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Record Group/Collection: Dan Quayle Vice Presidential Records
Collection/Office of Origin: Deputy Chief of Staff's Office
Series: Porter, Richard W., Files
Subseries: Subject Files

OA/ID Number: 21805
Folder ID Number: 21805-022a

Folder Title:
Michigan 3/11-12/92

Stack:

G

Row:

34

Section:

6

Shelf:

5

Position:

7

OFFICE OF THE VICE PRESIDENT

WASHINGTON, DC

FRIDAY

Anne,

Don't know if Richard
has copy of this.

I think (?) he is
handling the follow
up notes.

-Salmon

VICE PRESIDENT QUAYLE/GOVERNOR ENGLER DINNER

Private Dinner; Lansing, MI; 3/11/92

Below are titles, addresses, and phone numbers of the attendees.

Mr. John Miller
CEO/Miller Energy
229 E. Michigan Avenue
Suite 2200
Kalamazoo, MI 49007
(616) 343-0582

Ms. Andrea Fisher
Miller, Canfield, Paddock and Stone
150 W. Jefferson
Suite 2500
Detroit, MI 48226
(313) 496-7664

* VP really enjoyed Fisher.

Mr. and Mrs. Richard Devos
2003 Hillsboro, S.E.
Grand Rapids, MI 49546
(616) 676-0003

Dick & Betty - not Rich

Ms. Ronna Romney
National Committeewoman
457 Cambridge Way
Bloomfield Hills, MI 48304
(313) 496-7664

Mr. Thomas Eggleston
Sr. Vice President/General Counsel
Amway Corporation
7575 E. Fulton
Ada, MI 49355
(616) 676-7607

Mr. Chuck Yob
National Committeeman
Industrial Belting Supply
3770 Hagan/P.O. Box 2568
Grand Rapids, MI 49501
(616) 247-8624

Governor Engler

Mrs. Engler

John Ohmstede, Controller, Ohmstede, Inc
General Manager, c+D Robotics

Dear John,

Many thanks for coming to the roundtable discussion about civil justice reform. ~~Thank~~
Several people made the key point - ~~reform~~ lawsuit abuse costs jobs.

Thank you for your willingness to have us to c+D Robotics. I'm sorry we couldn't make it.
Keep in touch

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Bill Summers, President & CEO, Rio Grande
Valley Chamber and President,
Citizens Against Lawsuit Abuse

Dear Bill -

Thank you for coming all the way
the Beaumont for our meeting on civil
justice reform. ~~Your ~~valuable~~ experience~~ Your
story about the impact of excessive litigation
~~clearly~~ brought home the need for reform. ~~Good for~~
I hope you and your organization keep up the good work.
Keep in touch

Tom Harken, CEO Harken and Assoc. (Beaumont Roundtable)

Dear Tom,

Many thanks for coming to our discussion of civil justice reform. It was good to meet the real - and ~~Republican~~ ^{reform-minded} - Tom Harken!

~~Congrats on~~
Congratulations on the Horatio Alger award.
Keep up the good work
Best personal regards

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Charles Glass - VP - Gulf States Utilities
Former President, Texas Ass'n of Business ^{men}

Dear Charles,

Many thanks for coming to our discussion about civil justice reform yesterday. It was a good group - and the stories told show how badly we need to change the system.

Keep in touch

Lansing, MI
File

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Following Page

Lansing, MI

FINAL

1. T.V.P.
2. AL HUBBARD
3. Jacque Sammet
- ✓ 4. Richard Kitch
Medical Liability Insurance Executive
Defense Attorney, Michigan Hospital Association, Michigan Association of Osteopathic Physicians and Surgeons
5. Spencer Johnson
President, Michigan Hospital Association
6. Dennis Paradis
VP, Michigan Hospital Association
7. Mike Schwartz
CEO, Sisters of Mercy
8. Larry Burns
President, Michigan Society Hospital Attorneys
9. Ed McRee
CEO, Ingham Medical Center
10. Robert Yellan
VP, Detroit Medical Center
11. Dave Benfer
VP, Henry Ford Health System
- ✓ 12. Nancy McKeague
Michigan State Chamber of Commerce
13. Vernice D. Anthony
Director of Public Health
14. Eugene Sikorski, D.O.
Chair of Council of Public Education and Health, Michigan Association of Osteopathic Physicians and Surgeons
15. Eugene Oliveri, D.O.
Michigan Association of Osteopathic Physicians and Surgeons Board President
16. Tom Payne
President Elect - Michigan State Medical Society; Ingham Medical Center-Radiologist
17. Bob Burton
Current President- Michigan State Medical Society; Ear, Nose and Throat - Grand Rapids
18. Peter McCabe
Vice Chair - Michigan State Medical Society Board; Plastic Surgeon - Wayne City
19. Bob McDonough
VP, Upjohn; Certificate of Need Board
20. John Wortman
President, Amerisure
- ✓ 21. Senator Joe Schwarz, M.D. R-Battle Creek
22. Rep. David Gubow D-Huntington Woods
23. Rep. Curtis Hertel D-Detroit

24. Rep. Mike Nye R-Litchfield
25. Sen. Bill Van Regenmorter R-Jenison
26. Bill Madigan Exec. Dir., MSMS
27. Tom Stone Chairman, Professional Liability Task Force
28. Mike DeGrow Exec. Dir., Michigan Osteopathic Association
29. GOV. ENGLER
30. ^{DAN}~~COLTIER~~ PERRO

Civil Justice Reform Roundtable: actual attendees

Governor John Engler
State Capitol
Lansing, MI 48909

Dan Pero
Chief of Staff for Governor Engler
P.O. Box 30013
Lansing, MI 48909

(517)

335-7862

who sat next to
Marsha

Jacque Sammet
5361 East Hidden Lake Drive
East Lansing, MI 48823

Richard Kitch
Kitch, Saurbier, Drutchas, Wagner & Kenney, P.C.
One Woodward Ave., 10th Floor
Detroit, MI 48226

Spencer Johnson
President
Michigan Hospital Association
6215 W. St. Joseph Highway
Lansing, MI 48917

Jamie Johnson (son of Spencer Johnson)
c/o Michigan Hospital Association
6215 W. St. Joseph Highway
Lansing, MI 48917

Dennis Paradis
Vice President
Michigan Hospital Association
6215 W. St. Joseph Highway
Lansing, MI 48917

Mike Schwartz
Executive Vice President and CEO, Mercy Health Services
34605 Twelve Mile Road
Farmington Hills, MI 48331-3221

Lawrence P. Burns
President, Michigan Society of Hospital Attorneys
171 Monroe Ave., NW, Ste. 800
Grand Rapids, MI 49503-2634

Ed McRee
C.E.O.
Ingham Medical Center
401 W. Greenlawn
Lansing, MI 48910

RICHARD ↑
HE COULD
TELL YOU WHO
ACTUALLY SAT
NEXT TO THE
VP. I HAVE
TRIED TO CALL
HIM SEVERAL
TIMES THANK
STEPH

Robert Yellan
Vice President, Governmental and Regulatory Affairs
Detroit Medical Center
215 S. Washington Square, Suite D
Lansing, MI 48933

Dave Benfer
Senior Vice President for Urban Affairs
Henry Ford Health Systems
600 Fisher Building
Detroit, MI 48202

Nancy McKeague
Director of Government Relations
Michigan State Chamber of Commerce
600 S. Walnut Street
Lansing, MI 48933

Vernice Davis Anthony
Director
Michigan Department of Public Health
3423 N. Logan/Martin L. King Jr. Blvd.
Lansing, MI 48909

salutation: Vern

Eugene Sikorski, D.O.
Chair of Council of Public Education and Health
Michigan Association of Osteopathic Physicians and Surgeons
P.O. Box 19333
Lansing, MI 48901-9333

Eugene Oliveri, D.O.
President
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P.O. Box 19333
Lansing, MI 48901-9333

Tom Payne, M.D.
President Elect
Michigan State Medical Society
c/o Ingham Medical Center
401 W. Greenlawn
Lansing, MI 48910

Bob Burton, M.D.
President
Michigan State Medical Society
120 West Saginaw
East Lansing, MI 48826-0950

Peter McCabe, M.D.
Vice Chair
Michigan State Medical Society Board of Directors

120 West Saginaw
East Lansing, MI 48826-0950

Robert McDonough
Manager of Public Policy Planning
The Upjohn Company
7000 Portage Road
Kalamazoo, MI 49001

John Wortman
President, Amerisure
28 West Adams
Detroit, MI 48226

Senator John J.H. Schwarz, M.D.
505 Farnum Building
Lansing, MI 48909

Representative David Gubow
506 Roosevelt Building
Lansing, MI 48909

Rep. Mike Nye
635 Olds Plaza Building
Lansing, MI 48909

Senator Bill Van Regenmorter
Chairman, Senate Judiciary Committee
P.O. Box 30036
Lansing, MI 48909

Bill Madigan
Executive Director
Michigan State Medical Society
120 West Saginaw
East Lansing, MI 48826-0950

Mike DeGrow
Executive Director
Michigan Association of Osteopathic Physicians and Surgeons
P.O. Box 19333
Lansing, MI 48901-9333



OFFICE OF THE VICE PRESIDENT
WASHINGTON

March 10, 1992

Civil Justice Reform Roundtable

DATE: March 12, 1992
LOCATION: Holiday Inn Conference Center
Lansing, Michigan
TIME: 3:20 p.m. *JH*
FROM: John L. Howard

State Sen. Joe Schwarz
Two Hosts
Nancy McKeague

I. PURPOSE

To discuss the Administration's Civil Justice Reform initiative and to seek support for reforms at the federal and state levels.

This also is an opportunity to assist Governor John Engler advance medical liability reform measures currently pending.

II. BACKGROUND

This Civil Justice Roundtable is hosted by Governor Engler. The event has been designed to focus primarily on how unnecessary litigation impacts the availability of health care.

In addition to reducing the costs and delay inherent in our litigation process, the Administration's Civil Justice Reform initiative can be helpful in containing medical costs. The high costs of defending against frivolous lawsuits or unfounded demands for punitive damages are a direct, and major, component in increasing physician's liability insurance. Equally important are the indirect costs incurred when physician's are forced to order vast batteries of costly, and often unnecessary, tests in order to protect themselves from the possibility of lawsuits.

The impact of medical liability litigation on the availability, costs, and quality of health care is a matter of longstanding concern of the Administration. In addition to the Civil Justice Reform proposal, the Administration has introduced the Health Care Liability Reform and Quality of Care Improvement Act of 1991 to reform the substantive tort laws underlying most malpractice actions. Among the substantive changes **proposed** for containing health care costs are: 1) eliminating joint and

several liability for non-economic damages, 2) capping non-economic damages, and 3) promoting ADR. Together, the two Administration initiatives would improve the quality of care and lower legal costs.

Last November, the Michigan Senate approved SB 248, which establishes an alternative dispute resolution mechanism for medical liability claims; and SB 249, which provides tighter expert witness requirements, a shortened statute of limitations for actions by minors, and a sliding scale for attorney contingency fees.

Both of these bills are now pending in the Michigan House of Representatives. The bills are supported by the Michigan Medical Liability Reform Coalition which, in addition to health care providers, includes the Michigan State Chamber of Commerce, the National Federation of Independent Businesses, and the Michigan Insurance Federation.

Governor Engler strongly supports these medical liability reform measures.

III. PARTICIPANTS

The Vice President
Governor John Engler

IV. EVENT OUTLINE

- 3:25 p.m. The VICE PRESIDENT arrives in Imperial Room A and participates in Photo Opportunity.
- 3:35 p.m. The VICE PRESIDENT concludes Photo Opportunity and participates in Civil Justice Reform Roundtable.
- 4:00 p.m. The VICE PRESIDENT concludes Roundtable and proceeds to Holding Room.
- 4:05 p.m. The VICE PRESIDENT departs Holding Room and proceeds to Imperial Room B for Press Roundtable.
- 4:30 p.m. The VICE PRESIDENT concludes Press Roundtable and proceeds to Holding Room.

V. PRESS PLAN

Press Pool Coverage (beginning only)

VI. ATTACHMENTS

List of Participants
Fact Sheet on the President's Health Reform Program
Talking Points
Biography of Governor Engler

VII. FOLLOW-UP ACTION REQUIRED

Thank You Notes
Mail Photographs

Jacque Sammet	Medical Liability Insurance Executive
Richard Kitch	Defense Attorney, Michigan Hospital Association, Michigan Association of Osteopathic Physicians and Surgeons
Richard Whitmer	President & CEO, Blue Cross Blue Shield of Michigan
Spencer Johnson	President, Michigan Hospital Association
Dennis Paradis	VP, Michigan Hospital Association
Jack Ryan, M.D.	Hospital CEO & Insurance Board member
Mike Schwartz	CEO, Sisters of Mercy
Young Suh	CEO, St. Joseph, Flint
John McVeety	CEO, Alpena Hospital
Thomas E. Brennan	Former Michigan Supreme Court Justice, President, Cooley Law School
Larry Burns	President, Michigan Society Hospital Attorneys
Pat O'Leary	Attorney, Plunkett, Cooney
Ed McRee	CEO, Ingham Medical Center
Robert Yellan	VP, Detroit Medical Center
Dave Benfer	VP, Henry Ford Health System
Nancy McKeague	Michigan State Chamber of Commerce
Vernice D. Anthony	Director of Public Health
Dr. Charles Vincent	Physician, Hutzel Hospital
Eugene Sikorski, D.O.	Chair of Council of Public Education and Health, Michigan Association of Osteopathic Physicians and Surgeons
Eugene Oliveri, D.O.	Michigan Association of Osteopathic Physicians and Surgeons Board President
Tom Payne	President Elect - Michigan State Medical Society; Ingham Medical Center - Radiologist
Bob Burton	Current President - Michigan State Medical Society; Ear, Nose and Throat - Grand

* ~~John~~ Judge David

Rapids

Peter McCabe

Vice Chair - Michigan State Medical
Society Board; Plastic Surgeon - Wayne City

Jack Barry

Chair - Michigan State Medical Society
Board; Family Physician

Bob McDonough

VP, Upjohn; Certificate of Need Board

John Wortman

President, Amerisure

Jack Wintemute

President, Citizens Insurance

Dr. Susan Adelman

Immediate Past President, MSMS

Senator Dan DeGrow

R-Port Huron

Senator Joe Schwarz, M.D.

R-Battle Crock - Strong supporter

Representative Rick Banstra

R-Grand Rapids

Representative Joe Young, Sr.

D-Detroit

Representative Tom Hickner

D-Bay City

Representative David Gubow

D-Huntington Woods Talked at length

THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release

February 6, 1992

THE PRESIDENT'S COMPREHENSIVE HEALTH REFORM PROGRAM

FACT SHEET

The President today announced his four point plan for comprehensive reform of the Nation's health care system. Following the outline the President offered in his State of the Union Address, the plan seeks to use market forces and incentives to forge a more efficient health care system.

The President's four-point plan will:

1. Make health care more accessible by making health insurance more affordable;
2. Reduce the runaway costs of health care by making the health care system more efficient;
3. Cut waste and excess in the present system; and
4. Get the growth in government health programs under control.

The President's plan is spelled out in detail in a 94 page white paper released today.

Elements of the President's Plan

The President's plan addresses the two major problems facing the U.S. health care system -- inadequate access to affordable health care for some Americans and excessive growth in the cost of health care for all Americans.

In addressing these problems it enhances the quality of our health care system, widely acknowledged as the best in the world. Moreover, it recognizes and builds upon the strengths of America's health care system: the freedom of individuals to choose physicians, hospitals, and health plans; diversity and

flexibility in the financing, organization and delivery of care; the best educated and most skilled physicians and health professionals in the world; millions of volunteers who assist in providing quality health care; world leadership in biomedical research; dramatic technological innovation and in new methods of assuring quality health care.

