIONAL BANK OF CHICAGO, FIRST PENNSYLVANIA BANK, N.A., FIRST NATIONAL STATE BANK OF NEW JERSEY, WELLS FARGO BANK, N.A., CROCKER NATIONAL BANK, and WACHOVIA BANK AND TRUST COMPANY, N.A.,

Defendants.

Appeal by plaintiffs and defendants from order entered 28 December 1994 by Judge F. Fetzer Mills in Moore County Superior Court. Heard in the Court of Appeals 26 January 1996. Reassigned to a differently constituted panel for decision by order dated 14 October 1996.

Kitchin, Neal, Webb & Futrell, P.A. by Henry L. Kitchin and Stephan R. Futrell, for plaintiffs.

Van Camp, West, Hayes & Meacham, P.A. by James R. Van Camp and Michael J. Newman, for defendants.

WYNN, Judge.

Throughout the 1970s, Diamondhead Corporation ("Diamondhead") developed and sold lots and memberships in the Pinehurst Country Club. Diamondhead owned Pinehurst, Inc., which in turn owned Pinehurst Country Club, Inc. which operated the Pinehurst Country Club. Diamondhead also owned and operated Pinehurst Hotel and

Country Club (later called Pinehurst Resort and Country Club), a large public resort consisting of a hotel, villas, condominiums, and a conference center.

In the late 1970s, a dispute arose between Diamondhead and members of the Pinehurst Country Club concerning the nature and extent of the members' privileges. In January 1980, a group of Pinehurst Country Club members filed a class action lawsuit seeking a declaration of their rights. They contended that the defendants had made certain representations to induce them to purchase property in Pinehurst and to become members of the Pinehurst Country Club. That suit ended in the Final Consent Judgment which is at issue in the present case....

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D. ICF, INC.

Excerpt from *The Shadow Government* by Daniel Guttman & Barry Willner © 2000

The 1971 Contract log for the Office of the Secretary (Finch at HEW) records that a corporation called the Inner City Fund received no fewer than five sole-source awards from the Secretary's office. Inner City Fund was a newly created firm founded by a handful of young men who arrived in the inner city via elite business schools and the Defense Department's system analysis shop. Founding member Pug Winokur explained that it was patterned after the typical influential Washington law firm...to work directly on major policy issues. Within a short period of its founding, the firm was serving in this role at OEO, EPA, the National Security Council and HEW.

CIF's first award of the fiscal year was OS-71-21. The Assistant Secretary for Population Affairs hired it to develop "meaningful objectives for family planning." ...Next came OS-71-87, a contract to study criteria for Federal support of higher education at a rate to the ICF principals of \$254 per day. The sole source justification described ICF as "unique in the management of investigative teams simultaneously seeking program budget data and behavioral data concerning institutions of higher education necessary for interpreting budget data in the field...even RAND...lacked the skills to proceed without time-consuming model construction" and "personnel versed in the behavioral dimensions of institutional behavior."

Contract OS-71-110 turned ICF to national health policy.

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E. CAPRICORN HOLDINGS

Capricorn Holdings was formed by Pug Winokur right as he made his first investments in DynCorp and NHP in the late 1980's. No information is available that we have been able to locate regarding who provided the initial capital for Capricorn or for later investment partnerships and whether Harvard Endowment has been an investor.

Other partners in Capricorn hold numerous board positions of possible interest, including

Dudley Mecum, who was a partner, G. L. Ohrstrom & Co. (investment firm) from 1989 to 1997. He served as Group Vice President and Director, Combustion Engineering, Inc. from 1985 to 1988, and previously as Vice Chairman, Peat, Marwick & Mitchell. He is a director of CCC Information Services Group, Inc.; Citigroup Inc.; Lyondell, Inc.; and Suburban Propane Partners LLP.

See Capricorn's web site for information on Capricorn and its partners at www.capricornholdings.com.

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F. DYNCORP

1. DynCorp's board members.

Board members and management listed in the 2000 Proxy are:

Russell E. Dougherty Director since 1989

General Dougherty, age 79, was an attorney with the law firm of McGuire, Woods, Battle & Boothe until his retirement in 1999. He is a retired General, United States Air Force, who served as Commander-in-Chief, Strategic Air Command and Chief of Staff, Allied Command, Europe. From 1980 to 1986, he served as Executive Director of the Air Force Association and Publisher of Air Force Magazine. He was formerly a member of the Defense Science Board; trustee of the Institute for Defense Analysis; and trustee of The Aerospace Corp.

T. Eugene Blanchard Director since 1988

Mr. Blanchard, age 69, served as Senior Vice President and Chief Financial Officer from 1979 to 1997, when he retired as an active employee of the Company. He is the Chairman of the Company's Employee Stock Ownership Plan Committee and a trustee of the Employee Stock Ownership Plan Trust. He is a director of Landmark Systems Corporation.

Paul V. Lombardi Director since 1994

Mr. Lombardi, age 58, has served as President and Chief Executive Officer since 1997. He served as Chief Operating Officer from 1995 to 1997; as Executive Vice President from 1994 to 1997; as Vice President from 1992 to 1994; as President of the Federal Sector from 1994 to 1995; and as President of the Government Services Group from 1992 to 1994. He was Senior Vice President and Group General Manager, Planning Research Corporation from 1990 to 1992. He is a director of Avid Medical Systems, Inc.

Dudley C. Mecum II Director since 1988

Mr. Mecum, age 65, is a Managing Director of Capricorn Holdings LLC (private

investment company). He was a partner, G. L. Ohrstrom & Co. (investment firm) from 1989 to 1997. He served as Group Vice President and Director, Combustion Engineering, Inc. from 1985 to 1988, and previously as Vice Chairman, Peat, Marwick & Mitchell. He is a director of CCC Information Services Group, Inc.; Citigroup Inc.; Lyondell, Inc.; and Suburban Propane Partners LLP.

Dan R. Bannister

Director since 1985

Mr. Bannister, age 69, Chairman of the Board, has served in that capacity since 1997. He served as President of the Company from 1984 to 1997 and as Chief Executive Officer from 1985 to 1997. He retired as an active employee of the Company in 1999. He is a director of ITC Learning Corporation. His current term as a director expires in 2001.

Paul G. Kaminski

Director since 1997

Dr. Kaminski, age 57, also served as a director of the Company from 1988 to 1994. He is President and Chief Executive Officer of Technovation, Inc. (innovation consulting) and a Senior Partner in Global Technology Partners (investment banking). He served in the United States Department of Defense as Under Secretary of Defense for Acquisition and Technology from 1994 to 1997. He was Chairman and Chief Executive Officer of Technology Strategies & Alliances (strategic partnership consulting) from 1993 to 1994. He is a director of Anteon Corporation; Condor Systems, Inc.; DeCrane Aircraft Holdings, Inc.; Eagle Picher Technologies, LLC; and General Dynamics Corporation and a Member of the Board of Visitors of the Software Engineering Institute. His current term as a director expires in 2001.

David L. Reichardt

Director since 1988

Mr. Reichardt, age 57, has served as Senior Vice President and General Counsel of the Company since 1986. He served as President of Dynalectric Company, a former subsidiary of the Company, from 1984 to 1986 and as Vice President and General Counsel of DynCorp from 1977 to 1984. His current term as a director expires in 2001.

H. Brian Thompson

Director since 1999

Mr. Thompson, age 61, has served as Chairman and Chief Executive Officer of Global TeleSystems Group, Inc. since March 1999. He was Chairman and Chief Executive Officer of LCI International Inc. from 1991 to 1998 and Vice Chairman of Qwest Communications International Inc. from June to December 1998. From 1981 to 1990, he was Executive Vice President, MCI Communications Corporation. He is a director of Bell Canada International Inc. and Williams Communications Group, Inc. and a member of the management committee of Paging Brazil Holding Company, LLC. His current term as a director expires in 2002.

Herbert S. Winokur, Jr.

Director since 1988

Mr. Winokur, age 56, served as Chairman of the Board from 1988 to 1997. He is Chairman and Chief Executive Officer of Capricorn Holdings, Inc. (private investment company) and Managing General Partner of three Capricorn Investors limited partnerships concentrating on investments in restructure situations. He was formerly Senior Executive Vice President and Director, Penn Central Corporation. He is a director of Azurix Corp.; CCC Information Services Group, Inc.; ENRON Corporation; Mrs. Fields Holdings, Inc.; and The WMF Group, Ltd. His current term as a director expires in 2002.

In addition to the above-named directors who also hold offices, the Company's executive officers are:

* **Robert B. Alleger, Jr.**, age 54, Vice President, Technical Services, has served in that capacity since 1996 and as President of DynCorp Technical Services, Inc. and President of the Technical Services business unit since January 1999. He served as President of the Aerospace Technology business unit from 1996 through 1998. He was Vice President, Systems Support Services, Lockheed Martin Services, Inc. from 1992 to 1996 and Vice President, Business Development, GE Government Services, General Electric Company from 1989 to 1992.

* **John J. Fitzgerald**, age 46, Vice President and Controller, has served in that capacity since 1997. He was Vice President and Controller, PRC, Inc. from 1992 to 1997; Chief Financial Officer and Treasurer of American Safety Razor Company from 1990 to 1992; Vice President and Controller of American Bank Stationery Company from 1988 to 1990; and Chief Financial Officer and Treasurer of Physician's Pharmaceutical Services, Inc. from 1986 to 1988.

* **Patrick C. FitzPatrick**, age 61, Senior Vice President and Chief Financial Officer, has served in that capacity since 1997. He also served as Treasurer during 1997. He was Chief Financial Officer, American Mobile Satellite Corporation from 1996 to 1997; Senior Vice President and Chief Financial Officer of PRC, Inc. from 1992 to 1996; and President and Chief Operating Officer, Oxford Real Estate Management Services from 1990 to 1992.

Paul T. Graham, age 33, Vice President and Treasurer, has served in that capacity since 1997. He was Finance Manager of the Company from 1992 to 1994, Assistant Treasurer from 1994 to 1997, and Director of Finance from 1995 to 1997.

H. Montgomery Hougen, age 65, Vice President and Secretary and Deputy General Counsel, has served as Vice President since 1994 and as Corporate Secretary and Deputy General Counsel since 1984.

* **Roxane P. Kerr**, age 52, Senior Vice President, Human Resources and Administration, has served in that capacity since 1998. She was Director of Human Resources, North America, LucasVerity Plc from 1993 to 1998 and a private human resources consultant from 1992 to 1993.

* **Marshall S. Mandell**, age 57, Senior Vice President, Corporate Development, has

served in that capacity since 1998. He served as Vice President, Business Development from 1994 to 1998. He also served as Acting President of the Information and Engineering Technology strategic business unit from 1997 to 1998. He served as Vice President, Business Development, Applied Sciences Group from 1992 to 1994. He was Senior Vice President, Eastern Computers, Inc. from 1991 to 1992 and President of the Systems Engineering Group, Ogden/Evaluation Research Corporation from 1984 to 1991.

* **James P. McCoy**, age 56, President of DynCorp Information Systems LLC, has served in that capacity and as President of the Information Systems business unit since December 1999. He served as Executive Vice President of the Information & Enterprise Technology business unit from 1998 to December 1999. He was Senior Vice President of the Professional Technical Services business unit of GRC International, Inc. from 1995 to 1997.

Ruth Morrel, age 45, Vice President, Law and Compliance, has served in that capacity since 1994. She served as Group General Counsel from 1984 to 1994.

Charlene A. Wheeless, age 36, Vice President, Corporate Communications, has served in that capacity since February 2000. She served as Director, Corporate Communications from 1996 to 2000 and as Manager, Corporate Communications from 1992 to 1995. She was Director, Employee Communications for PRC, Inc. from 1995 to 1996.

Robert G. Wilson, age 59, Vice President and General Auditor, has served in that capacity since 1985.

2. DynCorp's varied business operations.

From Dave Hartley's Post on DynCorp:

The organization currently employs a large staff of healthcare information management professionals. In addition, it is affiliated with more than 350 board-certified, actively practicing medical specialists and sub specialists. With a solid foundation in government healthcare, HITS is a designated PRO-LIKE entity and works closely with:
Department of Defense (DoD) Department of Health Care Financing Administration (HCFA)
Department of Health and Human Services (DHHS)
The Office of the Inspector General (OIG)
Texas Department of Health
States of Michigan, Hawaii, Iowa and Delaware
Commonwealth of Virginia
In addition, strong partnerships with the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) and our ORYX and ORYX Plus designations position the HITS organization for significant expansion into the private sector.

<http://www.dynhits.com/>

** a connection between "health" and DoD? DHHS? seems like an excellent vantage point for purview of NLW.

The DynCorp ISLLC office in Fairview Heights (Formally GTE Government Systems ISD) is an ISO 9001 certified site whose primary focus is to supply various areas of the *Department of Defense* with specially designed software packages and support.

<http://www.fvh.accessus.net/>

DynCorp, already a large information technology services provider to the government, should be able to expand the range of services it offers to federal customers since completing its purchase last week of GTE Information Systems LLC.

<http://www.fcw.com/fcw/articles/1999/fcw-mktdyncorp-12-20-99.asp>

DynCorp is a master-of-all (information technology)-trades. One of the largest employee-owned high-tech companies in the nation, DynCorp offers technical, managerial, and professional services to customers ranging from the Drug Enforcement Agency to the United Nations. Its Technical Services branch accounts for about half of sales; DynCorp also provides enterprise management and information and engineering technology. Contracts range from providing the State Department with support services in Kosovo to supplying Kuwait with repair and maintenance of military aircraft. The US government, DynCorp's biggest client, accounts for about 95% of sales. Founded in 1946, the company was taken private in a 1987 buyout.

<http://www.hoovers.com/co/capsule/8/0%2C2163%2C40138%2C00.html>

Subsidiaries/Divisions

DynCorp / Aerospace Technology Business Unit

<http://www.hoovers.com/co/corptech/0/0,2282,49880,00.html>

DynCorp / Information and Enterprise Technology, Inc.

<http://www.hoovers.com/co/corptech/8/0,2282,43828,00.html>

Check out the confluence between Lear Siegler & CARLYLE Group & Dyncorp

http://www.learinc.com/abt_org.htm

DynCorp Tri-Cities Services, Inc. is the contractor of choice for providing essential infrastructure services for the Hanford Site. <http://www.hanford.gov/hanford.html> These services are key elements that facilitate cleanup activities on Site and include utilities, facility maintenance, real estate and site planning, emergency response, property management, fleet and transportation operations, crane and rigging, and other essential support functions.