I. Expanding Access to Health Care

Transferable Health Insurance Tax Credits and Deductions

A transferable health insurance tax credit (certificate) and deduction would be available to ensure access to affordable health care coverage for moderate and low-income families. Ninety five million Americans will benefit from these provisions.

Both the credit and deduction would be available for health insurance costs of up to \$1,250 for individuals, \$2,500 for married couples, and \$3,750 for families of three or more. For those with employer-provided health benefits, the credit or deduction would be adjusted for any employer contributions. Individuals could take either the credit or deduction, guided by which is more financially advantageous. The credit and deduction would benefit those with modified adjusted gross income ranging up to:

- \$50,000 for single persons;
- \$65,000 for persons filing as heads of households, and
- \$80,000 for married persons filing jointly.

Both the credit and the deduction would phase out in the last \$10,000 of the income range.

1. Transferable Health Insurance Tax Credits (Certificates)

Transferability. The credit could be transferred only to an insurer for the purchase of health insurance; it could not be used for other purposes or received as cash.

Eligibility. All who do not receive assistance from other federal programs (e.g., covered by Medicare, Medicaid, and other federal health programs) would be eligible.

Income Range. When phased in, the maximum credit would be available to all with incomes of up to 100 percent of the tax filing threshold -- the sum of the standard deduction

and taxpayer and dependent exemptions, a tax code concept that approximates the poverty threshold. Above that level, the credit would phase down to a minimum credit at 150 percent of the tax filing threshold. The minimum credit would be 10 percent of the maximum: \$125 for individuals, \$250 for two person households, and \$375 for households of three and larger.

-- For example, if the credit were in effect today, a family of two parents and two children with adjusted gross income of \$14,000 would obtain the maximum credit, enabling them to buy up to \$3,750 of health insurance.

Risk Adjustment. States would implement broad health risk pools for credit recipients. As a result of transfers carried out by the pool, insurers would be able to provide insurance to the sick and healthy at nearly uniform rates.

Administration. Individuals eligible for the credit would not need to wait until filing a tax return to obtain a credit; a certificate could be obtained at any time during the year by applying to a governmental office designated by a state government. A state might select a state agency, such as the Employment Service, or it might contract with the Social Security Administration to certify eligibility.

2. Deductions

Individuals with incomes up to the top of the income range could choose, instead of the credit, to deduct the cost of health insurance, up to the maximum that applies to their tax filing status (either \$1250, \$2500, or \$3750.) As noted above, the maximum would be adjusted for the amount of employer contributions towards the cost of health insurance.

3. Increased Help for the Self-employed

All of the self-employed would be entitled to deduct 100 percent of the cost of their health insurance premiums or receive the applicable credit, whichever is of greater value. Current law allows the self-employed to deduct only 25 percent of the cost of health insurance.

The cost of the health insurance tax credit and deductions in the President's plan would be offset by savings achieved through use of the measures to contain health care costs outlined below. These include the system efficiencies in the health care delivery system arising from a greater role for market forces, reduced administrative and malpractice costs,

more healthy personal behavior and the effects of preventive services to lessen the need for health services, and greater cost-effectiveness in publicly funded programs. No additional taxes are needed or required.

II. Insurance Market Reform

A. Basic Benefits.

States, working with private insurers, would develop basic health insurance benefit packages equal to the value of the health insurance tax credit. This would enable low-income families to purchase health care coverage.

B. Insurance Security.

Health insurers would be required to insure all groups that want to buy health insurance. Coverage would be guaranteed and renewable. Pre-existing conditions clauses that limit coverage during the first months with a new employer would no longer be allowed.

C. Health Insurance Networks (HINs) - Pooled Purchasing Power.

A new way of purchasing insurance -- HINs -- would enable small firms to purchase low cost, high quality health insurance by reducing administrative costs and by exempting insurance sold through HINs from excessive state premium taxes. HINs would also allow national associations to sell health insurance plans on a nationwide basis.

D. Mandated Benefits.

States have passed numerous laws mandating that health insurance include specified benefits or coverage provisions, now numbering close to 1,000. Excessive mandated benefits that increase costs and limit consumer choice over the scope of insured benefits would no longer be allowed.

E. Insurance Affordability.

In the near term, the premiums insurers charge for similar policies sold to firms in a single block of business could vary by no more than 50 percent. A health risk adjustment across insurers would be phased in -- removing premium disparities and allowing for plan flexibility within a new insurance market driven by competition to deliver the highest quality at the lowest costs.

III. Containing Health Care Costs

A. Malpractice and antitrust reform.

The threat of malpractice litigation prompts physicians to order tests and perform procedures simply to show that every effort has been made to provide the best health care. The practice of defensive medicine has contributed substantially to rising health care costs.

The President's plan would provide incentives to states to: (i) eliminate joint and several liability for non-economic damages, (ii) cap non-economic damages, (iii) eliminate rules that permit double recovery, (iv) require structured awards, (v) promote pretrial alternatives, and (vi) implement new procedures to improve quality of care.

New procedural reforms would promote alternative dispute resolution (ADR). A party that refused ADR and then lost the suit at trial would pay the other party its attorney fees.

Also, the potential of guidelines and standards of care to reduce the uncertainty that leads to defensive medicine will be explored.

Fear of antitrust liability has also helped produce an often inefficient and duplicative distribution of sophisticated services and equipment. Quality of care is diminished by the reluctance of professional review boards and hospitals to discipline physicians. Finally, the emergence of new, more competitive systems for delivering health care has raised new questions about the application of the antitrust laws to the health care system.

The President's proposal will provide additional guidance on the application of the antitrust laws in these areas and provide a "safe harbor" for certain joint activities relating to the sharing of equipment by providers.

B. Reducing administrative costs.

Insurance law changes and market reforms will end the paperwork blizzard that afflicts all Americans with insurance -- and costs billions of dollars. Standardized claims procedures and other reforms will reduce administrative costs.

For small employers, administrative costs may account for as much as 40 percent of the cost of insurance purchased,

compared to 10 percent for large employers. Marketing and servicing small employer policies is costly. HINs, because they bring together many purchasers, would cut the cost of administering insurance and therefore help substantially reduce premiums. Small businesses would benefit from these efficiencies. HINs would follow uniform claims processing standards, yielding additional administrative savings.

C. Expanded use of coordinated care.

In 1990, about 40 million Americans were enrolled in one of a variety of coordinated care arrangements -- up from 10 million in 1980. The President's plan encourages broader use of coordinated care in the public and private sectors, including preferred provider organizations (PPOs), health maintenance organizations (HMOs), and point of service plans that allow individuals to choose between the PPO and HMO option, case management, and other forms of coordinated care.

New coordinated care arrangements would be allowed in the Medicare program. States would have incentives to use coordinated care in Medicaid programs. Restrictions on the operation of coordinated care in the private sector would be ended.

D. Efficiencies in public programs.

Health expenditures at all levels of government account for 44 percent of national spending on health services. Cost containment will be achieved in these programs through greater reliance on coordinated care, participation in the overall trend towards lower administrative costs, recapturing some subsidies made duplicative by the new tax credit and deduction, and reforms to stem program abuses.

E. Increased flexibility in state programs.

States would be free to redesign their entire health care systems. The acute care portion of the Medicaid program, covering hospital and doctor services, would be restructured, moving from an open ended entitlement to a per capita payment arrangement. With this change, current federal restrictions on the use of coordinated care and review processes for waiver requests would be dropped.

With respect to the relationship of Medicaid to the new transferable health insurance tax credit, states could choose to combine current Medicaid funding with the new

credit to develop a single unified health plan for low-income persons.

F. Expansion of cost-effective services in underserved areas.

The President's FY 1993 budget expands funding for Community Health Centers, Migrant Health Centers, and the National Health Service Corps to expand primary and preventive care in these areas.

G. Prevention.

The President's budget includes \$26.4 billion, a nearly \$4 billion (18 percent) increase for preventive health activities. Prevention funding has increased over \$11 billion (74 percent) since 1989. Among other activities, the President's FY 1993 budget proposes increases of 18 percent for childhood immunizations and infant mortality reduction, a 27 percent increase for Head Start and Early Childhood Development, a 24 percent increase for breast and cervical cancer mortality prevention, and a 90 percent increase for childhood lead poisoning prevention.

H. Improving Consumer Information.

While health care services can be costly, information about the cost and quality of providers is not readily available. To assist individuals and employers shopping for insurance and health care, "blue books" like guides for other goods and services would provide price and quality data to make comparison shopping possible. The information will cover the average cost of services and the quality of care provided by physicians, hospitals, and clinical laboratories.

The white paper on the President's Comprehensive Health Reform Program also presents an analysis of two of the options for health care reform that were rejected in the President's decision making process: a national health insurance program and a "play or pay" benefit mandate/payroll tax.

The paper concludes with examples showing the President's plan at work in the context of these examples.

REMARKS OF THE VICE PRESIDENT
CIVIL JUSTICE REFORM ROUNDTABLE MEETING
LANSING, MICHIGAN
MARCH 12, 1992

Thank you, Governor Engler, for hosting this meeting, and thank you all very much.

It's great to be here in Lansing today.

The United States is the only remaining superpower.

- o Keeping pace with all the challenges facing us.**
- o President has established a framework for peace.**
- o We continue working on problems here at home.**

We are still the world leaders in the marketplace.

- o Our economy is more than twice as large as any competitor.**
- o Still, we have some competitive disadvantages.**
- o Some come from trading partners; other from inside.**
- o Council on Competitiveness is an avenue to help regain edge.**

Unfortunately, we are also the world leader in lawsuits.

- o We have 70% of the world's lawyers.**
- o System costs an estimated \$300 billion dollars a year.**
- o This is a self-inflicted competitive disadvantage.**

Economic costs of excessive lawsuits are a self-inflicted competitive disadvantage.

- o **Foreign companies have lower liability costs.**
- o **We also have higher prices for some everyday items.**
- o **Some beneficial products never come to market.**
- o **Especially keeps new drugs off the shelves.**

High costs of litigation easily seen in the Health Care.

- o Direct Costs of Doctors hit with too many frivolous suits.**
- o Indirect costs of unnecessary, defensive medical practices.**
 - Defensive practices added \$12 billion to cost in 1985.**
 - 12% of OB/Gyn's have given up obstetrics.**
 - Physician liability insurance increases over 15% yearly.**
 - Malpractice premiums increased over 100% in just 4 years (\$1.9 billion in 1984 to \$4.2 billion in 1988).**

The Administration's Civil Justice Reform proposals can help.

- o **Remove incentive for frivolous lawsuits.**
- o **Restore rationality to punitive damages.**
- o **Prevent junk science.**
- o **Allow more products/drugs to come to market. (Vaccine for AIDS baby not marketed due to liability fears).**

Agenda for Civil Justice Reform addresses these problems:

- o **ADR - The Multidoor Courthouse**
- o **Discovery Reform**
- o **Expert Evidence - Widely Accepted Theories**
- o **Fairness Rule**
- o **Punitive Damage Reform**

The Administration is committed to Civil Justice Reform.

- o **The President has signed an Executive Order.**
- o **"Access to Justice Act of 1992" sent to Congress**
- o **Amendments to Federal Rules have been presented.**
- o **Civil Justice Reform Model State Amendments and Model State Punitive Damages Act are here today.**

Today I ask for your help with Civil Justice Reform.

- o **Most lawsuits are brought in state courts.**
- o **Reducing costs and delay helps everyone.**
- o **Civil Justice Reform is important. It means JOBS.**
- o **Support medical liability legislation now pending in the Statehouse.**
- o **These are important measures. They mean BETTER HEALTH CARE AND LOWER COSTS for everyone.**

Please work hard to make this happen in Michigan.

- o **The "litigation explosion" isn't just in Washington. The people of Michigan know that the legal system takes too long and costs too much.**
- o **I look forward to working with Governor Engler and the state legislature to make Michigan a model for the rest of the nation.**

Thank you very much.

JOHN ENGLER was born in Mt. Pleasant and grew up in Beal City, a small farming community in Michigan's heartland. Elected the state's 46th Governor in 1990, Engler has quickly become a national leader in redefining the purpose and role of state government. His strategy and bold actions to protect and increase funding for education while eliminating a nearly two billion dollar deficit have been featured in the national media, including appearances on Nightline, CBS News, and the MacNeil/Lehrer News Hour. The Wall Street Journal highlighted Governor Engler's pledge to cut taxes and balance Michigan's budget without raising taxes.

Prior to his election as Governor, John Engler served the people of Michigan for twenty years in the state legislature, including seven years as Senate Majority Leader. He is also a longtime member of the Farm Bureau of Michigan and is proud to be the state's first governor from an agriculture background in 50 years. Engler earned a Bachelor of Science degree in Agriculture Economics from Michigan State University and a Juris Doctor from the Thomas M. Cooley Law School. He has also received honorary Doctor of Laws degrees from Alma College, Ferris State University, Michigan State University, and Western Michigan University.

Engler serves on the Board of Directors for the Michigan Special Olympics and is an active sponsor of the U.S. Marine Corps Toys for Tots campaign. Other duties include appointments from both President Reagan and President Bush to advisory groups specializing in education and international trade. In 1990, President Bush appointed Engler to serve as Chairman of the Commission on Presidential Scholars.

JOHN ENGLER - page 2

Engler has received numerous honors and awards including Legislator of the Year from many organizations; the Guardian of Free Enterprise Award from the National Federation of Independent Business and the Award for Distinguished Service from both the Association of Independent Colleges and Universities of Michigan and the Michigan Agriculture Conference.

Governor Engler is currently Vice Chairman of the NGA Committee on International Trade and Foreign Relations and is member of both the Human Resources and Legal Affairs Committees. He also serves on the NGA School Year Action Team.

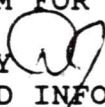
Governor Engler and his wife, Michelle, an attorney, were married on December 8, 1990.