<http://www.hanford.gov/contrctr/dyn.htm>

President & General Manager of the above: Robert (Bob) S. Frix

Email: robert_s_frix@rl.gov -note email address is at:

Department of Energy, Richland (RL1-DOM)

2000 Stevens Drive M/S G3-35

Richland, WA 99352

Domain Name: RL.GOV

<http://www.nic.gov/cgi-bin/whois?s=rl.gov>

Falls Church, Va., Sept. 25 1999 -- A DynCorp contract team which includes

Computer Sciences Corporation (NYSE: CSC) has been selected as one of six vendors to support the GSA's Federal Telecommunications Services (FTS) Technical and Management Support (TMS) contract. The six indefinite delivery/indefinite quantity task-order contracts are valued at more than \$3 billion over five [years. http://www.csc.com/about/news_stories/csc_gsa.html](http://www.csc.com/about/news_stories/csc_gsa.html)

GOVERNMENT BUSINESS

GCN September 21, 1998

Virginia and DynCorp team up to build a spaceport at NASA
site <http://www.ntgov.com/archives/gcn/1998/September21/76.htm>

Dyncorp owns &/or runs GTE DUATS on the Web provides immediate on-line access to U.S. Federal Aviation Administration (FAA) approved information
<http://www.duats.com/>
<http://www.enflight.com/>

Johnson's Space center DynCorp-Johnson Support Division, Houston, Texas
<http://www.hq.nasa.gov/office/codeq/gml/dyn.htm>

DynCorpLitigationSupportServices
<http://firms.findlaw.com/wbennett/contact.htm>

Safe Schools Two Steps to proactively reduce the potential of danger to/in your school! SAFE SCHOOLS--A Handbook for Practitioners, was written in partnership with DynCorp, to help principals develop plans to reduce violence in schools.
http://www.nassp.org/leadership_assessment/safe_schools/safeschl_handbk2.htm

YEAH - like mebbe psychological profiling of kids who won't take their RITALIN?!

Welcome to CFT Web Site DynCorp, Lockheed-Martin, Lear Siegler and Raytheon Aerospace are the present CFT contractors.

DynCorp - Contract Field Teams

Dedicated to responding to the changing needs of the military by providing a quick reaction, cost effective, force multiplier for aircraft maintenance, peacekeeping operations, and other services. <http://www.dyncorp.com/dyncft/Default.htm>

The de-mining of Bosnia has been contracted out to DynCorp, a private contractor. The International Police Task Force that is training the native police in Bosnia & Haiti are DynCorp employees. Many of the "U. N. peacekeepers" in Kosovo are civilian DynCorp employees.

Washington Post 2000 Top 15 Private Companies

Company Name

Blue Cross & Blue Shield of the National Capital Area

Booz-Allen & Hamilton Inc.

Clark Enterprises Inc.

Darcars

Discovery Communications Inc.
#6: DynCorp

DynMeridian, a professional services firm with revenues exceeding \$31 million, builds on strengths in arms control, national security affairs, and related high technology, to provide professional support that meets the needs of a dynamic world. Our goal is to help our U.S. Government and industry clients respond to a changing national and domestic security environment by providing comprehensive analytical and technical support,
<http://www.dynmeridian.com/>

No end to it - they are practically a part of "government."

Dave Hartley <http://www.asheville-computer.com/dave>

Additional DynCorp contracts and assignments of interest:

States that it is the #1 contractor to the Department of State.

\$600 MM contract to provide support to the war on drugs in Columbia, Peru and Bolivia.

Confirmation hearing testimony by James Woolsey, first CIA director during the Clinton Administration, indicated that Woolsey was a shareholder and that DynCorp was a CIA contractor.

Assumption of Promis case load software at DOJ when Inslaw was fired by DOJ.

Subcontractor to Lockheed Martin on HUD systems.

HUD Inspector General:

As the primary contractor, DynCorp is responsible for providing a secure virtual private nationwide network for 24-hour per-day transmission of data and access to the Housing and Urban Development Office of the Inspector General's (HUD OIG) strategic databases for a highly mobile workforce (62 different sites) and more than 800 users.

Contact: Kari Garell kari.garell@dyncorp.com 703-261-5199

Support Services to Tinker Air Force Base, Oklahoma City, Since 1950

Technical Services to Fort Hood, Texas (the base that provided the back up to the Waco Massacre)

Manager, GETS, Government Emergency Telecommunications System

For a more extensive disclosure of DynCorp's contracts and assignments, see DynCorp's website and SEC disclosure as well as the websites of the various government agencies it provides support to.

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G. ENRON

From Corporate Watch:

Updated: 8/8/2000. The following investigative report the uncovers close ties between the GOP candidate and Enron Corporation's CEO.

<http://www.corpwatch.org/trac/feature/election/bushlayed.html>

Corporate Watch Profile on Enron

<http://www.igc.org/trac/feature/india/profiles/enron/index.html>

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H. COUNCIL FOR FOREIGN RELATIONS

"What we say, goes"

- **Attributed to George H. W. Bush when asked what the CFR did.**

Pug Winokur is a member of the Council, which has many members who are part of or graduates of Harvard (For example, C. Douglas Dillon was Chairman of both the Council and the Harvard Corporation), as well as participating in the leadership of many organizations and companies in Pugs background.

The Council has an website that can describe its location, mission, various activities and task forces. Click to <http://www.cfr.org>

Two recent task forces which relate to Pug's and Harvard investments (as well as the investments of many members of the council and their respective financial and media organizations) are:

First Steps Toward a Constructive U.S. Policy in Colombia

Co-chairs" Report of an Independent Task Force Sponsored by the Council On Foreign Relations and Inter-American Dialogue

Senator Bob Graham and Brent Scowcroft, Co-chairs

http://www.foreignrelations.org/p/pubs/Interim_Report.html

Non-lethal Technologies: Progress and Prospects Report of an Independent Task Force Sponsored by the CFR

By Richard L. Garwin

<http://www.igc.org/trac/feature/india/profiles/enron/index.html>

DynCorp currently has a \$600 Million contract supporting the War on Drugs in Columbia. DynCorp also had contracts to support development of non-lethal weapon technology. Non-lethal weapon is in development and application by the US military, and by the Department of Justice for domestic application pursuant to a Joint Memorandum of Understanding between the Department of Defense and the Department of Defense.

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I. THE BACKGROUND OF ROBERT STONE & THE KIRBY CORPORATION.

1. Stone and George W. Bush.

From *The Buying of the President*, Charles Lewis, Center for Public Integrity:

The Bush name certainly would have made an impression on Eisenson's boss, Robert Stone, Jr., who was one of Harvard Management's directors. Stone was the "driving force" behind Harvard's Southwest oil and gas investments, according to Scott Sperling, who worked with Eisenson at Harvard. Stone himself was a player in the Texas oil and gas industry; at the time, he was the chairman of Kirby Exploration, an oil and gas transportation company based in Houston. As a longtime resident of Greenwich, Connecticut, he also knew the Bushes. His father in law, Godfrey Rockefeller, had invested in George Bush's oil drilling ventures in the 1940's. Stone's brother, Galen L. Stone, was the US envoy to Cyprus during the first Reagan-Bush Administration. In 1980 and 1988 he contributed to the elder Bush's presidential campaign.

2. Kirby Company History.

Source: http://www.kmtc.com/kirby_inland/aboutkirby/history.html

Kirby Corporation is a marine transportation company engaged, through its subsidiaries, in the operation of vessels on the inland waterway system of the United States and in United States coastwise trade. The history of Kirby can be traced back to 1921, when John Henry Kirby, a pioneer in the development of the Houston business community, formed Kirby Petroleum Company, an oil and gas exploration and development company.

Today, the name Kirby is a well recognized name in Houston, with the "Kirby Building" and the "Kirby Mansion" in downtown Houston and a major Houston street, "Kirby Drive," all named in John Henry Kirby's honor.

Kirby Petroleum Company operated as a Houston based independent oil and gas exploration and development company until 1956 when, after the sale of its producing properties, the remaining non-producing acreage was merged with three other independent oil and gas companies to form Kirby VenSyn Petroleum Company. As a result of the mergers, the Murchison family of Dallas, noted for its prior ownership of the Dallas Cowboys, owned approximately 35% of Kirby. The Murchison family remains shareholders of Kirby today.

More Kirby Company history.

Source: <http://www.tsha.utexas.edu/handbook/online/articles/view/KK/fki33.html>

From 1887, when at Cooper's recommendation a group of Boston investors engaged Kirby's

legal services, until his bankruptcy in 1933, Kirby's business career wildly fluctuated. The Texas and Louisiana Land and Lumber Company and the Texas Pine Land Association, formed with his Boston associates to speculate in East Texas timberlands, provided Kirby with a small fortune. Those successes led him, in company with Bostonians Nathaniel D. Silsbee and Ellington Pratt, into the building of the Gulf, Beaumont and Kansas City Railway in 1896. The profitable sale of the railroad to the Atchison, Topeka and Santa Fe nearly coincided with the organization by Kirby and Patrick Calhoun in 1901 of the Houston Oil Company of Texas and the Kirby Lumber Company. Mutual distrust and charges of misrepresentation by Kirby and Calhoun led to receivership for both companies and prolonged litigation. Nonetheless, at one time the Kirby Lumber Company controlled more than 300,000 acres of East Texas pinelands and operated thirteen sawmills.

Kirby was a founder and five-time president of the Southern Pine Association, served two terms as president of the National Lumber Manufacturers' Association (1917-21), and functioned briefly during World War I as southern lumber director of the United States Shipping Board Emergency Fleet Corporation. He also served two terms in the Texas legislature and was a delegate to the 1916 Democratic national convention.

He shared the conviction of many late nineteenth and early twentieth century entrepreneurs that power naturally followed wealth, and he guarded against any social or political force that threatened the prerogatives of wealth. A life-long Democrat, except for a brief period in the 1920s, Kirby denounced labor movements as socialistic. He was a paternalistic, rigorous, but often generous employer, who considered labor unions anathema because he believed they inflamed the passion of otherwise contented and relatively prosperous workers. Personally convinced that Franklin D. Roosevelt's New Deal would destroy the very fabric of American life, Kirby co founded the Southern Committee to Uphold the Constitution and contributed his money and energies to other anti-New Deal organizations. Financial bankruptcy in 1933 ended his active control of his lumber company and of the Kirby Petroleum Company, which he had organized in 1920, although he continued to serve as chairman of the boards of both companies until his death, on November 9, 1940. See also LUMBER INDUSTRY.

....

By the end of March of that year a lawsuit had been filed by members of a stock syndicate managed by two officers of the Baltimore Trust and Guaranty Company alleging misrepresentations made about the condition of the lumber company in the prospectus. The petition further alleged that one month prior to the appointment of receivers, Kirby formed a holding company with B.F. Yoakum, president of the St. Louis and San Francisco Road, to which they transferred the majority of the Kirby Lumber Company stock, and that they formed the Houston, Beaumont and Northern Railroad Company, to which Kirby Lumber's traction lines and other railroad properties were transferred. In addition, the HB&N RR Co. was capitalized at \$500,000 with a bond issue of \$1 million. Yoakum loaned the company \$600,000 and in return received all the bonds, half the stock and \$18,000 in commissions. The newly formed company used half the loan proceeds plus an additional \$18,000 to repay a prior loan to Yoakum and his commission for this loan. In 1906 Walter Monteith, brother of Edgar Monteith, Sr., later the

attorney for Gibraltar Savings and Brown and Root, was appointed to act as receiver on behalf of the investors. A settlement was reached in 1908. Houston Oil owned several shallow oil wells in Nacogdoches County, all of the stock of Southwestern Oil Co and properties of Southern Oil Co, as well as stock in Higgins Fuel and Oil Co., but for revenue it primarily relied on the stumpage agreement with Kirby Lumber. Because of more efficient equipment and the demand for timber for the railroad industry, the lumber company was better able in the next few years to meet its contract requirements and virtually the same investors organized Houston Natural Gas Co. (HNG) in 1926.

Houston Pipe Line Co. was a wholly owned subsidiary of Houston Oil Company of Texas, and its stockholders formed HNG as a separate corporation a year before the pipe line company completed constructing distribution gas lines, hoping to compete with Houston Gas and Fuel (HG&F), of which Captain James A. Baker was president. HG&F had signed a contract to buy only from Houston Gulf Gas, and HNG therefore turned to the outlying areas and other cities in Harris County for customers. Shortly before the stock market crash in 1929 Houston Gulf Gas bought out HG&F and then merged with United Gas Corporation, a holding company, 42% of which was bought by Pennzoil (Liedtke's successor to Zapata) in 1965, then divested by the SEC in 1970, creating a separate investor-owned corporation, United Gas, Inc.—later Entex. The two gas companies merged in 1976 and were later merged into Enron. John H. Kirby incorporated Houston Natural Gas in 1925 with eleven subscribers to the initial issue of capital stock issued January 18, 1926:

E.H. Buckner, president, 70 shares
 Louis Seymour Zimmerman, Baltimore, 70 shares (president of Maryland Trust Co.)
 George Mackubin, Baltimore, 70 shares
 David Hannah, Houston, 40 shares
 Judge H.O. Head, Sherman, Texas, 40 shares
 McDonald Meachum, Houston, 40 shares
 C.B. McKinney, Houston, 40 shares
 H.M. Richter, Houston, 40 shares
 George A. Hill, Jr., Houston, 35 shares (pres. in 1930s)
 T.M. Kennerly, Houston, 35 shares
 A.S. Henley, Houston, 20 shares

The following May 1,500 additional shares were issued, with 140 each bought by the largest three investors and Hannah and McKinney buying 80 more each. New shareholders of note were Samuel C. Davis (80), Thomas S. Maffit (80), John F. Shepley (80), Samuel W. Fordyce (80), and N.A. McMillan (70), all of St. Louis, Mo. After that sale, the following geographical breakdown existed:

Houston -- 1,100
 Baltimore -- 430
 St. Louis -- 390

SEC filings for 1976, prior to the merger with Entex, show that directors of Houston Natural Gas ("HNG") included:

1. John H. Duncan (also a member of the audit committee)--chairman of the board of Gulf Consolidated Services, Inc. in Houston and chairman of the executive committee of Gulf + Western Industries, Inc. in New York—since 1968, who owned 40,000 shares of HNG.
2. C. Thomas Clagett, Jr. (also a member of the audit committee), whose occupation was investments in Washington, D.C.—who owned 252,226 shares individually plus over 700,000 additional shares as trustee for family members.
3. J.A. Edwards, a board member since 1968, who was president of Liquid Carbonic Corp., an HNG subsidiary (42,596 shares).
4. W.S. Farish III, who was shown to be president of Fluorex Corp., an "international mineral and exploration company" in Houston (4,000 shares).
5. Robert R. Herring, chairman and CEO of HNG, director since 1964 (60,000 shares).
6. M.D. Matthews, vice-chairman of board (32,482 shares).
7. Neil D. Naiden, partner of Morgan, Lewis & Bockius, a Washington, D.C. law firm.
8. Charles Rathgeb, chairman and CEO of Comstock International, Ltd. in Toronto, Ontario, Canada.