OFFICE OF THE VICE PRESIDENT
WASHINGTON

March 11, 1992

BRIEFING MEMORANDUM FOR THE VICE PRESIDENT

FROM: DAVE JUDAY 
SUBJECT: BACKGROUND INFORMATION FOR MICHIGAN

- o December **unemployment** for Michigan was 8.5 percent; Detroit - 8.5 percent; Lansing/East Lansing - 5.9 percent; and Grand Rapids - 6.9 percent. The national unemployment rate for February was 7.3 percent.
- o Governor Engler has proposed a ballot initiative that provides a 30 percent across-the-board cut in school property taxes and a three percent cap on annual tax assessment increases. This plan is known as **Cut-and-Cap**. Engler signed the Cut-and-Cap petition last August at the State Fair; the petition has 400,000 signatures and will appear in this Fall's ballot. The Cut-and-Cap initiative is projected to provide a \$6.5 billion boost to the state's economy.
- o The Governor has also proposed a **\$1,000 tax credit for any employer** that hires a worker who has been unemployed for more 6 months or more. He has also proposed reform of Michigan's "Single Business Tax," a value added-type tax; the reforms will mean that many small companies will not even have to file under the SBT. Finally, the Governor has endorsed enterprise zone legislation.
- o **General Motors** has announced that it will shut down operations by 1993 at the **Willow Run** assembly plant in Ypsilanti; the plant employs 4,000 people. Among the plants kept open by GM Chairman Robert Stempel was GM's Arlington Texas plant -- both Arlington and Willow Run produce large cars, such as the Chevy Caprice and Buick Roadmaster. GM will also close the Flint V8 engine plant by 1995, laying off 4,036; the Gray Iron Foundry in Saginaw with 600 employees by the Summer of 1994; and two small plants in Detroit this year employing 435 people. Aggregate GM job loss in the state totals 9,000. The Governor has directed the state Commerce Department to look into new uses for the Willow Run plant. GM posted a \$4.45 billion loss for 1991 -- the largest loss for any American company ever. About \$2.8 billion of the loss was due to a one-time cost to cover the expense of the plant closings.

o There are 5.4 million cars and trucks that have been registered in Michigan in the last 10 years; 25 percent of them are foreign made. The Governor drives an Oldsmobile.

o Governor Engler is the only governor in the nation to balance the budget and to increase funding for education without raising taxes. Engler reduced total general fund spending by more than three percent in real terms and education funding increased by about 3.9 percent -- some portion of that will, however, be absorbed by the rising costs of the school employees retirement system.

o If Congress enacts the President's budget, federal funding for Great Lakes environmental projects will have increased 455 percent under President Bush. In 1989 actual spending totaled \$11 million; the President's FY '93 budget proposes \$61 million in funding.

o Governor Engler will be announcing a welfare reform package of proposals later this Spring designed to break the cycle of welfare dependency. The proposal is not final, but some target areas have been announced: "Communities First" -- targeted area will have welfare and assistance programs redesigned to make them easier for the recipients and more cost effective on the part of the state; "Families First" -- targeting families that are at risk of having a child removed from home for drugs, delinquency, etc.; the final target area will be job training and employment for AFDC recipients.

o The Clean Air Act will have major implications for Detroit - both directly, as a seven county area surrounding Detroit is in non-attainment for ozone, and indirectly, as the Act will have a major impact on the auto industry.

o Michigan has approximately 5.6 million acres of wetlands that comprise more than 15 percent of the state's total surface area.

o JTPA information for Michigan: 27 SDA's; State Job Training Coordinating Council Chair is Yvonne Strother; Michigan received \$169.9 million last year; 67,257 people were served by the JTPA program in Michigan last year.

o The Governor unveiled his Michigan 2000 education package in September. The Governor's reform package includes among other proposals, alternative certification, and teacher tenure reform, and funding for the transportation costs associated with school "choice." Also Engler has proposed a program that allows any group of teachers certified to teach in the state of Michigan, to apply for a school charter from either the local board of education or the State Board. These schools would be "choice" schools.

o Engler has also called upon the legislature to enact the **"Michigan Education Warranty."** Through the Warranty, employers will be assured that high school graduates will have basic competence in math, reading, writing and problem solving skills. If any graduate lacks the necessary skills required in his job, the costs to the employer of additional training may be billed back to the graduating high school. The Warranty expires one year after a student graduates.

o **Michigan Trade Facts:** Michigan exports more than \$20 billion worth of merchandise, placing it fifth among the 50 states; Michigan products are sold to more than 170 countries - the largest markets (in order) are Canada (\$13.9 billion), Mexico (\$1.4 billion), and Japan (\$773 million); exports create 267,800 jobs in Michigan, including 67,700 jobs in Detroit.

o The Royal Oak, near Detroit, **Post Office** was the scene of a fatal shooting of four people by a fired employee who also took his own life. An employee, Thomas McIlvane, was informed that his appeal to his firing from his position at the Royal Oak Post Office was denied. McIlvane's supervisor was Daniel Presilla -- transferred to Detroit from Indianapolis after complaints of a heavy handed and abusive management style.

o On Wednesday, in Detroit, at a hospital, Governor Engler will be giving an address entitled **"A Prescription for a Healthy Michigan."** The address will outline the following actions/proposals: 1) banning smoking in state buildings, 2) prohibiting tobacco sales on state properties, 3) supporting legislation that guarantees smoke-free schools K-12, smoke-free health care facilities, and smoke-free student housing at state universities and colleges; 4) support legislation to ban sales of cigarettes in vending machines, and 5) **propose medical liability reform** that will cap awards for non-economic damages, limit attorney's fees, improve expert witness qualifications, and reform the statute of limitations.

o **Mrs. Quayle** was in Detroit on 5/16/89 for the Michigan State Senate Republican Caucus; 7/12/89 for your address to the NAACP; and on 9/12/90 to participate in the State Bar of Michigan luncheon and a Detroit Free Press interview. She has not travelled to Lansing nor Grand Rapids.

NOTE TO THE VICE PRESIDENT

FROM DAVE JUDAY *Dave*

REGARDING TALKING POINTS FROM MICHIGAN

- o On January 26, 1837 Michigan became the 26th state admitted into the Union.
- o State motto - "Si quaeris peninsulam amoenam circumspice" (If you seek a pleasant peninsula, look about you)
- o State nickname - Wolverine State
- o April 1, 1906 W.K. Kellogg began production of Toasted Corn Flakes.

-SPORTS-

(NOTE - Lansing is more Michigan State Spartan territory; Grand Rapids is also more likely to be MSU fans. Detroit will be predominately Univ. of Michigan fans.)

- o NCAA basketball
 - MICHIGAN WOLVERINES
 - Michigan is ranked #15 with a record of 18-8.
 - They upset #2, (now #4) Indiana on Sunday by a score of 68-60.
 - All of Michigan's starting 5 are freshman, they are nicknamed the "The Fab Five."
 - MICHIGAN STATE SPARTANS
 - Michigan State is ranked #16 with a record of 19-7.
 - Last week Michigan St. beat Northwestern 72-55 but lost to Illinois 80-71.
- o NCAA Football
 - MICHIGAN WOLVERINES
 - Michigan finished the season ranked #6 with a record of 10-2.
 - Michigan lost to #1 Washington in the Rose Bowl 34-14.
 - 1991 Heisman Trophy winner Desmond Howard was a running back for Michigan. Howard opted to play pro ball in the CFL

(Canadian Football League) which led to criticism from many sportswriters and fans.

o

DETROIT PISTONS

- Detroit is ranked #3 in the Western Conference, Central division with a record of 37-25.
- On Sunday, Detroit defeated the L.A. Lakers 98-93.

o

FAMOUS MICHIGAN RESIDENTS

- Ty Cobb - Baseball player.
- Joe Louis - Former World Heavy Weight Boxing champion of the world.
- Gerald Ford - 38th President.

STATE OF MICHIGAN



SENATE MAJORITY LEADER

SENATOR DICK POSTHUMUS
31st District

State Capitol
Lansing, Michigan 48913
(517) 373-0797

March 11, 1992

TO: Anne Hathaway, Office of Vice President Dan Quayle
FROM: Linda Burnham, Office of Senate Majority Leader Dick Posthumus
RE: Quayle visit/Schools of Choice program

The following will be in attendance at the meeting with Vice President Quayle on Thursday, March 12, 1992 at the Holiday Inn South, Lansing, Michigan:

Senator Dick Posthumus
Senate Majority Leader
State of Michigan
P.O. Box 30036
Lansing, Michigan 48909

Saul Anuzis
Chief of Staff to the Senate Majority Leader
P.O. Box 30036
Lansing, Michigan 48909

Becky Bechler
Legislative Assistant
Office of the Senate Majority Leader
P.O. Box 30036
Lansing, Michigan 48909

Senator Michael Bouchard
Chairman of Senate Education Committee
P.O. Box 30036
Lansing, Michigan 48909

Robert Ortwein
Director, Senate Majority Policy Office
Michigan Senate
11th Floor Olds Plaza
P.O. Box 30036
Lansing, Michigan 48909

Georgia VanAdestine
Policy Advisor - Education
Senate Majority Policy Office
Michigan Senate
11th Floor Olds Plaza
P.O. Box 30036
Lansing, Michigan 48909

Phil Douma
Director of District Affairs
Office of Senate Majority Leader
P.O. Box 30036
Lansing, Michigan 48909



OFFICE OF THE VICE PRESIDENT
WASHINGTON

BRIEFING MEMORANDUM FOR THE VICE PRESIDENT
VISIT TO DETROIT DIESEL CORPORATION

Date: March 12, 1992
Time: 9:30 - 10:35 a.m.
Location: Detroit Diesel Corporation
Detroit, Michigan

From: Dave Juday 

I. PURPOSE

To visit a successful company where management and (United Auto Workers' union) labor cooperated to improve the company's failing performance and save jobs.

II. BACKGROUND

Detroit Diesel Corporation designs manufacturers and sells diesel engines ranging in size from five to 2,400 horsepower for on-highway, industrial, construction, power generation, marine, and military markets.

Detroit Diesel was originally the Allison Engineering company, founded in Indianapolis in 1915. In 1929 it became the Allison Division of General Motors; it was consolidated with GM's Detroit Diesel Engine Division in 1970 to form Detroit Diesel Allison. On January 1, 1988, the current Detroit Diesel Corporation (DDC) was founded -- a joint venture between GM (20 percent ownership) and Penske Transportation Holdings Corporation (80 percent ownership).

Between 1982 and 1987 (when it was still a division of GM) DDC lost \$600 million; for 1988 DDC's losses were projected to be \$60 million and more than 3,000 jobs were in jeopardy. Penske put into place a plan that realized \$70 million in savings through restructuring the manufacturing process, warehousing, engineering, and administration. Today, DDC is a \$1.2 billion company with the same workforce as 1988.

DDC workers were "empowered" with more responsibility and input into the process; Penske terms it the opportunity to become "entrepreneurial." The new approach paid off -- last year's contract negotiations yielded a 4-year contract (compared to a 3-year contract with the Big 3). Union grievances filed in 1987 totaled more than 2,400 compared to 4 in 1991 and absenteeism during the same period fell from 12 to less than 2 percent.

Write to two UAW people
+ Penske
(Check w/ Bob Murray lead advance at Penske about UAW)



OFFICE OF THE VICE PRESIDENT
WASHINGTON

- Turnaround/competitiveness
- Focus on people -
 - entrepreneurship
 - risk taking
 - action &
 - attitude
 - innovation
- Coop. w/ union
- Method engine

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DDC has more than 90% of the bus and motorcoach engine market in the U.S., more than 95 percent of the pleasure craft boat motor market for motors 400 horsepower or larger. DDC is the leading manufacturer of off-road over-100-ton hauling truck market. In the on-road truck market, DDC's "Series 60" engine rose from three percent market share in 1987 to 26 percent today. DDC distributors and dealers are located in more than 100 countries around the world.

Detroit Diesel and the United Auto Workers' Local 163 operate jointly a service training program considered one of the finest in the industry. Local 163 contributed \$2.5 million to the construction of the center -- constituting 50 percent of the project. At the center employees can participate in continuing education programs -- either job related or general education courses such as math, reading, etc. Distributors and customers both attend service training programs at the center. The training includes diesel engine maintenance, service, and diagnostics.

Detroit Diesel is the first heavy-duty engine manufacturer to achieve emission certificate by the EPA and the (California Air Resources Board) for an alternative fueled engine. Development of DDC's methanol engine began in the early 80's under General Motors. The engine, designed for urban buses, can be run on 100 percent methanol or 85 percent methanol and 15 percent unleaded gasoline. The 85 percent application is currently part of the California school bus program.

Attached is a summary of the diesel engine industry's position as prepared by the Department of Commerce.

III. PARTICIPANTS

Roger Penske, Chairman, Detroit Diesel Corporation
Ludwig "Lud" Koci (CO-SEE), President, Detroit Diesel
Bob Palagny, President, UAW, Local 163
1,000 attendees

IV. SEQUENCE OF EVENTS

THE VICE PRESIDENT will participate in a tour via golf cart stopping to see: 1) where the engine blocks are hoisted, 2) where automated assembly takes place, and 3) the manual assembly line, finally stopping to see finished engines displayed. Upon the completion of the tour, THE VICE PRESIDENT proceeds to hold prior to remarks to employees; Roger Penske will introduce THE VICE PRESIDENT.

V. PRESS

Open press

U.S. Diesel Engine Industry

U.S. manufacturers (Navistar, Detroit Diesel, Perkins, Cummins, Caterpillar, Mack, GMC, Ford) lead the world in diesel engine technology and competitiveness. A primary factor in the industry's leadership role is its ability to meet strict U.S. emission regulations. U.S. producers, led by Navistar, are the world's lowest cost manufacturers of these engines, due to their relatively large volumes, 293,000 units in 1990. The U.S. is the largest truck market in the world. Most heavy and medium duty trucks are diesel powered.

Because engine makers must meet even more stringent U.S. emission regulations by 1994, U.S. makers have emphasized continued research in advancing their technology. (Diesel emission regulations in other countries are relatively less stringent compared with the United States.)

Other factors contributing to our lead include (1) early and more intense efforts to refine the technology first developed in Germany; (2) having a unique long-distance hauling market that demands the ability to produce engines with both torque for acceleration and plus good fuel efficiency, factors that are usually at odds with each other; and (3) an age-old tradition of U.S. truck assemblers sourcing their engines from a variety of suppliers in order to tailor their products to customer demand, thus generating a highly competitive atmosphere. European and Japanese truck producers all produce their own engines, sourcing only limited quantities from outside suppliers.

U.S. imports totaled \$208 million in 1991, while exports reached \$384 million. Leading U.S. export markets were Canada (\$278 million), Mexico (\$47 million) and Switzerland (\$11 million). The U.S. is the world's leading supplier of separate engines. Leading import suppliers were Brazil (\$168 million), Sweden (\$13 million), and France (\$9 million). We shipped \$2 million to Japan, but imported \$4 million. Most of the U.S. engine imports follow the sales of the imported trucks. In terms of separate engine sales, there is really no foreign penetration in the medium and heavy duty market.

Prepared: USDOC/TD/OAIA/MVD/RMiller/377-0669/3-12-92

GOOD EVENING LADIES AND GENTLEMEN.

I AM DELIGHTED TO BE BACK AMONG MY COLLEAGUES IN THE AUTOMOTIVE INDUSTRY, AND I AM HONORED TO SHARE THE ROSTRUM WITH SO MANY DISTINGUISHED SPEAKERS.

PLAINLY SPEAKING, OUR INDUSTRY IS CLOSING THE BOOKS ON A GRIM YEAR: NO TEARS WILL BE SHED OVER 1991 BY EITHER AUTO OR TRUCK MANUFACTURERS AND ALREADY A LOT OF ANXIETY CLOUDS THE OUTLOOK FOR 1992.

FOR AS LONG AS I CAN REMEMBER, THE AUTO INDUSTRY HAS BEEN OUR COUNTRY'S BAROMETER OF ECONOMIC STRENGTH. TODAY, WITH FEW EXCEPTIONS, THE RULE REMAINS: IF CARS AREN'T SELLING, NOT MUCH ELSE WILL SELL EITHER.

I'M NOT ABOUT TO DISCUSS THE STATE OF THE AUTO INDUSTRY -- I COULDN'T POSSIBLY IMPROVE ON WHAT YOU'VE ALREADY HEARD OVER THE PAST TWO DAYS. RATHER, I WANT TO SHARE WITH YOU SOME THOUGHTS ON MANAGING.

THE DOOM AND GLOOM SURROUNDING OUR INDUSTRY AND THE ECONOMY -- SOME OF IT JUSTIFIED, NO DOUBT -- HAS MADE ME REFLECT MORE INTENSELY ON THE ROLE PEOPLE PLAY IN AN ORGANIZATION'S STORY OF SUCCESS OR FAILURE. WE HAVE BEEN WITNESSING, TO AN UNPRECEDENTED DEGREE, THE INTERNATIONALIZATION OF ENTIRE INDUSTRIES.