Interestingly enough, Robert Herring was also president of Rice University in 1980 [G498639], and John Duncan's brother, Charles, Jr. retired in 1996 as chairman of the Rice board. In 1926 HNG, a Texas corporation, borrowed funds from Maryland Trust, secured by a trust indenture. In September 1940 this loan was released when the Texas corporation's stock and all assets were acquired by a new Delaware corporation of the same name, along with three other subsidiary companies. HNG located its offices in 1927 in the Petroleum Building built by Irishman J.S. Cullinan, where it remained until 1967, when it became the core tenant of Kenneth Schnitzer's office building at 1200 Travis. The primary attorney for the company was shareholder George Hill—of Kennerly, Williams, Lee, Hill & Sears—the father of Raymond Hill of Mainland Savings fame, to whom Pete Brewton devoted an entire chapter of his book. The foremost Houstonian shareholder was David Hannah who had arrived in Houston from Scotland in 1908. A descendant Hannah was also president of Ayrshire Corp. in 1972 [E150920] and one of Jon Lindsay's biggest contributors, along with his associate Billy Burge.

In 1956 Houston Oil Co. was sold to Atlantic Refining Co. for a quarter-billion dollars. In 1966 Atlantic acquired Richfield Oil Corp., a company put in bankruptcy in 1928 when it had over \$10 million in judgment claims resulting from canceled oil leases at the Elk Hills Naval Reserve to Pan American Petroleum, received by Richfield from Edward L. Doherty in 1928. The case was settled in 1933 for \$5 million. 1930-31 after broker Henry L. Doherty & Co. (60 Wall Street) made an exchange offer for 4 shares of Richfield for one share of Cities Service Co. stock. To protect its interest in the stock, Cities later purchased a large block of Richfield and Pan American bonds.

3. Kirby and Hollywood Marine, Inc.

<http://www.bizjournals.com/houston/stories/1999/08/09/weekinbiz.html>

Barge merger. Kirby Corp. has agreed to merge Hollywood Marine Inc., a privately owned inland tank barge company, into Kirby Inland Marine Inc., a wholly owned subsidiary of Kirby. Kirby will purchase Hollywood for about \$325 million -- \$90 million in Kirby common stock, \$135 million in cash and the remaining \$100 million in debt assumption. The transaction is expected to close in October of 1999.

At a forum this week, mayoral candidate George Greanias said opponent Rob Mosbacher should not criticize other contenders until he explains "why your intracoastal barge company moved its headquarters to Ozona to avoid taxation."

It was a reference to Hollywood Marine Inc., in which businessman Mosbacher and his family are investors.

<http://www.chron.com/content/chronicle/metropolitan/97/10/23/notebook-thursday.2-0.html>

The recent integration of Kirby Inland Marine and Hollywood Marine - two well-known locally-based barge and towing companies - has been an opportunity for Kirby to demonstrate the collective safety and service standards previously associated with both companies and now the driving philosophy of the combined organization. From its consolidated corporate head office in the 55 Waugh Drive building in Houston, Kirby Inland Marine is headed by its President, Mr. Steve Valerius.

Mosbacher moved his energy company offices to 55 Waugh Drive.

4. Kirby Exploration Co., Inc.

5/10/90

55 Waugh Drive Suite 1000
Houston, Texas 77385

The Company is a Nevada corporation with its principal executive offices located at 1775 St. James Place, Suite 200, Houston, Texas 77056-3453.

George F. Clements, Jr; age 68; Independent Oil and Gas
Producer and Private Investor..... 20,000(2)

*

Mr. Clements has served as a director of Kirby since 1985. Mr. Clements currently serves as a director of

Putnam Trust Company.

J. Peter Kleifgen; age 50; Personal Investments..... 25,000(2)(3)

*

Mr. Kleifgen has served as a director of Kirby since 1983.

William M. Lamont, Jr.; age 45; Personal Investments.. 13,142(2)(4)

*

Mr. Lamont has served as a director of Kirby since 1979.

C. W. Murchison, III; age 47; Personal Investments..... 10,000(2)(5)

*

Mr. Murchison has served as a director of Kirby since 1983. Mr. Murchison currently serves as a director of Centex Corporation.

George A. Peterkin, Jr.; age 66; President and Chief Executive Officer of Kirby..... 773,510(6)

2.7%

Mr. Peterkin has served as President and a director of Kirby since 1973.

J. H. Pyne; age 46; President of Dixie Carriers, Inc., a wholly owned subsidiary of Kirby..... 132,250(7)

*

Mr. Pyne has served as a director of Kirby since 1988 and Executive Vice President of Kirby since 1992.

Robert G. Stone, Jr.; age 71; Personal Investments.....140,450(2)(8)(9) *

Mr. Stone has served as Chairman of the Board and a director of Kirby since 1983. Mr. Stone currently serves as a director of BHP Company, The Chubb Corporation, Corning Incorporated, Core Industries, Inc., The Japan Fund, Inc., Nova Care, Inc. The Pittston Company, Tandem Computers Incorporated, First Boston Investment Funds, Inc., Tejas Gas Corporation and various funds managed by Scudder Stevens & Clark, Inc.

J. Virgil Waggoner; age 66; President and Chief Executive Officer of Sterling Chemicals, Inc..... 13,000(2)

*

Mr. Waggoner has served as a director of Kirby since July, 1993.

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J. NATCO GROUP

From NATCO's SEC Filings:

We are a leading provider of wellhead equipment, systems and services used in the production of oil and gas. Our production equipment and systems are primarily used at or near the wellhead to separate oil and gas within a hydrocarbon stream and to remove contaminants. Separation and decontamination at the wellhead are necessary to meet the specifications of transporters and end users. Our products and services are used in onshore and offshore fields in most major oil and gas producing regions in the world. On a pro forma basis, after giving effect to our acquisition of The Cynara Company (Cynara), our revenues

and EBITDA for the twelve months ended December 31, 1998 were approximately \$213.7 million and \$9.7 million. For the six months ended June 30, 1999, our revenues and EBITDA were approximately \$86.2 million and \$5.0 million.

DIRECTORS AND EXECUTIVE OFFICERS

The following table sets forth the names, ages and titles of our current directors and executive officers. The board of directors is divided into three classes. See "-- Classified Board."