IN THE 70s AND FOR PART OF THE 80s, AMERICAN BUSINESS BELIEVED IT WAS SOMEHOW INSULATED FROM ECONOMIC AND POLITICAL DEVELOPMENTS IN THE GLOBAL ARENA AS IT FORECAST DOMESTIC SALES OR PROFITS. TAKING LITTLE HEED FROM THE WARNINGS OF THE CLUB OF ROME, U.S. COMPANIES PLANNED FOR EVER HIGHER GROWTH AND PROFITS.

THAT HAS ALL CHANGED CONSIDERABLY WITH THE 90s: AMERICAN BUSINESS, AND THIS INDUSTRY ESPECIALLY, NOW RECEIVES MANY OF ITS STIMULI FOR GROWTH AND COMPETITIVENESS FROM THE GLOBAL ECONOMY WITH WHICH THE U.S. ECONOMY IS NOW IRREVERSIBLY JOINED. WE HAVE LEARNED THAT GROWTH IS NOT UNLIMITED.

THE AMERICAN AUTOMOTIVE INDUSTRY WILL CONTINUE TO BE OF INTENSE NATIONAL CONCERN -- YET, WE CANNOT PREVENT IT TO BE INCREASINGLY MODIFIED BY INTERNATIONAL COMPETITION AND GLOBAL ISSUES WHICH ARE BEYOND THE CONTROL OF A SINGLE ENTERPRISE, A SINGLE INDUSTRY LIKE OURS, OR EVEN A SINGLE ECONOMY. (WITNESS THE HISTORIC STEP THE EUROPEAN COMMUNITY TOOK LAST MONTH AT MAASTRICHT TOWARD TOTAL ECONOMIC AND POLITICAL INTEGRATION!)

THE TRUTH IS, THE WORLD IS GROWING "SMALLER" -- AND AS BUSINESS PEOPLE WE HAVE TO ASK OURSELVES: DO OUR MANAGEMENT SKILLS AND ATTITUDES MEASURE UP UNDER THE NEW RULES OF DOING BUSINESS? WHAT DO SUCCESSFUL COMPANIES DO DIFFERENTLY FROM THOSE THAT ARE SUCCUMBING TO COMPETITION?

YES, QUALITY AND SUPERB PRODUCTS ARE A MUST. YES, CUSTOMER RESPONSIVENESS, PRO-ACTIVE THINKING AND THE ABILITY TO COMMERCIALIZE NEW TECHNOLOGIES RAPIDLY ARE ENORMOUSLY IMPORTANT.

YET, AT THE CORE OF EACH ORGANIZATION, AT THE HEART OF EACH BUSINESS MISSION, ARE ITS PEOPLE. AND SO I ASKED MYSELF: HOW CAN WE BEST MANAGE PEOPLE TO MAKE THEM FEEL MOTIVATED AND ULTIMATELY COMMITTED TO THE CAUSE OF THE ORGANIZATION?

I STRONGLY BELIEVE THE ANSWER LIES IN ENTREPRENEURSHIP AND IN EMPLOYEES BEING ABLE TO ADOPT AN ENTREPRENEURIAL ATTITUDE.

WHICH BRINGS ME TO THE SUBJECT OF MY TALK TONIGHT.

PEOPLE WHO KNOW ME ALSO KNOW THAT I NEVER TIRE OF TALKING ABOUT ENTREPRENEURSHIP. I FEEL VERY STRONGLY ABOUT THIS SUBJECT BECAUSE I BELIEVE IT HOLDS THE KEY TO PRODUCTIVITY AND COMPETITIVENESS FOR AMERICAN BUSINESS.

IN A SOCIETY FULL OF SYMBOLS, THE ENTREPRENEUR STANDS OUT AS A POPULAR PARADIGM FOR SUCCESS, INDIVIDUALITY AND CONTROL OVER ONE'S DESTINY -- ALL SYMBOLS OF THE AMERICAN DREAM. THE MERE MENTION OF ENTREPRENEURSHIP MOST LIKELY CONJURES UP VISIONS OF AN INDIVIDUAL WITH THE TALENT, THE COURAGE AND THE PIONEERING DRIVE TO TAKE AN IDEA AND TURN IT INTO A COMMERCIAL SUCCESS. IT'S AN IMAGE THAT SIMULTANEOUSLY AROUSES ADMIRATION AND APPREHENSION.

ADMIRATION BECAUSE WE WOULD LIKE TO BE THAT PIONEER. APPREHENSION BECAUSE WE INSTINCTIVELY WANT TO AVOID THE RISK THAT COMES WITH OPPORTUNITY.

ENTREPRENEURSHIP IS REALLY ABOUT MORE THAN "MAKING IT" AS AN INDIVIDUAL. IT IS AN ANCHOR OF AMERICAN BUSINESS COMPETENCE -- ONE THAT CAN GIVE AMERICANS A TRULY COMPETITIVE EDGE. FOR THE ENTREPRENEUR TODAY IS NOT LIKELY TO BE THE TRADITIONAL "LONE WOLF." HE OR SHE IS MUCH MORE LIKELY TO BE AN INDIVIDUAL WHO COMMITTS TO THE ENTREPRENEURING SPIRIT.

IN THESE DAYS OF CHAOTIC CHANGE FOR CORPORATE AMERICA, ENTREPRENEURIAL THINKING CAN REVITALIZE AND RE-HUMANIZE THE ORGANIZATION. HENCE THE TITLE OF MY REMARKS:

ENTREPRENEURING -- CORPORATE AMERICA'S LASTING FRONTIER.

I CHOSE THE WORDS CAREFULLY. I DON'T KNOW ANY MORE THAN YOU DO WHETHER WE HAVE SEEN OUR "LAST FRONTIER" OR NOT -- BUT I AM SURE THAT THIS IS A "LASTING" ONE.

WHAT THEN IS ENTREPRENEURSHIP? IT IS THE ENERGETIC FABRIC OF BUSINESS VITALITY AND PROGRESS. ENTREPRENEURSHIP IS TAKING RISK AND SEEKING OPPORTUNITY. IT IS ACTION, INNOVATION AND POSITIVE THINKING. IT IS RESPONSIBILITY AS MUCH AS IT IS REWARD. ABOVE ALL, IT IS ABOUT ATTITUDE: THE ATTITUDE WE HAVE TOWARD OURSELVES, TOWARD OTHERS, TOWARD WHAT WE DO AND TOWARD THE ORGANIZATIONS TO WHICH WE BELONG.

THE ENTREPRENEURIAL SPIRIT PROVIDES THE DYNAMICS THAT PROPEL AN ENTERPRISE AND ITS PEOPLE TOWARD REAL PROGRESS. PARADOXICALLY, DESPITE THE CRITICISM BEING HEAPED ON EDUCATION IN AMERICA TODAY, OUR COUNTRY'S SYSTEM IS IDEALLY SUITED FOR FOSTERING ENTREPRENEURIAL THINKING BECAUSE OUR COUNTRY TENDS TO EMPHASIZE INDIVIDUALITY.

IN THIS COUNTRY, THE INDIVIDUAL CAN ALWAYS MAKE A DIFFERENCE. THIS IS WHY AMERICA HAS ALWAYS PROVIDED AN OPPORTUNITY FOR ENTREPRENEURS AND ENTREPRENEURIAL THINKING.

"ENTREPRENEURSHIP", THEN, IS THE PROCESS BY WHICH THE ORGANIZATION CAN BE PROACTIVE, INNOVATIVE AND RESPONSIVE TO CHANGE. FAR FROM BEING A GOAL WITH A DESTINATION, IT IS A "LASTING FRONTIER" -- CONSTANTLY CHALLENGING EACH ORGANIZATION AND ITS PEOPLE.

I'M OFTEN AMUSED TO SEE HOW QUICKLY WE ADOPT FASHIONABLE ANSWERS TO TOUGH QUESTIONS. I READ RECENTLY ABOUT A NEW MANAGEMENT RAGE CALLED "PARADIGM SHIFTS"-- THE PROCESS BY WHICH CORPORATIONS THROW OUT THE OLD RULES OF THE GAME TO BRING ABOUT RADICAL CHANGE.

I HAVE TO ASK MYSELF: IS THIS WHAT AMERICA IS ALL ABOUT TODAY -- RADICAL CORPORATE SURGERY AS SOON AS THE WINDS OF CHANGE BLOW SOME UNCERTAINTY INTO CORPORATE BOARD ROOMS?

OF COURSE, I WOULDN'T SUGGEST FOR A MINUTE THAT CORPORATE AMERICA CAN BE COMPLACENT AS IT IS CONFRONTED WITH EXTRAORDINARY ECONOMIC, POLITICAL AND SOCIAL CHALLENGES AT HOME AND OVERSEAS.

IF THERE EVER WAS A TIME FOR SOUL SEARCHING OVER HOW WE MANAGE, HOW WE PRODUCE AND HOW WE SELL, IT IS PROBABLY NOW.

THESE ARE UNCONVENTIONAL TIMES. CORPORATE AMERICA'S WORKPLACE IS UNDER SIEGE. EVERY WEEK BRINGS MORE NEWS --- OF YET ANOTHER MAJOR COMPANY LAYING OFF 10% OR MORE OF ITS WORKFORCE. WHAT THE 80s WERE TO MERGERS AND ACQUISITIONS, THE 90s WILL BE TO CONSOLIDATION: THERE SIMPLY IS TOO MUCH CAPACITY IN THE WORLD. (THE AUTOMOTIVE INDUSTRY IS A GOOD EXAMPLE OF THIS TREND.)

I AM ALSO DEEPLY CONCERNED THAT THE FEDERAL BUDGET DEFICIT, WHICH IS ESTIMATED TO REACH AN INCREDIBLE \$380 BILLION IN 1992, IS SLOWLY BLEEDING OUR NATION OF ITS ECONOMIC VITALITY. CONVENTIONAL WISDOM TELLS US THAT A DECADE OF HEAVY BORROWING AND STAGNATING REAL INCOME WILL EXACT ITS PRICE ON ECONOMIC GROWTH IN THIS DECADE. AS A MATTER OF CONCERN, THIS SITUATION POSTS 3 DILEMMAS FOR AMERICA: THERE IS THE PRACTICAL MATTER OF THE REAL COST OF CAPITAL IN THE LONG RUN; THERE IS THE POLITICAL MATTER OF CONTINUED CONGRESSIONAL STALEMATING OVER DEFICIT REDUCTION AND THERE IS THE MORAL MATTER OF LEAVING OUR CHILDREN STUCK WITH PAYING THE BILL FOR CURRENT EXCESSIVE CONSUMPTION AND OUR POLITICIANS' DISTURBING LACK OF DISCIPLINE.

THE ECONOMIC SLOWDOWN OVERSEAS THE ENORMOUS APPETITE FOR CAPITAL BY EAST EUROPEAN COUNTRIES INCLUDING THE FORMER SOVIET REPUBLICS TO REBUILD THEIR ECONOMIES AFTER 40 YEARS OF SOCIALISM WILL RESTRICT AMERICA'S ABILITY TO BORROW MONEY ABROAD. OUR GOVERNMENT WILL NEED TO COMPETE WITH THE PRIVATE SECTOR FOR ALREADY TIGHT CREDIT.

OUR ECONOMY COULD EASILY SPEND THE REMAINDER OF THIS DECADE JUST CRAWLING ALONG -- FEELING NEITHER ILL NOR HEALTHY. WHAT IT COMES DOWN TO IS THIS: AMERICANS ARE NOT WORKING HARD ENOUGH -- IN OUR SCHOOLS, IN GOVERNMENT OR IN MOST BUSINESSES.

JUMPING ON THOSE "QUICK-FIX" BANDWAGONS WILL NOT DO THE TRICK. IF PEOPLE DON'T "COMMIT", NO RADICAL CHANGE OF ORGANIZATIONAL STRUCTURE WILL ACHIEVE A CORPORATE CULTURE OF COMPETENCE.

STILL, IF WE WILL MAKE THAT COMMITMENT, THE 20th CENTURY MAY ONE DAY BE RECORDED IN HISTORY AS THE WATERSHED FOR THE RE-AWAKENING OF THE HUMAN SPIRIT.

THIS CENTURY SAW SOME OF THE GREATEST SOCIAL UPHEAVALS:

- * THE RISE AND FALL OF COMMUNISM;
- * 2 WORLD WARS AND A FISTFUL OF DECISIVE REGIONAL CONFLICTS -- AND
- * A BOOM IN TECHNOLOGY THAT HAS REVOLUTIONIZED SOCIETIES AND ACTED AS THE UNIVERSAL EQUALIZER AMONG NATIONS AND PEOPLE.

IN THE LAST TWO YEARS ALONE, WE HAVE EXPERIENCED ONE OF THE MOST CONSEQUENTIAL PERIODS IN HUMAN HISTORY. THE COLD WAR -- WHICH SHARPLY POLARIZED OUR WORLD AND OUR THINKING FOR NEARLY HALF A CENTURY -- IS SUDDENLY OVER.

WHILE I DON'T BELIEVE THE WEST SHOULD SHOUT VICTORY TOO LOUDLY -- WE HAVE MANY PROBLEMS OF OUR OWN TO WORRY ABOUT -- WE CAN GATHER QUIET HOPE FOR THE FUTURE IN THE KNOWLEDGE THAT IT WAS THE AMERICAN IDEA -- NOT SOME GRANDIOSE IDEOLOGY -- THAT HELPED PROVOKE THE CRISIS IN COMMUNISM, LEADING TO ITS ULTIMATE COLLAPSE IN EASTERN EUROPE.

AS ENTREPRENEURIAL THINKING IS UNIQUELY AMERICAN, SO HAVE RISK AND INNOVATION BEEN THE TRADITIONAL HALLMARK OF THE AMERICAN IDEA. THEY HELPED THIS NATION TO BECOME A LEADER. AS WORLD EVENTS HAVE SHOWN, THEY STILL HAVE ENOUGH VALIDITY TO GIVE AMERICANS A COMPETITIVE EDGE AROUND THE WORLD -- IF ONLY WE WOULD TAKE ADVANTAGE OF OUR TRADITIONAL STRENGTH!

IT'S TOO BAD, BUT IT SEEMS AS IF COMPETITION IN AMERICA IS WIDELY PRAISED BUT LITTLE PRACTICED! I WAS BROUGHT UP ON THE NOTION THAT COMPETITION IS PART OF LIFE, THAT I WOULD HAVE TO COMPETE TO ACHIEVE MY GOALS. AND I HAVE ALWAYS ENJOYED COMPETING -- NOT JUST AGAINST EQUALS, BUT AGAINST ORGANIZATIONS MANY TIMES THE EQUITY BASE OF MY OWN COMPANIES!

THESE DAYS, IN ONE INDUSTRY AFTER ANOTHER, COMPANIES WHICH WERE ONCE ARCHRIVALS ARE FORMING PARTNERSHIPS AND STRATEGIC ALLIANCES. YET COMPETITION -- TAKEN NATIONALLY -- SEEMS TO BE DECLINING. WHETHER THIS CENTURY WILL, INDEED, BE DECLARED THE AMERICAN CENTURY WILL IN LARGE MEASURE DEPEND ON HOW WELL OUR SOCIETY CAN MANAGE THIS PARADOX.

HARVARD PROFESSOR MICHAEL PORTER RECENTLY SUGGESTED THAT CORPORATE AMERICA'S "DRIVE TO PARTNERING" MAY BE PROMPTED BY FEAR OF COMPETING IN WORLD MARKETS. AND ACCORDING TO HARVARD'S WORLD LEADERSHIP SURVEY, THE LARGER THE ORGANIZATION, THE GREATER THE NUMBER OF ALLIANCES.

WHAT DOES THIS SAY ABOUT THE NATURE OF OUR ORGANIZATIONS AND THEIR ABILITY TO RESPOND TO CHANGE?