NAME ----	AGE ---	POSITION -----
Nathaniel A. Gregory(1).....	51	Chairman of the Board and Chief Executive Officer
Patrick M. McCarthy(1).....	53	President and Director
J. Michael Mayer.....	43	Senior Vice President and Chief Financial Officer
C. Frank Smith.....	47	President of NATCO-U.S.
James Crittall.....	54	President of NATCO-Canada
David R. Volz, Jr.	45	President of TEST
Richard D. Peters.....	39	President of Cynara
Joseph H. Wilson.....	47	Senior Vice President -- Marketing
Robert A. Curcio.....	42	Senior Vice President -- Technology and Product Development
Keith K. Allan(2).....	58	Director
Howard I. Bull(3).....	58	Director
George K. Hickox, Jr.(2).....	40	Director
E. Hale Staley.....	69	Director
Herbert S. Winokur, Jr.(1)(3).....	55	Director

(1) Member of Executive Committee.

(2) Member of Audit Committee.

(3) Member of Compensation Committee.

Set forth below is a brief description of the business experience of our directors and executive officers.

Nathaniel A. Gregory has served as our Chairman of the Board and Chief Executive Officer since April 1, 1993. Prior to joining our company, Mr. Gregory held a number of positions in both the engineering and construction industries and in investment banking. Mr. Gregory also serves as a director of Mrs. Fields' Holding Company, Inc.

Patrick M. McCarthy has served as our President since December 1997 and as a director since February 1998. Mr. McCarthy served as Executive Vice President, with marketing and operations responsibilities for our entire company, from November 1996 to December 1997 and as Senior Vice President -- Marketing from

June 1994 to November 1996. Prior to joining our company in June 1994, Mr. McCarthy was Vice President -- Worldwide Oil and Gas at ABB Lummus Crest, an engineering and construction company, from October 1991 to May 1994.

J. Michael Mayer joined us in September 1999 as Senior Vice President and Chief Financial Officer. Prior to joining our company, Mr. Mayer served as Chief Financial Officer of Cardinal Services, Inc., an oil-field service company, from July 1998 to July 1999. From July 1997 to June 1998, he served as Chief Financial Officer of Phoenix Energy Services, LLC, a manufacturer of drilling equipment and a provider of directional drilling services. From April 1994 to July 1997, Mr. Mayer served as Chief Financial Officer of Haltermann, Ltd., a custom chemical manufacturer. From December 1984 to April 1994, Mr. Mayer was employed by Baker Hughes Inc. in several senior financial positions within its operations.

C. Frank Smith has served as President of NATCO-U.S. since January 1998. Mr. Smith served as Senior Vice President -- Sales and Service from September 1993 to December 1997 and as the Northern Region Director of the Sales and Service Centers from April 1992 to September 1993.

James Crittall has served as President of NATCO-Canada since November 1996 and was Vice President of Technical Operations from December 1992 to October 1996. Mr. Crittall joined National Tank Company in 1971 and has served in several managerial positions, including Manager of Engineering and Sales and Manager of Engineering for NATCO-Canada, Ltd.

David R. Volz, Jr. has served as President of TEST since we acquired TEST. Mr. Volz joined TEST in 1976 as a Technical Specialist and has held a number of positions of increasing responsibility prior to serving as President in July 1997.

Richard D. Peters has served as President of Cynara since November 1997. Mr. Peters served as Chief Financial Officer of Cynara from June 1996 to October 1997 and as Project Manager and Accounting Coordinator from February 1991 to May 1996.

Joseph H. Wilson has served as Senior Vice President -- Marketing of our company since April 1999. Prior to joining our company, Mr. Wilson served as Strategic Accounts Manager of Baker Hughes Inc., with responsibilities for strategic business development, from January 1999 to April 1999. From January 1997 to January 1999, he served as Gulf Coast Region Manager of Baker Hughes INTEQ's fluids, directional drilling and MWD business. From January 1994 to January 1997, Mr. Wilson was Director of Sales and Systems Marketing for all of INTEQ. Prior to January 1994, Mr. Wilson held a number of positions in sales, operations and marketing with Baker Hughes INTEQ, Baker Sand Control and BJ Services.

Robert A. Curcio has served as Senior Vice President -- Technology and Product Development of our company since May 1998. Prior to joining our company,

Mr. Curcio spent 20 years at Exxon Corporation and its affiliates. Mr. Curcio was Global Markets Manager -- Heavy Duty Diesel Additives of Exxon Chemical Co.'s PARAMINS division from February 1996 to May 1998. From January 1995 to February 1996, he served as Global Markets Manager -- Specialty and Niche Additives of PARAMINS. From July 1992 to January 1995, he served as PARAMINS' Product Manager -- Large Engine Additives. Prior to July 1992, Mr. Curcio held a number of other positions in marketing, management and engineering.

Keith K. Allan has been a director of our company since February 1998. Mr. Allan was a director of NATCO (U.K.) Ltd. from October 1996 to January 1998. From February 1993 to August 1996, Mr. Allan was Technical Director in the North Sea for Shell U.K. Exploration and Production. Prior thereto, Mr. Allan served in a number of positions for Royal Dutch/Shell Group, which he joined in 1965.

Howard I. Bull has been a director of our company since February 1998. From April 1994 to June 1997, Mr. Bull was President, Chief Executive Officer and a director of Dal-Tile International, Inc., a manufacturer and distributor of ceramic tile. From May 1992 to February 1993, Mr. Bull was President of the Air Conditioning Group of York International Corporation, a producer of heating, air conditioning and refrigeration systems and equipment, and was President of its Applied Systems Division from November 1990 to May 1992. From February 1979 to November 1990, Mr. Bull was employed by Baker Hughes, Inc. in several executive positions. Mr. Bull is a director of Marine Drilling Companies, Inc. and National-Oilwell, Inc.

George K. Hickox, Jr. has been a director of our company since November 1998. Since September 1991, Mr. Hickox has served as a general partner of Heller Hickox Dimeling Schreiber and Park, a partnership specializing in energy investments. Mr. Hickox has also served as a director of Cynara prior to its acquisition by our company. Mr. Hickox presently serves as an officer and director of several privately held companies.

E. Hale Staley has been a director of our company since February 1998. He has served as a consultant to our company since August 1995. Mr. Staley joined our predecessor in 1952 and served as President and Chief Executive Officer from July 1985 to July 1995.

Herbert S. Winokur, Jr. has been a director of our company since its formation in 1989. Mr. Winokur is Chairman and Chief Executive Officer of Capricorn Holdings, Inc., a private investment company, and Managing General.