THE PROBLEM WITH COMPETING IS THAT YOU ARE DESTINED TO LOSE UNLESS YOU ARE DETERMINED TO WIN FROM THE OUTSET AND STICK TO 3 BASIC RULES:

- WILLINGNESS TO TAKE RISKS.
- DETERMINATION TO BE INNOVATIVE IN RUNNING YOUR ORGANIZATION AND BRINGING NEW PRODUCTS TO MARKET.
- AND A DELIBERATE FOCUS ON PEOPLE.
 - * NOT POLICIES!
 - * NOR FANCY VIDEOS AND SOPHISTICATED BROCHURES!
 - * THE SUCCESS OF THE PEOPLE IN YOUR ORGANIZATION GUARANTEES THE SUCCESS OF YOUR ORGANIZATION!

TO COMPETE SUCCESSFULLY, WE CANNOT CLING TO THE STATUS QUO WITH AN "IF IT ISN'T BROKEN, DON'T FIX IT" MENTALITY. INSTEAD, WE HAVE TO ADOPT A "FIX IT BEFORE IT WILL BREAK" MENTALITY.

I FURTHER SUBMIT TO YOU THAT SUCCESSFUL COMPETITION IS NOT A MATTER OF GOVERNMENT PROTECTION. THE GOVERNMENT CAN HELP, BUT IN THE END, BUSINESS CONTROLS ITS OWN COMPETITIVE DESTINY. THAT'S BECAUSE COMPANIES AND PEOPLE COMPETE -- NOT COUNTRIES AND NOT WHOLE INDUSTRIES!

INNOVATIVE ORGANIZATIONS PROSPER BECAUSE THEY CONSTANTLY IMPROVE PRODUCTS, QUALITY AND SERVICE AND CONTINUOUSLY SEEK TO PENETRATE NEW MARKETS. THEY ARE OPEN TO NEW IDEAS, NEW TECHNOLOGIES AND NEW SKILLS.

NATURALLY, A PRUDENTLY MANAGED BUSINESS TRIES TO MINIMIZE RISK. BUT THAT'S NOT TO SAY IT CAN CONFUSE THIS ATTITUDE WITH ESCAPING RISK! TRYING TO ESCAPE RISK WOULD MAKE YOU TAKE THE GREATEST RISK OF ALL: THE RISK OF DOING NOTHING!

I'M SURE YOU HAVE ALL SEEN THE ALLEGORY OF THE TURTLE: "HE GETS NOWHERE UNTIL HE STICKS HIS NECK OUT." THE BEST ALLEGORY OF THE 1990s IS THAT OF THE EAST EUROPEAN ECONOMIES:

- * THEIRS WAS AN ECONOMIC SYSTEM WITHOUT COMPETITION!
- * IT WAS DOOMED TO BANKRUPTCY BECAUSE
- * WITHOUT COMPETITION -- THERE'S NO INNOVATION.
- * WITHOUT INNOVATION -- THERE'S NO RISK.
- * WITHOUT RISK -- THERE'S ONLY OBSOLESCENCE.

PERSONALLY, I CONSIDER MYSELF A GOOD EXAMPLE OF A MODERN-AGE RISKTAKER. I BOUGHT THE HERTZ TRUCK DIVISION FROM RCA IN 1982 WHEN:

- ** LOSSES WERE \$4 MILLION/MONTH.
- ** TODAY, IT'S AN \$800 MILLION/YEAR COMPANY AND VERY PROFITABLE.
- ** WE ARE AMERICA'S 2nd LARGEST TRUCK LEASING COMPANY.
- ** SINCE 1985, OUR REVENUES HAVE GROWN AT A COMPOUNDED RATE OF 26%, COMPARED TO OUR MAJOR LEASING COMPETITOR'S GROWTH RATE OF 15.5%.

SIX YEARS LATER, I BOUGHT DETROIT DIESEL:

- ** DDC LOST \$600 MILLION BETWEEN 1982 AND 1987.
- ** DURING THAT TIME, DDC LOST ITS DOMINANCE IN SEVERAL BUSINESS SEGMENTS BECAUSE IT HAD LOST FOCUS AND NO ONE WAS TAKING ANY RISKS.
- ** DECISIONS WERE MADE BY COMMITTEE.
- ** IN 1988, DDC'S LOSSES WERE EXPECTED TO BE \$60 MILLION AND OVER 3000 PEOPLE STOOD TO LOSE THEIR JOBS.

- ** WE HAD NO TIME TO SIT STILL, BUT NEEDED TO TAKE IMMEDIATE ACTION.
- ** WE HAD TO FOCUS ON BECOMING A RESPONSIVE TEAM.
- ** OUR ACTION PLAN REALIZED OVER \$70 MILLION IN SAVINGS THROUGH THE RESTRUCTURING OF MANUFACTURING, WAREHOUSING, ENGINEERING AND ADMINISTRATION.
- ** A MAJOR FOCUS WAS ON OUR HOURLY WORKFORCE -- NOT OUR UNION WORKFORCE.
- ** WE REDUCED OUR MARKETING STAFF FROM 100 TO 5, AND
- ** WE CREATED A NEW SALES ORGANIZATION.

ALL IN ALL, IT WAS A TOUGH ACTION PLAN -- BUT OUR EFFORTS PAID OFF: DDC TODAY IS A \$1.2 BILLION COMPANY EMPLOYING THE SAME WORKFORCE -- WITH ONE BIG DIFFERENCE: WE GAVE PEOPLE MORE RESPONSIBILITY. WE EMPOWERED THEM TO BE INVOLVED IN THE BUSINESS AND TO WORK AS A TEAM FOR THE GOOD OF THE COMPANY -- IN A WORD -- TO BE ENTREPRENEURIAL.

DDC IS THE LEADER IN MANY MARKETS WITH OVER 90% OF BUS & COACH MARKET IN AMERICA 95% OF PLEASURECRAFT MARINE MARKET OVER 400hp. WE HAD A SIGNIFICANT COMEBACK IN THE GEN-SET MARKET. AND WE ARE #1 IN THE OVER-100-TON OFF-HIGHWAY HAUL TRUCKS.

DDC'S BIGGEST STORY HAS BEEN OUR STRONG COMEBACK IN THE ON-HIGHWAY MARKET WITH OUR ALL NEW ELECTRONIC SERIES 60 ENGINE: FROM 3% IN 1987, OUR SHARE HAS GROWN TO 26% TODAY.

I ALWAYS LOOK FOR OPPORTUNITIES IN BUSINESS. IN DOING SO, MY STRATEGY IS TO MAKE PEOPLE -- EMPLOYEES, CUSTOMERS AND VENDORS THE CORNERSTONE OF TURNING THE BUSINESS AROUND.

COMPETING IN THE 90s MEANS INVESTING IN HUMAN CAPITAL! COMPANIES CANNOT SINGLE-MINDEDLY LOOK TO INCREASE PRODUCTIVITY AT THE EXPENSE OF THEIR HUMAN CAPITAL AND THEN EXPECT EMPLOYEES TO COLLABORATE WITH THE ORGANIZATION FOR THE LONG TERM.

A STABLE, TRAINED, SKILLED AND WELL-COMPENSATED WORKFORCE IS A CRITICAL ASSET FOR ANY ORGANIZATION IN THIS DECADE. EMPLOYEES NEED TO BE SHOWN RESPECT AND FAIRNESS. IT'S THE ONLY SOLUTION I SEE FOR REKINDLING EMPLOYEE LOYALTY -- EMANATING NOT FROM CRADLE-TO-THE-GRAVE PROMISES OF JOB SAFETY, BUT SECURED IN EACH EMPLOYEE'S FEELING OF VALUE AND INDEPENDENCE BASED ON AN ENTREPRENEURIAL SENSE OF HIS OR HER OWN INDIVIDUAL CONTRIBUTION TO THE COMPANY.

TREATING EMPLOYEES WITH RESPECT AND FAIRNESS MADE ALL THE DIFFERENCE AT DETROIT DIESEL -- ESPECIALLY DURING LAST YEAR'S NEGOTIATIONS FOR A NEW CONTRACT:

- 1) GRIEVANCES WENT FROM 2,400 IN 1987 TO LESS THAN 4.
- 2) ABSENTEEISM WENT FROM OVER 12% TO BELOW 2%.
- 3) WE HAVE A SOLID NEW 4-YEAR CONTRACT -- COMPARED TO THE BIG 3'S 3-YEAR CONTRACT. AND FINALLY:
- 4) OUR OWN UNION MADE A \$2.5 MILLION -- OR 50% -- CONTRIBUTION TO OUR NEW TRAINING AND FITNESS CENTER.

THE FUTURE OF AMERICA'S WORK FORCE HINGES, OF COURSE, VERY MUCH ON WHAT WE ARE WILLING AND ABLE TO DO ABOUT THE STATE OF EDUCATION IN THIS COUNTRY. MY COMPANY CERTAINLY COULD NOT HAVE ACCOMPLISHED ALL THE GAINS I'VE JUST ENUMERATED WITH A POORLY-EDUCATED WORKFORCE.

PROFESSOR JOHN BISHOP OF CORNELL UNIVERSITY CALCULATED THAT THE CUMULATIVE SHORTFALL IN GNP FROM DETERIORATING EDUCATION COULD SURPASS \$3 TRILLION BY 2010. I CANNOT EMPHASIZE IT ENOUGH: IF OUR FUTURE WORK FORCE IS AT STAKE -- THEN AMERICA'S FUTURE PROGRESS IS ALSO AT STAKE! AFTER ALL, PROGRESS AND SUCCESS FOR COMPANIES -- OR GOVERNMENTS, OR INDIVIDUALS -- DEPEND ON THE CAPACITY TO DELIVER!

IN THIS FINAL DECADE OF THE 20TH CENTURY, CREATING CHANGE WILL BE MORE IMPORTANT FOR COMPANIES THAN MANAGING IT.

AS MANAGERS, PERHAPS WE COULD START BY GIVING SERIOUS THOUGHT TO WHAT PROFESSOR IKUJIRO NONAKA CALLS THE "KNOWLEDGE-CREATING COMPANY": RATHER THAN ROUTINELY PROCESSING INFORMATION, MANAGEMENT MUST CONCENTRATE ON CREATING KNOWLEDGE IN THE ORGANIZATION. THIS IS DONE BY DRAWING ON THE INSIGHTS AND INTUITIONS OF INDIVIDUAL EMPLOYEES AND MAKING SUCH KNOWLEDGE AVAILABLE FOR USE IN THE COMPANY AS A WHOLE.

IT IS A PROCESS THAT ENHANCES AN EMPLOYEE'S PERSONAL COMMITMENT TO THE COMPANY WHILE PROMOTING HIS OR HER SENSE OF IDENTITY WITH THE ENTERPRISE AND ITS MISSION. IT IS ALL PART OF CREATING A CULTURE OF COMPETENCE IN WHICH THE ENTREPRENEURIAL SPIRIT CAN BLOSSOM; IN WHICH MANAGEMENT IS HELD ACCOUNTABLE; IN WHICH POOR PERFORMANCE IS NOT TOLERATED; IN WHICH INDIVIDUALS TAKE RESPONSIBILITY; AND IN WHICH CHANGE IS EMBRACED RATHER THAN SHUNNED.

WE HAVE JUST ENDED A DECADE WITH SOME OF THE MOST WIDESPREAD SPECULATION AND FINANCIAL IRRESPONSIBILITY SINCE THE 1920s. SYMBOLICALLY, IT WAS WRAPPED UP IN THE NOTORIOUS LINE FROM THE MOVIE WALL STREET -- "GREED IS GOOD!"

THE LINE BETWEEN GREED AND HUNGER CAN BE A THIN ONE. BUT LET'S FACE IT, WE LEARNED THE DIFFERENCE VERY EARLY IN LIFE. SO LET'S TALK -- NOT OF GREED, BUT OF A NATIONAL HUNGER: FOR BETTER EDUCATION. FOR BETTER HUMAN RESOURCE MANAGEMENT. FOR BETTER CUSTOMER SERVICE. FOR A MORE VISIONARY ROLE OF GOVERNMENT IN THE PROSPERITY OF OUR NATION.

IN CLOSING, I WOULD LIKE TO LEAVE YOU WITH ONE THOUGHT.

ENTREPRENEURSHIP IS ALIVE AND WELL IN AMERICA. FOSTERING ITS SPIRIT THROUGH EDUCATION AND HARNESSING ITS CREATIVE ENERGY FOR THE GOOD OF THE ORGANIZATION CALLS FOR HUMAN RESOURCE PROGRAMS THAT INSPIRE AND EMPOWER EMPLOYEES.

TO THAT END, ENTREPRENEURING REMAINS A LASTING FRONTIER.

THANK YOU, LADIES AND GENTLEMEN.

**REMARKS
BY
ROGER S. PENSKE**

Thank you and good morning.

I'm certainly glad that all of you could join us here today for this important ceremony.

I believe I can speak for everyone at Detroit Diesel Corporation when I say how proud we are to be certified by the U.S. Army Tank Automotive-Command under the (CP)² Program.

It was an honor to be chosen as one of the first five companies to participate in the program. And, as I knew they would, the Detroit Diesel team stepped up to the challenge of meeting the requirements of certification with the commitment to quality that is a way of life at Detroit Diesel.

It took a lot of hard work—and dedication—by the entire Detroit Diesel team. But I'd wager that if you talked to any of our people during the 12 months that we were working towards certification, you would have had a hard time finding anyone that was not confident in our ability to meet the requirements. We have a team approach to just about everything we do at DDC and that's a key factor in our success.

When we were called upon by the military recently to supply 198 engines in two weeks to our troops in Saudi Arabia, we were able to do that. And then, later, we sent 300 more. Those engines were required for the Army's heavy-equipment transport trucks. The need was crucial and immediate.

We didn't waste time struggling with how we were going to do it, we just did it and our whole workforce pulled together to get the job done.

We have the full support from the UAW at this facility and that helps us to accomplish the types of "extra effort" things that we've been able to accomplish.

There are several members of our Local UAW here today and I'd like to take this opportunity to introduce two of them to you.

Jim Brown, Chairman of our Local 163, and Bob Plagany, Shop President of Local 163.

There are two important things you need to have to be successful—a desire to win and the skills to get you there. Whether it's the Indianapolis 500 or building diesel engines, you can't be successful without that desire and skill.

Let me tell you that Detroit Diesel is committed to providing the best engines in the marketplace—for both our commercial and our military customers.

We've got the right people to do it. They have the desire to do the job right and the skill and experience to help them do it.

We're proud to receive this certification and proud to fly the (CP)² flag from our flag pole.

Thank you.

Worldwide Training Commitment

Detroit Diesel in partnership with the UAW operates one of the finest service training programs in the industry at its new training center in Redford, Michigan. The company provides continuous product training for employees as well as distributors, OEMS, and

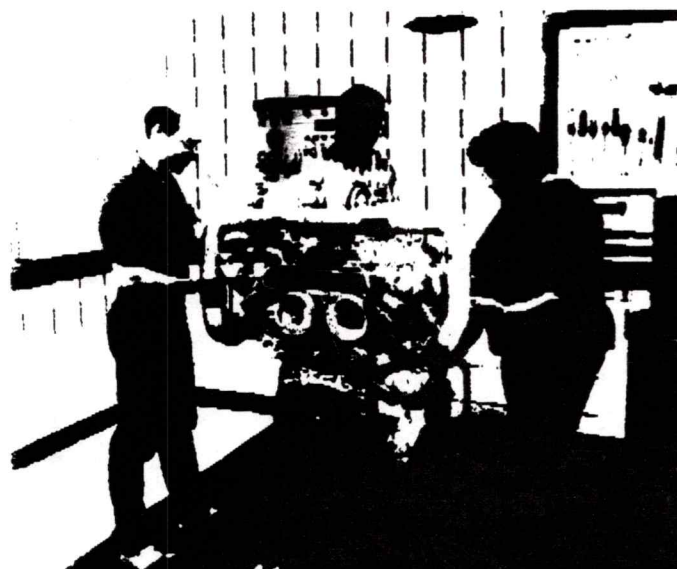
customers. DDC's Employee Development Center provides an 80-course curriculum ranging from team building to statistical process control and advanced electronics.

Distributors and customers from all over the world, including military organizations and governments, attend training classes where they receive hands-on

instruction in all areas of diesel engine diagnosis, service, and maintenance. Through a 5000-member Craftsman and Partsman Guild, DDC provides continuous testing and recognition of distributor personnel around the world.

To further improve our product quality and productivity, Detroit Diesel makes education and training resources a top priority.

Who are some



On Track for the Future

As the 21st century approaches, the Detroit Diesel team is looking ahead with a strong sense of confidence, purpose, and dedication to product excellence and customer service. Wherever you find our names — on a high performance racing machine, or under the hood of an 80,000 pound tractor-trailer — you'll find the team of Penske Corporation and Detroit Diesel firmly on track for the future.

Regional Offices Worldwide

Let us solve your power needs. Please contact the nearest Detroit Diesel Regional Office for assistance.

Eastern Region
Long Branch, New Jersey
187 Monmouth Park Highway
West Long Branch, NJ 07764
Phone: (908) 222-1888
Fax: (908) 222-3411

Southeastern Region
Atlanta, Georgia
100 Galleria Parkway
Suite 1170
Atlanta, GA 30339
Phone: (404) 953-3696
Fax: (404) 952-5482

Central Region
Detroit, Michigan
13400 Outer Drive, West
Detroit, MI 48239-4001
Phone: (313) 592-5990
Fax: (313) 592-5158

Southwestern Region
Dallas, Texas
2711 LBJ Freeway
Suite 1036
Dallas, TX 75234
Phone: (214) 247-4313
Fax: (214) 247-4316

Western Region
Downey, California
10645 Studebaker Road
Downey, CA 90241
Phone: (310) 929-7016
Fax: (310) 864-0502

Canadian Region
London, Ontario
Detroit Diesel of Canada Ltd.
150 Dufferin Ave., Suite 701
London, ON N6A 5N6
Phone: (519) 661-0149
Fax: (519) 661-0171

Latin American Region
Miami, Florida
2277 N.W. 14th Street
Miami, FL 33125-0068
Phone: (305) 637-1555
Fax: (305) 637-1580

Asian, Region
Singapore
7 Jurong Pier Rd.
Singapore 2261
Phone: (65) 265-4697
Fax: (65) 265-9530

Pacific Region
Australia
13 Lynette Ave.
Beaumaris, Victoria 3193
Australia
Phone: (61) 3-5895181
Fax: (61) 3-5893424

**Europe, Middle East,
Africa (EMA) Region**
Switzerland
Schafftenholzweg 54/Postfach
CH-2557 Studen (Biel Bienne)
Switzerland
Phone: (41) 32-215650
Fax: (41) 32-535162

Mexico
Detroit Diesel-Allison de Mexico, S.A.
Reforma 2977
Colonia, Cuajimalpa
Mexico, D.F. 05000, Mexico
Phone: (52) 5-570-3860
Fax: (52) 5-570-3109

DETROIT DIESEL
CORPORATION



400 Outer Drive, West / Detroit, Michigan 48239-4001
Telephone: 313-592-5000
Telex: 4320091 / TWX: 810-221-1649
FAX: 313-592-7288

**PRESS
RELEASE****DETROIT DIESEL
CORPORATION**

R-1087

Beth Kapchonick
313/592-7642

DETROIT, MICH. - June 10, 1991 -- The U.S. Army Tank-Automotive Command (TACOM) awarded Detroit Diesel Corporation (DDC) with their prestigious Contractor Performance Certification Program (CP)² today for the Detroit Diesel family of engines for combat and military applications. In a ceremony at DDC's world headquarters, MAJ GEN Leo J. Pigaty, Commanding General of the Tank-Automotive Command, and COL John B. Smith, Commander, DCMAO - Detroit, awarded the CP² flag to Roger S. Penske, Chairman of Detroit Diesel Corporation after formally signing the letter of certification.

DDC was only the fifth company to be selected by TACOM to participate in the program and is the first major prime supplier to be certified over multiple product lines. Detroit Diesel engines for military applications range in horsepower from 50 to 2200 and played a crucial role in the Desert Storm efforts in the Middle East. They provided the power behind over 60 percent of the Army's armored vehicles and heavy trucks, including such equipment as the Army 10-ton HEMTT, LAV Light Armored Vehicle and the M113 family of vehicles.

The Contractor Performance Certification Program emphasizes the defense contractor's responsibility to assure product quality prior to delivery to the government.

"We're extremely proud to have been awarded with this certification. It is the result of the hard work and dedication of the entire Detroit Diesel team," said Penske. "This certification is also a testimony to the quality of our products and the quality-mindedness of our entire work force."

-more-

-2-

"An important feature of (CP)² is that it improves the understanding by the contractor relative to what we as the customer view as important measures of quality," explained MAJ GEN Pigaty. "The signing of the Letter of Certification today is a clear example of the new way the U.S. Army intends to conduct business in the military engines acquisitions arena and illustrates the level of quality we demand."

The (CP)² recognizes contractors who show they are motivated toward continuous improvement and who focus on the need for total quality management in the work place.

The program is characterized by an organization of quality-trained and motivated employees working in an environment where managers encourage creativity, initiative and trust, and where each individual's contributions are actively sought to upgrade quality.

The program consists of three phases conducted over a 12-month period. Each phase requires the progressive improvement of key quality program elements at DDC. Full certification is awarded when the requirements of each phase are completed. When a company is fully certified, the level of government in-plant quality assurance involvement with contractor operations will be reduced; thus, lowering costs while maintaining high quality.

Detroit Diesel Corporation is a joint venture company formed in January 1988 to design, manufacture and sell diesel engines. It is wholly-owned by Penske Corporation and General Motors. Currently, DDC produces a diversified line of heavy-duty two and four cycle diesel engines ranging from 50 to 2200 horsepower for a variety of applications.

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**PRESS
RELEASE****DETROIT DIESEL****CORPORATION**

R-1089

Contact: Nancy Martin
Product Publicity
313/592-5153

FOR IMMEDIATE RELEASE

**DETROIT DIESEL CORPORATION RECEIVES EMISSION CERTIFICATION
FOR WORLD'S FIRST ALTERNATIVE FUELED URBAN BUS ENGINE**

DETROIT, MI, July 12, 1991 -- Detroit Diesel Corporation is the first heavy-duty engine manufacturer to achieve emission certification of an alternative fueled engine. DDC has received an emission certificate from the United States Environmental Protection Agency (EPA) and a State of California Executive Order from the California Air Resources Board. This engine meets the 1993 Federal emission standards and the 1991 California emission standards for urban bus engines.

The development of the DDC methanol engine began over ten years ago as a program started by General Motors and was funded by General Motors, Detroit Diesel Corporation, and other outside support.

The emission certification is for the Detroit Diesel methanol 6V-92 turbocharged and aftercooled urban bus engine. In order to be certified, the Detroit Diesel methanol engine had to meet low emissions standards for hydrocarbons, carbon monoxide, oxides of nitrogen and particulates.

Emission certification was achieved on both 100% methanol (M100) and 85% methanol/15% unleaded gasoline (M85). The M100 fuel is used in heavy-duty truck and bus applications in California. M85 is used in the California school bus program and is also widely distributed in California for passenger car applications.

--more--

Page 2

The technology development involved auto-igniting methanol (like a diesel engine) rather than spark ignition or glow plug ignition. Detroit Diesel's electronically controlled fuel injection system and bypass blower system allowed the unique technology to demonstrate both fuel efficiency and low emissions. The development of the methanol engine was primarily to meet the future emission standards, but it also will aid the United States' National Energy Strategy -- helping to make the United States less dependent on foreign petroleum.

Detroit Diesel Corporation is a joint venture company owned 80% by Penske Transportation Holding Corporation and 20% by General Motors Corporation. Detroit Diesel Corporation designs, manufactures and sells diesel engines ranging from 5 to 2400 horsepower for the on-highway, industrial, construction, power generation, marine and military markets.

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OFFICE OF THE VICE PRESIDENT
WASHINGTON

March 10, 1992

ADDRESS TO THE ROTARY CLUB OF PONTIAC, MICHIGAN

DATE: March 12, 1992
LOCATION: Pontiac Silver Dome
Pontiac, Michigan
TIME: 11:30 a.m.
FROM: Richard Porter *REP*

I. PURPOSE

Address the Rotary Club of Pontiac, Michigan about entrepreneurship, civil justice reform and economic issues.

II. BACKGROUND

Governor Engler had to cancel a scheduled speech to the Pontiac Rotary in February to attend a meeting with the President in Washington. He rescheduled that speech for Thursday -- and you will be speaking in his stead. Governor Engler will be introducing you.

Prior to your speech, there will be a photo opportunity with the leadership of the Pontiac Rotary.

III. PARTICIPANTS IN PHOTO OP

The Vice President
The Hon. John Engler
Larry Moss - *wife Patricia*
Ted Plafchan

Richard Berkfield
The Hon. Wallace Holland

Organizer of this event and board member of the Pontiac Rotary. *Hrs wife very positive*
President of Pontiac Rotary, will introduce Governor Engler.
President-elect of Pontiac Rotary.
-- Mayor of Pontiac, you met with him and other Republican Mayors in January in your office. You wrote Mayor Holland a follow-up note on January 28, 1992 suggesting that he stay in touch. On February 24, he responded with a note to Richard Porter seeking help in getting a Postal Service Contract for Pontiac.

John DeCarlo
Brymer Williams
Kim Tryon

400 to 500 people are expected to attend the speech.

IV. EVENT OUTLINE

11:30 a.m. The Vice President arrives Silver Dome and proceeds inside to TBD.

11:35 a.m. The Vice President arrives TBD and begins photo opportunity with Rotary leadership.

11:40 a.m. The Vice President concludes photo opportunity and proceeds to Holding Room.

11:50 a.m. The Vice President departs Holding Room and proceeds to Off Stage Announce Position.

12:00 p.m. Ted Plafchan, President of the Pontiac Rotary introduces Governor Engler, who then introduces the Vice President.

12:05 p.m. The Vice President proceeds to the podium and begins remarks.

12:25 p.m. The Vice President concludes remarks and proceeds to TBD.

V. PRESS PLAN

Open Press Coverage

VI. ATTACHMENTS

Remarks (To come later -- prepared by Matt Scully)

VII. FOLLOW-UP ACTION REQUIRED

Thank You Notes To Hosts

(313) 540-3733
FAX (313) 540-4217

Established 1925

4 N. Woodward
Birmingham, MI 48009

Lawrence D. Moss
General Partner

RONEY & CO.

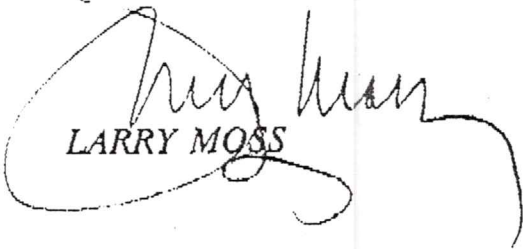
Member New York Stock Exchange
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KATHY REID,

ENCLOSED PLEASE FIND THE EVENT INFORMATION FORM FOR OUR ROTARY CLUB OF PONTIAC SPEAKER LUNCH. WE'RE OBVIOUSLY LOOKING FORWARD TO THIS EVENT. WE ARE BUSY PUTTING THE FINISHING TOUCHES TOGETHER. WE SHOULD HAVE 400 PEOPLE AT THE "MAIN EVENT". THE LUNCH BEGINS AT 11:30, AND WE WOULD EXPECT THE GOVERNOR TO SPEAK AT AROUND 12:15. WE WILL HAVE REPRESENTATIVES FROM ALL OVER OAKLAND COUNTY. THERE WILL BE MYSELF OR MY ASSOCIATE AVAILABLE TO MEET THE GOVERNOR AT THE FRONT ENTRANCE. IF THERE IS ANYTHING ELSE WE NEED TO DO FOR THE GOVERNOR, PLEASE LET ME KNOW.

KATHY, I APPRECIATE ALL THE WORK AND EFFORT YOU PUT IN, TO GET US BACK ON SCHEDULE. THIS IS A VERY IMPORTANT EVENT FOR PONTIAC ROTARY, AS IT IS THE KICKOFF EVENT FOR A SCHOLARSHIP PROGRAM FOR PONTIAC YOUTH.

THANKS AGAIN,


LARRY MOSS

December 9, 1991

The Office Of the Governor
Katherine J. Reid
Director of Scheduling
P.O. Box 30013
Lansing, MI 48909

313/540-3733
313/646-8135
Larry Moss
c/o Roney & Co.
344 N. Woodward STE 200
Birmingham, MI 48009

RE: Rotary Club Of Pontiac Luncheon

Dear Ms. Reid,

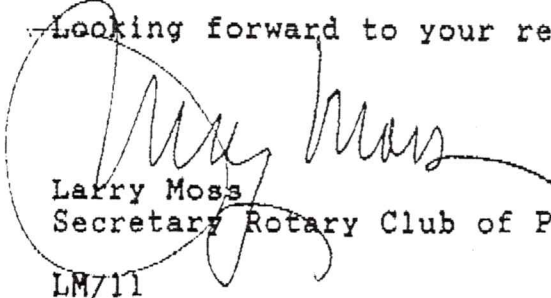
We were thrilled to hear that the Governor would speak at our Fund Raiser on October 17, 1991. However, as you'll recall, the events that led up to the event caused much confusion and subsequently a postponement. We have been eagerly awaiting a reply, thru Mayor Hollands office, for a replacement date.

Our club, some 65 members strong, is looking forward to this event as the proceeds go to a scholarship program for the youths of Pontiac. We have currently spent over \$1000 in the promotion of this event. We expect 400 people to attend and currently have checks in hand for about 2/3 of that. Please understand that this is a major event for our club and it will be first class.

We would appreciate a reply at your earliest convenience, as everything and everybody is currently on hold.

We need to get back to the p
it is either on or off. I h

Looking forward to your repl;


Larry Moss
Secretary Rotary Club of Pontiac

LM/11

7/1 - Oct 17 date was
cancelled as Pres. Bush
was sched to be in
Michigan but his
schedule changed

Event Information Request Form
Office of the Governor

Date and Name of event: MARCH 12, 1992 11:30-1:30
ROTARY CLUB OF PONTIAC MICH - BUSINESS FORUM 3

Address and telephone number at the event's location: PONTIAC
SILVERDOME - "MAIN EVENT"

Directions to the event (please attach map if available): _____

Parking arrangements for the Governor's car: FRONT CANOPY

Contact person's name and title, who will meet the Governor upon arrival at the event: LARRY MOSE - PONTIAC ROTARY

Location where the contact person will meet the Governor: FRONT ENTRANCE

Seating arrangements for the Governor, if applicable: _____

Names of other people involved in event (i.e., other speakers, those sitting at the Governor's table or on the dais, or others attending private meetings with the Governor, etc.): MAYOR WALLACE HOLLAND (PONTIAC), LA BARBARA GREIB

SUPER of Pontiac Schools, TED RAFFMAN - Pres of Pontiac Rotary, BRYMER WILLIAMS - DIST. GOV. of ROTARY - maybe - G. Romney, JOHN DE CARLO - head of OAKLAND U., DAN MURPHY

Name and title of the person who will introduce the Governor: IF held in TOWN - L. BROOKS PATTERSON OR LA BARBARA GREIB - HEAD OF PONTIAC School Syst.