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K. CCC INFORMATION SYSTEMS

From the CCCIS website:

CCC INFORMATION SERVICES GROUP APPOINTS GITHESH RAMAMURTHY TO ITS BOARD OF DIRECTORS

Announces New, Expanded Board

(Chicago, IL, August 7, 1998) _ CCC Information Services Group Inc. (NASDAQ: CCCG), the leading provider of solutions for the automotive claims industry, today announced the appointment of Githesh Ramamurthy, the president and chief operating officer of CCC Information Services Inc., to its new nine member board of directors. In addition to Mr. Ramamurthy, the board's new members are Michael R. Eisenson and Mark A. Rosen, principals with Boston-based Charlesbank Capital Partners, LLC, a private investment firm and the successor to Harvard Private Capital Group, Inc.; Herbert S. Winokur, Jr. and Dudley C. Mecum, partners with Capricorn Investors II, L.P., a Connecticut-based investment firm. The new appointees are included in CCC Information Services Group's proxy statement and will be elected at the company's August 25, 1998 annual meeting. "The new board reflects Githesh's expanded role in the company as well as the addition of board members with significant equity stakes," said David M. Phillips, CCC's chairman and chief executive officer. "These five individuals will contribute significant financial, entrepreneurial and managerial expertise, benefiting our board and our shareholders." He went on to explain that the equity stakes were obtained through a recently announced transaction in which Harvard Private Capital acquired White River Corporation. Background on the New Board Members

Githesh Ramamurthy is president and chief operating officer of CCC Information Services Inc. Upon joining CCC in 1992, Ramamurthy led the company in creating a workflow-based claims solution which allows for rapid product introduction within an evolving marketplace. Then, as president of the company's Insurance and Product Development Divisions, Ramamurthy worked closely with CCC's insurance customers as they migrated toward the workflow solution in their daily claims-related activities. Before joining CCC, he was a founding member of Sales Technologies, Inc., an industry leading field sales automation software company eventually acquired by Dun & Bradstreet. Michael R. Eisenson is president and chief executive officer of Charlesbank Capital Partners, LLC, the successor to Harvard Private Capital Group, Inc., which was spun out of Harvard Management Company, Inc. on July 1, 1998.

Charlesbank Capital manages an existing portfolio of diversified private equity and real estate investment on behalf of Harvard. The newly organized firm also has formed two limited partnerships: Charlesbank Equity Fund IV and Charlesbank Realty Fund IV. Before joining Harvard Management in 1986, Eisenson was a manager with The Boston Consulting Group. He serves on a variety of corporate boards, including Harken Energy Group; ImmunoGen, Inc.; Playtex Products, Inc.; United Auto Group, Inc.; and The WMF Group, Ltd. Mark A. Rosen is a managing director of Charlesbank Capital Partners, LLC, joining its predecessor in 1994. Prior to joining Charlesbank, he was a principal of the Conifer Group, a strategy consulting firm, and president of Morningside/North America Limited, a private investment company. In addition to the CCC board, he currently serves on the boards of several Charlesbank portfolio companies. Herbert S. "Pug" Winokur, Jr., is the managing general partner of the various Capricorn partnerships, which he founded in 1987. Before organizing various Capricorn entities, Winokur previously served in a variety of executive

positions with Penn Central Corporation, including as a member of the Office of the President. He also held senior management positions at Pacific Holding Corporation and The Palmieri Company.

Winokur is a member of the boards of Enron Corp., NAC Re Corporation and the Harvard Management Company, as well as a member of the Capricorn portfolio companies. Dudley C. Mecum, a general partner with Capricorn, joined the partnership in 1997. Previously, he was a partner in G.L. Ohrstrom & Co., a leveraged buyout firm. He was an executive with Peat Marwick Mitchell & Co. for 12 years, serving as vice chairman of the West Coast Region and as managing partner of the New York office. Mecum is a director of several companies, including the Travelers Group, Fingerhut Companies, DynCorp and Suburban Propane Partners, L.P. Continuing board members are Mr. Phillips; Morgan Davis, executive vice president, White Mountain Holdings; Thomas L. Kempner, chairman and chief executive officer, Loeb Partners Corporation; and Michael R. Stanfield, chief executive officer, CreditComm Services, LLC. With the new appointments, CCC's board increases from seven to nine members. CCC Information Services, headquartered in Chicago, IL, is the automotive claim industry's leading supplier of advanced software and communications systems. It's value-added, technology based products and services increase efficiency and facilitate communication among more than 13,000 collision repair facilities, 350 insurance companies and a range of business partners.

For more information about CCC Information Services Inc., contact Peter Duckler or Pamela Flores at HLB Communications, 312/649-0371.

For additional information on boards and investments of Pug Winokur see Capricorn Holdings website and searches of SEC documents for Winokur on Edgar On-Line.

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III. ADDITIONAL AREAS WORTH RESEARCHING.

A. DynCorp's role in the Gulf War.

Note from a member of the Solari Network:

Have you followed the involvement of DynCorp in the Gulf war? When I was researching (an article on chemical and bio-warfare) I got close to a number of people involved with the Vets and they had developed a tremendous amount of research material and, I seem to recall that DynCorp's name was turning up all over the place - to do with Anthrax vaccines etc. One school of thought was that the HIV/Squalene was concealed within the Anthrax and other CBW vaccines.

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B. DynCorp's role in the Kosovo war.

[Note from David Crockett Williams gear2000@lightspeed.net](#)

www.tenc.net [emperors-clothes]

The London Times confirms that the KLA-CIA Link Goes Way Back - Times article follows our Introduction:

Here's an excerpt from *HUMANITARIAN SPIES*:

"Negotiated' (that is, 'coerced') under threat of NATO bombing last October, the Verification agreement let the OSCE send unarmed mediators into Kosovo, supposedly to help defuse tensions. However everything about the Verification mission suggests military intelligence, not mediation.

"It was run by William Walker. Walker had no background as a mediator. He wasn't even an expert in Balkans history or current politics. What he did know about was counter-insurgency and black ops. His role in Iran-Contra and his achievements in apologizing for the murderous El Salvador death squads all but prove he is a high-placed intelligence operative. (See "MEET MR. MASSACRE at <http://www.emperors-clothes.com/analysis/meetmr.htm>

"The U.S. verification team was composed of employees of DynCorp, a Virginia company that has grown rich off Government work. At the 1992 Senate hearings on R. James Woolsey's appointment as head of the CIA, Woolsey commented: "I own less than one-quarter of one percent of the -- diluted shares of a company named DynCorp here in the Washington, D.C. area. And the corporation has, from time to time, had a handful of very small contracts with the Central Intelligence Agency." Ahh, sweet understatement. DynCorp's "very small contracts" have included covert work for the Company in Columbia and Peru.

"...Given this command structure, doesn't it stand to reason that the U.S. goal was a) to gather military intelligence and b) to establish command-relations with the Kosovo Liberation Army? The goal was to bond with the KLA which killed and is still killing ethnic Serbs and ethnic Albanian "collaborators" Serbian State policemen, power line repairmen, school officials, Yugoslav troops, even state-employed wood gatherers - just like the Latin American death squads Walker "observed" during previous CIA assignments. " (END OF EXCERPT from Humanitarian Spies at www.emperors-clothes.com/analysis/humanita.htm)

Now the (London) Sunday Times has confirmed our charges. The OSCE Verification Mission in Kosovo for 6 months prior to the bombing of Yugoslavia was indeed a phony, a cover for the CIA to set up liaison with the KLA and spy on Yugoslavia. Walker was indeed creating another death squad operation - just as he did in El Salvador. DynCorps, which supplied the 'verifiers', is indeed a 'Company' company. The US horror-show government has made fools of the 'honest broker' Euro leaders - that is, if there are any honest Euro leaders.

NATO MUST GET OUT OF KOSOVO NOW!

CIA aided Kosovo guerrilla army

by Tom Walker and Aidan Laverty © (posted 3-12-00) From the Sunday Times (London)

AMERICAN intelligence agents have admitted they helped to train the Kosovo Liberation Army before Nato's bombing of Yugoslavia. The disclosure angered some European diplomats, who said this had undermined moves for a political solution to the conflict between Serbs and Albanians. Central Intelligence

Agency officers were ceasefire monitors in Kosovo in 1998 and 1999, developing ties with the KLA and giving American military training manuals and field advice on fighting the Yugoslav army and Serbian police.