If applicable, the preferred topic and length of the speech: _____

MICHIGAN EDUCATION - (Challenge of the 90's) - Proceeds go to Scholarship program

Any special presentations that will be made during the event, either to the Governor or others present: NONE

Additional comments (Black-tie, special activities, etc.) NONE

What, if any, media will be present: CABLE, NEWSPAPERS, maybe LOCAL T.V.

Please attach a complete agenda of the event and mail to: 400 people to attend

Governor John Engler
P.O. Box 30013
Lansing, MI 48909

March 10, 1992

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Larry Moss

Ted Plafchan

Richard Berkfield
The Hon. Wallace Holland

Organizer of this event and board member of the Pontiac Rotary.
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President-elect of Pontiac Rotary.
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John DeCarlo
Brymer Williams
Kim Tryon

President of Oakland University.
District Governor of #638 Rotary.
Fundraising Chairperson for Pontiac
Rotary.

400 to 500 people are expected to attend the speech.

IV. EVENT OUTLINE

- 11:30 a.m. The Vice President arrives Silver Dome and proceeds inside to TBD.
- 11:35 a.m. The Vice President arrives TBD and begins photo opportunity with Rotary leadership.
- 11:40 a.m. The Vice President concludes photo opportunity and proceeds to Holding Room.
- 11:50 a.m. The Vice President departs Holding Room and proceeds to Off Stage Announce Position.
- 12:00 p.m. Ted Plafchan, President of the Pontiac Rotary introduces Governor Engler, who then introduces the Vice President.
- 12:05 p.m. The Vice President proceeds to the podium and begins remarks.
- 12:25 p.m. The Vice President concludes remarks and proceeds to TBD.

V. PRESS PLAN

Open Press Coverage

VI. ATTACHMENTS

Remarks (To come later -- prepared by Matt Scully)

VII. FOLLOW-UP ACTION REQUIRED

Thank You Notes To Hosts



OFFICE OF THE VICE PRESIDENT
WASHINGTON

March 10, 1992

PRIVATE DINNER

DATE: Wednesday, March 11, 1992
LOCATION: Amway Grand Plaza
Private Suite
Grand Rapids, Michigan
TIME: 7:30 p.m.
FROM: Cecile B. Kremer
Assistant to the Vice President
for Scheduling and Public Liaison

I. BACKGROUND

Governor Engler and Spence Abraham offered to host this dinner to provide you the opportunity to meet some of the key leaders in Michigan.

II. PURPOSE

Governor Engler and Spence Abraham are hosting this private dinner to provide you the opportunity to meet and become better acquainted with some of the key "movers and shakers" and opinion leaders in Michigan.

III. ATTENDEES

THE VICE PRESIDENT

Chuck Yob
Andrea Fischer
Tom Eggleston

OTHERS TBD - WILL BE PROVIDED BY GOVERNOR ENGLER/SPENCE ABRAHAM

Governor John Engler
Spence Abraham
Al Hubbard

IV. SEQUENCE OF EVENTS

~~THE~~ VICE PRESIDENT arrives and participates in mix and
~~angle.~~

~~THE~~ VICE PRESIDENT participates in private dinner.

THE VICE PRESIDENT concludes participation in private dinner.

V. PRESS PLAN

Closed Press

VI. TALKING POINTS/REMARKS

Not Applicable

VII. FOLLOW UP

The Vice President will prepare personal notes to all attendees. Photographs will be sent as appropriate.

Michigan State Contact Listing

03 MAR 1992 1

..... FAMILIAR NAME SPOUSE FIRST TITLE.....	D CONTACT. Contact Info.....	CATEGORIES...
Mailing Label	NAME	Phone Number DATE
=====		=====

Reach, Inc. Detroit, MI					POL
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Ms. Hildegard Adkins International Division for the One Vandenberg Center Grand Rapids, MI 49508	Hildegard	Assistant Vice P (616) 771-1026 O 05/10/91	- Visit to Detroit Center Tool, Inc - Michigan Roundtable of Business leaders to discuss Japan	PERSONAL BUS/ECON CEO
---	-----------	--	--	-----------------------------

Mr. Randolph Agley Talon, Inc. 27700 Gratiot Roseville, MI 48066	Randy Judy	Chairman of the (313) 774-4600 W (313) 886-7681 H		POLITICAL TEAM 100 PERSONAL RES/GUESTS
---	------------	--	--	---

Mr. Paul Alandt 1100 Lake Shore Drive Grosse Pointe Shores, MI 48236	Paul	(313) 884-4222 H		TEAM 100 PERSONAL POLITICAL
--	------	------------------	--	-----------------------------------

The Honorable Denise Alexander 29620 Wildbrook Southfield, MI 48034		Councilor	03/11/91 Attended reception on March 11, 1991	POLITICAL
---	--	-----------	---	-----------

Mr. Lambert Althaver Walbro Corporation 6242 Garfield Avenue Cass City, MI 48726	Bert	President, Chair (517) 872-2131 O 05/10/91	- Visit to Detroit Center Tool, Inc - Michigan Roundtable of Business leaders to discuss Japan	PERSONAL BUS/ECON CEO DINNER
---	------	--	--	---------------------------------------

Mrs. Cheryl Andrade Faith Christian Academy 3489 Van Dyke Detroit, MI 48214	Cheryl	4th Grade Teache (313) 924-7630	05/10/91 -Vist Faith Christian Academy	EDUCATION
--	--------	---------------------------------	--	-----------

Mr. Robert Andrews Viktor Weyand Travel Service I 2640 Aero Park Drive Traverse City, MI 49684	Robert	Chairman		BUS/ECON
---	--------	----------	--	----------

Michigan State Contact Listing

03 MAR 1992 2

..... FAMILIAR NAME SPOUSE FIRST TITLE.....	D	CONTACT. Contact Info.....	CATEGORIES...	
Mailing Label	NAME	Phone Number	DATE	
=====		=====		
Mrs. Classie Ashmon 18430 Veach Detroit, MI 48234	Classie	(313) 366-7525	05/10/91 -Vist Faith Christian Academy	PARENTS
Mr. George Ashmon 18430 Veach Detroit, MI 48234	George	(313) 366-7525	05/10/91 -Vist Faith Christian Academy	PARENTS
Mr. John Axe Dykema, Gossett 400 Renaissance Center #4000 Detroit, MI 48243	John	Attorney	05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of remarks Ritz-Carlton Hotel 13530 Michigan Avenue Dearborn, Michigan	BUS/ECON
Mr. Rao Baker 14617 Asbury Park Detroit, MI 48227	Rao	(313) 272-8267	05/10/91 -Visit Faith Christian Academy	PARENTS
Mr. Robert Ball 19965 Warrington Detroit, MI 48221	Robert	(313) 861-3934	05/10/91 -Visit Faith Christian Academy	PARENTS
Mr. Thomas Barry Rex Environmental 45677 Helm Plymouth, MI 48170	Thom	(313) 453-1500	10/08/91 Michigan business leaders/Congressman Carl Pursell met with the VP during their Washington Fly-In Conference	BUS/ECON ENVIRONMEN
The Honorable Nancy Bates 32153 Red Clover Court Farmington Hills, MI 48334	Nancy	Councilman	03/11/91 Attended reception on March 11, 1991	POLITICAL
Mr. John Boll Chateau Estates 19500 Hall Road Mount Clemens, MI 48044	John	(313) 286-3600 0		BUS/ECON POLITICAL TEAM 100 PERSONAL

Michigan State Contact Listing

03 MAR 1992 3

FAMILIAR NAME	SPOUSE FIRST TITLE	D	CONTACT. Contact Info.	CATEGORIES...
Mailing Label	NAME	Phone Number	DATE	
=====		=====		
Mr. Paul Borman Borman's Inc. Post Office Box 33446 Detroit, MI 48232	Paul		03/26/91 -Address and Photo Opportunity with the Leadership of the National Jewish Coalition -Indian Treaty Room -10 minutes of remarks	JEWS ETHNIC/MIN RELIGION BUS/ECON
The Honorable Michael Bouchard State of Michigan 344 Fairfax Street Birmingham, MI 48009	Michael	State Senator (517) 373-2523	0	POLITICAL PERSONAL INTERGOVTL ST LEGS GOP ST LEG
Mr. Ed Boutrous Boutrous Corporation 115 Hilltop Lane Bloomfield Hills, MI 48304	Ed		05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of remarks Ritz-Carlton Hotel 13530 Michigan Avenue Dearborn, Michigan	BUS/ECON
Nicki Brandenburg 17396 Delaware Mt. Clemens, MI 48049				POLITICAL PERSONAL INTERGOVTL
Mrs. Carolyn Bridges 12023 Whitcomb Detroit, MI 48227	Carolyn	(313) 835-8994	05/10/91 -Visit Faith Christian Academy	PARENTS
Mr. Harold Brode Broder Brothers 45555 Port Street Plymouth, MI 48170	Harold	(313) 454-4800	10/08/91 Invited to attend a meeting with Congressman Pursell and Michigan business leaders, but regretted.	BUS/ECON
The Honorable Willis Bullard, State of Michigan		State Representa (313) 887-8045	0	POLITICAL PERSONAL

Michigan State Contact Listing

03 MAR 1992 4

..... FAMILIAR NAME SPOUSE FIRST TITLE.....	D CONTACT. Contact Info.....	CATEGORIES...
Mailing Label	NAME	Phone Number DATE
=====		=====
1181 North Milford Road #201 Milford, MI 48381		INTERGOVTL ST LEGS GOP ST LEG
Mr. Thomas Celani Action Distributing 34501 Veronica Livonia, MI 48150	Tom (313) 591-3232 W 10/08/91 Michigan business leaders/Congressman Carl Pursell met with the VP during their Washington Fly-In Conference	BUS/ECON
Mrs. Phyllis Chipp 23430 Radcliff Oak Park, MI 48237	Phyllis (313) 967-1173 05/10/91 -Visit Faith Christian Academy	PARENTS
Mr. John Clark Communications Consumers Power Company 212 West Michigan Avenue Jackson, MI 49201	John Senior Vice Pres (517) 788-1818 W (517) 788-0258 F	BUS/ECON CJR
Mr. Bruce Clements ASC Incorporated One Heritage Place, Ste. 400 Southgate, MI 48195	Bruce Vice President a (313) 246-0373 O 05/10/91 - Visit to Detroit Center Tool, Inc - Michigan Roundtable of Business leaders to discuss Japan	PERSONAL BUS/ECON
The Honorable Quinnie Cody 172 Elizabeth Mt. Clemens, MI 48043	Quinnie 03/11/91 Attended reception on March 11, 1991	POLITICAL
Mr. Henry Coles, Jr. 19950 Steel Detroit, MI 48235	Henry (313) 861-3958 05/10/91 -Visit Faith Christian Academy	PARENTS
Mr. Peter Cook Mazda Distributors Great Lakes 618 Kenmoor Avenue, SE Grand Rapids, MI 49506	Peter (616) 949-7570 O	BUS/ECON POLITICAL TEAM 100 PERSONAL

03 MAR 1992 5

Mailing Label

NAME _____

Phone Number

DATE _____

Attorney

BUS/ECON

05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of
remarks
Ritz-Carlton Hotel
13530 Michigan Avenue
Dearborn, Michigan

POLITICAL
PERSONAL
INTERGOVTL

(313) 556-3613

POLITICAL

Owner

BUS/ECON

05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of
remarks
Ritz-Carlton Hotel
13530 Michigan Avenue
Dearborn, Michigan

Bob

Chairman

POLITICAL
BUS/ECON
TEAM 100
PERSONAL
DINNER

Michigan State Contact Listing

03 MAR 1992 6

..... FAMILIAR NAME SPOUSE FIRST TITLE.....	 D CONTACT. Contact Info.....	CATEGORIES...
Mailing Label =====	NAME Phone Number DATE =====	
Mr. Dick DeVos Windquest Group 126 Ottawa, N.W. 600 Penn Plaza Building Grand Rapids, MI 49503	Dick President (616) 459-4500 0	PERSONAL DINNER
Mr. Mike DeVriendt 2121 7th NW Grand Rapids, MI 49504		POLITICAL PERSONAL INTERGOVTL
Mr. Edward Deeb Detroit, MI		POL BUS/ECON CEO
Mr. Tom Denomme Chrysler Corporation 12000 Chrysler Drive Highland Park, MI	Tom 05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of remarks Ritz-Carlton Hotel 13530 Michigan Avenue Dearborn, Michigan	BUS/ECON
Mr. Harry Diehl 161 Floral Mt. Clemens, MI 48043	Harry 03/11/91 Attended reception on March 11, 1991	POLITICAL
The Honorable Jan Dolan State of Michigan 517 Olds Plaza Lansing, MI 48913	Jan State Representa (517) 373-1793 0	POLITICAL PERSONAL INTERGOVTL ST LEGS GOP ST LEG
Mr. Greg Domagalski 3254 Biber Street East Lansing, MI 48823	Greg Photographer 05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of remarks Ritz-Carlton Hotel 13530 Michigan Avenue	

Michigan State Contact Listing

03 MAR 1992 7

.....	FAMILIAR NAME	SPOUSE	FIRST TITLE.....		D CONTACT. Contact Info.....	CATEGORIES...
Mailing Label	NAME			Phone Number	DATE	
=====				=====		
					Dearborn, Michigan	
Mr. David Doyle	Dave		Chairman	(517) 487-5413 O		POLITICAL
Michigan State GOP				(517) 487-0090 F 05/10/91	Michigan GOP Major Donor Breakfast-10 minutes of	COMM MEM
2121 East Grand River				(517) 349-5787 H	remarks	INTERGOVTL
Lansing, MI 48912					Ritz-Carlton Hotel	STATE OFF
					13530 Michigan Avenue	GOP CHAIRS
					Dearborn, Michigan	
Mr. Clark Durant	Clark		Lawyer			BUS/ECON
Durant & Durant, Inc.				05/10/91	Michigan GOP Major Donor Breakfast-10 minutes of	
2300 Penobscot Building					remarks	
, MI 48226					Ritz-Carlton Hotel	
					13530 Michigan Avenue	
					Dearborn, Michigan	
Ms. Liz Edwards						POLITICAL
6442 Mission Ridge						PERSONAL
Traverse City, MI 49684						INTERGOVTL
The Honorable John Engler	John	Michelle	Governor	(517) 335-7860 O 06/11/91	VP had dinner in honor of Governor Engler at the	POLITICAL
State of Michigan				(517) 335-6949 F 10/20/91	residents	GOP
P.O. Box 30013				(517) 373-8323 H 12/11/91	Englers attended Midwestern Governor's Conference	GOP GOVS
Lansing, MI 48909				02/03/92	VP wrote follow-up note after Detroit trip,	INTERGOVTL
				02/03/92 12/4/91.		RES/GUESTS
					Attended Governors Reception at the Residence.	PERSONAL
					VP wrote follow up note after Governors State	
					Dinner, 2/2/92.	
Mr. Donald Ephlin	Donald					CJR
262314 Morton Drive						
Dearborn Heights, MI 48127						
Mr. Robert Evans	Bob		Chairman	(313) 881-0458 H 06/25/91	VP met with members of the newly formed RNC	POLITICAL
Evans Industries, Inc.				(313) 259-5575 O	Chairman's Advisory Board on the occasion of their	RNC
200 Renaissance Center					first meeting in DC in the EOB office	BUS/ECON

Michigan State Contact Listing

03 MAR 1992 8

.....	FAMILIAR NAME	SPOUSE	FIRST	TITLE.....		D CONTACT. Contact Info.....	CATEGORIES...
Mailing Label	NAME				Phone Number	DATE	
=====					=====		
Suite 3150 Detroit, MI 48243							PERSONAL DINNER EAGLES
Mr. James Fabiano Fabiano Brothers Post Office Box 749 Mount Pleasant, MI 48858	Jim	Lee	President		(517) 772-4078 W (517) 772-3630 H	06/11/91 -at the Quayle Residence -wife Lee attended as well	BUS/ECON RES/GUESTS
Ms. Cheryl Feinberg Cameo Travel, Inc. 28240 Franklin Road Southfield, MI 48034					(313) 353-0191 O		BUS/ECON
Ms. Dolores Ferguson 2862 Quail Run Troy, MI 48098	Dolores					05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of remarks Ritz-Carlton Hotel 13530 Michigan Avenue Dearborn, Michigan	POLITICAL
Mr. Michael Ferrantino 6508 Fairwood Deardorn Heights, MI 48127						06/13/91 President's Dinner Luncheon Vice President's residence	
Mr. Peter Fink Quantum Corporation 100 Maple Park Boulevard Suite 116 St. Clair Shores, MI 48081	Peter		President		(313) 772-1100 O	05/07/91 -Addressed the Symposium on American Competitiveness - J.W. Marriot Hotel (Washington, D.C.)	PERSONAL CJR CEO BUS/ECON
Ms. Andrea Fischer Miller, Canfield 150 West Jefferson, #2500 Detroit, MI 48226	Andrea		Attorney			05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of remarks Ritz-Carlton Hotel 13530 Michigan Avenue	BUS/ECON

Michigan State Contact Listing

03 MAR 1992 9

..... FAMILIAR NAME SPOUSE FIRST TITLE..... D CONTACT. Contact Info..... CATEGORIES...