When the Organization for Security and Co-operation in Europe (OSCE), which co-ordinated the monitoring, left Kosovo a week before air strikes began a year ago, many of its satellite telephones and global positioning systems were secretly handed to the KLA, ensuring that guerrilla commanders could stay in touch with NATO and Washington. Several KLA leaders had the mobile phone number of General Wesley Clark, the NATO commander.

European diplomats then working for the OSCE claim it was betrayed by an American policy that made air strikes inevitable. Some have questioned the motives and loyalties of William Walker, the American OSCE head of mission.

"The American agenda consisted of their diplomatic observers, aka the CIA, operating on completely different terms to the rest of Europe and the OSCE," said a European envoy.

Several Americans who were directly involved in CIA activities or close to them have spoken to the makers of Moral Combat, a documentary to be broadcast on BBC2 tonight, and to The Sunday Times about their clandestine roles. Walker dismissed suggestions that he had wanted war in Kosovo, but admitted the CIA was almost certainly involved in the countdown to air strikes.

Initially some "diplomatic observers" arrived, followed in October by a much larger group that was eventually swallowed up into the OSCE's "Kosovo Verification Mission".

Walker said: "Overnight we went from having a handful of people to 130 or more. Could the agency have put them in at that point? Sure they could. It's their job. But nobody told me."

Walker, who was nominated by Madeleine Albright, the American secretary of state, was intensely disliked by Belgrade. He had worked briefly for the United Nations in Croatia. Ten years earlier he was the American ambassador to El Salvador when Washington was helping the government there to suppress leftist rebels while supporting the contra guerrillas against the Sandinista government in Nicaragua.

Some European diplomats in Pristina, Kosovo's capital, concluded from Walker's background that he was inextricably linked with the CIA. The picture was muddied by the continued separation of American "diplomatic observers" from the mission. The CIA sources who have now broken their silence say the diplomatic observers were more closely connected to the agency.

"It was a CIA front, gathering intelligence on the KLA's arms and leadership," said one.

Another agent, who said he felt he had been "suckered in" by an organization that has run amok in post-war Kosovo, said: "I'd tell them which hill to avoid, which wood to go behind, that sort of thing."

The KLA has admitted its long-standing links with American and European intelligence organizations. Shaban Shala, a KLA commander now involved in attempts to destabilize majority Albanian villages beyond Kosovo's border in Serbia proper, claimed he had met British, American and Swiss agents in northern Albania in 1996.

Belgrade has alleged the CIA also helped to arm the KLA, but this was denied by the guerrillas and agency sources.

"It was purely the Albanian Diaspora helping their brothers," said Florin Krasniqi, a New York builder and one of the KLA's biggest financiers. He described how sniper rifles were exported from America using a loophole in federal law that allowed them to be shipped to "hunting clubs".

Armour-piercing Barratt rifles made their way to the KLA's "hunting club" in Albania.

Agim Ceku, the KLA commander in the latter stages of the conflict, had established American contacts through his work in the Croatian army, which had been modernized with the help of Military Professional Resources Inc, an American company specializing in military training and procurement. This company's personnel were in Kosovo, along with others from a similar company, DynCorps, that helped in the American-backed programme for the Bosnian army.

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C. Note re: Ron Brown's fatal plane crash

Note from a Member of the Solari Action Network:

My understanding is that several people scheduled to go on the flight cancelled at the last moment. One was the Chairman of DynCorp. That would have been Pug Winokur.

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D. DynCorp's role in Columbia

For ongoing coverage of the war in Columbia, see Narco News at www.narconews.com and From the Wilderness at www.copvcia.com.

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E. DynCorp's role in DOJ Asset Forfeiture

In 1996, The Asset Forfeiture Fund at DOJ had about \$450 million dollars of total

forfeitures, including the tail end of the BCCI seizure. About \$140 MM was real property at an average value of \$149,000 per real estate sale. This indicates seizures of HUD-type homes, rather than of drug lords. The DOJ has refused to disclose Asset Forfeiture Fund financials since 1996.

DynCorp only did knowledge management and systems and administrative support. They did not do any of the servicing, selling, disposition, management of assets, etc.

OK, now lets look at relative values. Hamilton was in charge of cross cutting support for HUD loan sales. Hamilton sold about \$2 billion plus a year plus portfolio strategy, saved the government about \$500MM a year on revenues of \$2BB plus, and were paid \$10MM.

DynCorp is getting paid \$60MM for a comparable, albeit more physically spread out role, for \$450MM a year.

This does not compute. If you look at the whole operation, what is spent to kickback to state and local officials and what is spent on contractor and knowledge management and informants, including fronting expenses of setting up a seizure like the one attempted on Goldman and PNC.

Is the purpose of this infrastructure----- combined with what Treasury is doing with FinCen----to support asset forfeitures, or is the purpose of asset forfeitures to fund the creation of a very deep knowledge management and enforcement network that can control down to the street block level any where in America?

Someone appears to be building a powerful information machine inside the Asset Forfeiture Fund womb.

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F. DynCorp's role in GETS: Government Emergency Telecommunications System (GETS).

DynCorp manages the system. Lockheed puts up the satellites. How does this operation and partnership fit in with <http://www.nortech-geomatics.com> and Applied Geomatics software, as well as the controversy with the Canadians over Promis? Does this have anything to do with the failure of the new Iridium Satellite system?

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G. DynCorp's POP.

DynCorp values its stock in its 2000 proxy as having a price/earnings multiple equal to 30X income. With this rule of thumb it should be possible to estimate the value of various wars and US policies to DynCorp's shareholders.

Whether capital gains on NHP and WMF sale, or on a potential seizure of \$4.7 billion from

Goldman Sachs & PNC, how much money did and could Capricorn and Harvard and DynCorp make as a result of the targeting of Catherine Austin Fitts?

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H. DynCorp & Capricorn Holdings.

Was Capricorn created so that the real investors in 1988 did not have to disclose their involvement in DynCorp? Is Harvard invested in war in the Gulf, Kosovo, Columbia and the War on Drugs through Capricorn?

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I. DynCorp and Oklahoma City.

The Murrah building contained valuable records on the Gulf War syndrome, Waco, HUD defaulted loans said to contain substantial financial fraud. What can DynCorp tell us, if anything, about what federal knowledge was lost in the bombing and how that may have impacted a variety of public and private parties?

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J. Political Relationships

Campaign fundraising related to Harvard or any of the organizations or individuals mentioned may be accessed at <http://www.opensecrets.com>.

Searches of the Boston, Massachusetts delegation at <http://www.house.gov> and <http://www.senate.gov>, as well as searches of these web sites and those for the various government agencies will illuminate lists of government officials who are Harvard graduates, as well as numerous policy and advisory relationships between the federal government and Harvard, and other companies and organizations listed.

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[Click.](#) THE MONEY LORDS OF HARVARD: HOW THE MONEY WORKS AT THE WORLD'S RICHEST UNIVERSITY.

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WHY THE HARVARD CORPORATION PROTECTS THE DRUG TRADE. by LINDA MINOR © 2000. [Click.](#) Part 1.

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