Mailing Label NAME Phone Number DATE

=====

Dearborn, Michigan

Mr. David Fischer
1810 Maplelawn
Troy, MI 48084

(313) 643-0070 O

BUS/ECON
POLITICAL
TEAM 100
PERSONAL

The Honorable Max Fisher
National Republican Jewish
Coalition
2700 Fisher Building
Detroit, MI 48202

Max

Marjorie

Honorary Chairma

(313) 871-8000 O 03/26/91 -Address and Photo Opportunity with the Leadership

PHONE

(407) 845-8011 F 05/29/91 of the

DINNER

06/11/91 National Jewish Coalition

PERSONAL

01/29/90 -Indian Treaty Room

JEWS

10/17/91 -10 minutes of remarks

ETHNIC/MIN

01/14/92 -Team 100 National Meeting Reception

RELIGION

01/14/92 -6:30pm at the Willard Hotel (Ballroom-lower level)

TEAM 100

-Brief remarks

BUS/ECON

-at the Quayle Residence

POLITICAL

All female private luncheon at the residence

RES/GUESTS

Dinner in Honor of Team 100 at the White House

VP addressed B/Q '92 National Finance Meeting at
JW Marriott.

Mr. Richard Fisher
Channel 2, CBS, Detroit
6256 Quaker Hill
West Bloomfield, MI 48322

Richard

News Anchor

(313) 552-5168 O

RES/GUESTS

(313) 661-8975 H

Mr. Bryan Flood
MRSC
2121 East Grand River
Lansing, MI 48912

Bryan

Staff

05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of remarks

Ritz-Carlton Hotel

13530 Michigan Avenue

Dearborn, Michigan

Mr. William Flynn

Bill

Senior Vice Pres (313) 225-2457 O 05/10/91 - Visit to Detroit Center Tool, Inc

PERSONAL

Michigan State Contact Listing

03 MAR 1992 10

.....	FAMILIAR NAME	SPOUSE	FIRST TITLE.....		D CONTACT. Contact Info.....	CATEGORIES...
Mailing Label	NAME		Phone Number	DATE		
=====			=====			
International Division National 611 Woodward Avenue Detroit, MI 48226					Michigan Roundtable of Business leaders to discuss Japan	BUS/ECON
Mr. Glen Fortinberry Ross Roy Group 100 Bloomfield Hills Parkway Bloomfield Hills, MI 48304	Glen		Chairman of the	05/30/91	VP wrote to thank Fortinberry of his offer, "to be of assistance in Detroit."	PERSONAL MAIL
Mr. Henry Foster 455 Chesterfield Birmingham, MI 48011	Henry			03/11/91	Attended reception on March 11, 1991	POLITICAL
The Honorable Donald Fracassi 26000 Evergreen Rd Southfield, MI 49076			Mayor	03/11/91	Attended reception on March 11, 1991	POLITICAL PERSONAL
Mr. Daryl Galazen Tri Starr Fire Protection 47810 Galleon Drive Plymouth, MI 48170	Daryl		CEO	(313) 454-1350	10/08/91 Michigan business leaders/Congressman Carl Pursell met with the VP during their Washington Fly-In Conference	BUS/ECON CEO
Mr. Howard Gaylor Independent Insurance Agents of 11570 Lancewood Drive Roscommon, MI 48653	Corky		Executive Commit	03/19/91	-Addressed the Independent Insurance Agents of America Annual National Legislative Congerence -Capitol Hilton-Ballroom (DC) -10-15 minute remarks -photo op	TA/DC REPS
Mr. Yousif Ghafari Ghafari & Associates 14147 Farmington Road Livonia, MI	Yousif			05/10/91	Michigan GOP Major Donor Breakfast-10 minutes of remarks Ritz-Carlton Hotel 13530 Michigan Avenue Dearborn, Michigan	BUS/ECON

Michigan State Contact Listing

03 MAR 1992 11

..... FAMILIAR NAME SPOUSE FIRST TITLE..... D CONTACT. Contact Info..... CATEGORIES...
Mailing Label NAME Phone Number DATE

=====

=====

Mr. Robert Giles Robert Executive Editor (313) 222-2247 0 DEPAUM
The Detroit News
615 West Lafayette Boulevard
Detroit, MI 48231

Ms. Linda Gobler President 06/11/91 -at the Quayle Residence
Michigan Grocers Association -guest of Mr. Dennis Schornack
Lansing, MI

Mr. John Goggins John Owner BUS/ECON
Compau 05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of
100 Vinewood remarks
Durand, MI Ritz-Carlton Hotel
13530 Michigan Avenue
Dearborn, Michigan

Mr. Steven Gordon Steve (313) 948-9000 10/08/91 Michigan business leaders/Congressman Carl Pursell BUS/ECON
Signature Associates met with the VP during their Washington Fly-In
26777 Central Park Boulevard Conference
Southfield, MI 48076

Mr. Michael Green POLITICAL
1405 Blackman Rd. PERSONAL
Mayville, MI 48744 INTERGOVTL

Beth Griffin Political Direct (517) 487-5413 (POLITICAL
Michigan GOP COMM MEM
2121 E. Grand River
Lansing, MI 48912

Mr. Roger Griner POLITICAL
Box 99 PERSONAL
Interlocken, MI 49643 INTERGOVTL

Mr. Dan Gustafson POLITICAL

Michigan State Subject Listing

03 MAR 1992 12

..... FAMILIAR NAME SPOUSE FIRST TITLE.....	 D CONTACT. Contact Info.....	CATEGORIES...		
Mailing Label	NAME	Phone Number	DATE	
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5624 Cade St. Haslett, MI 48840				PERSONAL INTERGOVTL
Mr. Donnelly Hadden Donnelly Hadden, P.C. 2162 Bryanston Circle Detroit, MI 48207	Donnelly	Attorney	05/10/91	Michigan GOP Major Donor Breakfast-10 minutes of remarks Ritz-Carlton Hotel 13530 Michigan Avenue Dearborn, Michigan
The Honorable James Haley 19919 Fleetwood Harper Woods, MI 48225		Mayor	03/11/91	Attended reception on March 11, 1991
Ms. Phyllis Harris 6468 Burns Detroit, MI 48213	Phyllis		(313) 571-8655	05/10/91 -Visit Faith Christian Academy
Mr. Ronald Hausmann Walbridge Contracting Incorpor 613 Abbott Street Detroit, MI 48226	Ron	CEO	(313) 963-8000	05/10/91 - Visit to Detroit Center Tool, Inc - Michigan Roundtable of Business leaders to discuss Japan
Mrs. Brenda Hayes 5171 Hillsboro Detroit, MI 48204	Brenda		(313) 897-2324	05/10/91 -Visit Faith Christian Academy
Mr. Jerome Hayes 5171 Hillsboro Detroit, MI 48204	Jerome		(313) 897-2324	05/10/91 -Visit Faith Christian Academy
Mr. Jack Hays 1200 N. Telegraph Rd. Pontiac, MI 49341				POLITICAL PERSONAL INTERGOVTL
Mr. James Henderson	Bronce	JoAnn	Chairman of the	(313) 839-9800 05/10/91 - Visit to Detroit Center Tool, Inc

03 MAR 1992 13

Mailing Label

NAME _____

=====

05/10/91 - Michigan Roundtable of Business leaders to

CEO

12/04/91 discuss Japan

BUS/ECON

Michigan GOP Major Donor Breakfast-10 minutes of remarks

DINNER

Ritz-Carlton Hotel

13530 Michigan Avenue

Dearborn, Michigan

VP wrote personal note - said, "having a great meeting" over the MI trip

12/04/91.

John

(313) 451-0700 O 10/08/91 Michigan business leaders/Congressman Carl Pursell BUS/ECON

met with the VP during their Washington Fly-In
Conference

State Representa (517) 373-0838 0

POLITICAL
PERSONAL
INTERGOVTL
ST LEGS
GOP ST LEG

Mayor

(313) 857-7614 0 01/24/92 Attended Republican Mayors Coffee in OEGB Office.

01/28/92 VP wrote follow up note for GOP mayors

coffee, (1/24/92).

POLITICAL MAYORS

POLITICAL
PERSONAL
INTERGOVTL

Ron

05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of

remarks

Ritz-Carlton Hotel

13530 Michigan Avenue

03 MAR 1992 14

Mailing Label

POLITICAL
PERSONAL
INTERGOVTL

PERSONAL
BUS/ECON
CEO
DINNER

POLITICAL
PERSONAL
INTERGOVTL

CJR
BUS/ECON
CEO

POLITICAL
PERSONAL
INTERGOVTL
ST LEGS
GOP ST LEG

BUS/ECON

BUS/ECON
CEO
PERSONAL
POLITICAL
TEAM 100

Michigan State Product Listing

03 MAR 1992 15

..... FAMILIAR NAME SPOUSE FIRST TITLE.....	D CONTACT. Contact Info.....	CATEGORIES...
Mailing Label	NAME	Phone Number
=====	=====	=====

level)

DINNER

-Brief remarks

Dinner in Honor of Team 100 at the White House

Ms. Mary Ann Keeler
President's Committee on the A
, MI

Mary Ann

Committee Member

09/27/91 photo opportunity with Members of the President's
Committee on the Arts in the OEOB office

ARTS/HUMAN

Mr. George Khoury
Vi's Hallmark
36017 Castlemeadow Drive
Farmington Hills, MI 48024

George

05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of
remarks
Ritz-Carlton Hotel
13530 Michigan Avenue
Dearborn, Michigan

BUS/ECON

Mr. Ron Khoury
MRSC
2121 East Grand River
Lansing, MI 48912

Ron

Staff

05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of
remarks
Ritz-Carlton Hotel
13530 Michigan Avenue
Dearborn, Michigan

Mrs. Lisa LaBon
20222 Beaverland
Detroit, MI 48219

Lisa

(313) 535-3421 05/10/91 -Visit Faith Christian Academy

PARENTS

Mr. Bill Laimbeer
Detroit Pistons
4310 South Bay Drive
Orchard Lake, MI 48033

Bill

Chris

(313) 683-8131 H 06/11/91 -at the Quayle Residence
-wife Chris attended

ATHL/SPORT
RES/GUESTS

Mr. Thomas Law
1200 N. Telegraph Rd.
Pontiac, MI 49341

POLITICAL
PERSONAL
INTERGOVTL

Mr. Illija Letica

Illija

BUS/ECON

03 MAR 1992 16

Mailing Label

NAME _____

Phone Number

DATE _____

Contact Info..... CATEGORIES...

05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of
remarks
Ritz-Carlton Hotel
13530 Michigan Avenue
Dearborn, Michigan

Tim

President and CE (313) 253-2600 0 05/10/91 - Visit to Detroit Center Tool, Inc

(313) 340-3435 D 12/11/91 - Michigan Roundtable of Business leaders to discuss Japan
VP wrote follow-up note after Detroit trip, 12/4/91.

PERSONAL

BUS/ECON

CEO

POLITICAL

Ed

Julie

President

(313) 843-7200 O 05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of
06/11/91 remarks
03/13/89 Ritz-Carlton Hotel
13530 Michigan Avenue
Dearborn, Michigan
-Meeting with the leadership and officers of
American-Israel Political
Action Committee (AIPAC)
-45 min. at the EOB office
-informal discussion
Attended dinner honoring Foreign Minister Arens
(Israel) at Residence

BUS/ECON

ETHNIC/MIN

J EWS

PERSONAL

PHONE

MAIL

Don

(517) 287-4266 D

(517) 287-5888 H

PERSONAL

MAIL

Marilyn

05/10/91 -Visit Faith Christian Academy

Michigan State Contact Listing

03 MAR 1992 17

FAMILIAR NAME	SPOUSE FIRST	TITLE	Phone Number	DATE	CONTACT. Contact Info	CATEGORIES...
Mailing Label =====	NAME		Phone Number	DATE		
Mr. Wayne Lyon Masco Corporation 21001 Van Born Taylor, MI 48180	Wayne	President	(313) 274-7400	05/10/91	Visit to Detroit Center Tool, Inc - Michigan Roundtable of Business leaders to discuss Japan	PERSONAL BUS/ECON
Mr. Richard Manetta, Esquire Ford Motor Company Suite 300, Parklane Towers Wes Dearborn, MI 48126	Dick		(313) 322-3580	09/05/91	Member of the Managing Counsel Group.	CJR
Mrs. Lillie Mann Faith Christian Academy 18123 Dorset Southfield, MI 48075	Lillie	Assistant Headmi	(313) 557-5174	05/10/91	-Visit Faith Christian Academy	EDUCATION
The Honorable Ben Marks 25187 Briarwyke Farmington Hills, MI 48018	Ben	Councilman		03/11/91	Attended reception on March 11, 1991	POLITICAL
The Honorable Rex Martin 1832 Yosemite Birmingham, MI 48009		Mayor				POLITICAL PERSONAL
Mr. Willie McAllister 27336 Arlington Drive Southfield, MI 48076	Willie		(313) 352-1868	05/10/91	-Visit Faith Christian Academy	PARENTS
Dr. and Mrs. William McCormick CMS Energy 300 Towne Center Drive Suite 1100, Fairlane Plaza Sou Dearborn, MI 48126	Bill and Ann			06/15/91	Sat with the VP at Warner-Nickles-Gramm Golf and Tennis Classic Dinner Colonial Williamsburg Contact: Ed Rahall 202/675-6038	LOBBYIST BUS/ECON
Mrs. Janet McElrath 19291 Warrington Detroit, MI 48221	Janet		(313) 862-5637	05/10/91	-Visit Faith Christian Academy	PARENTS

Michigan State Contact Listing

03 MAR 1992 18

..... FAMILIAR NAME SPOUSE FIRST TITLE.....		D CONTACT. Contact Info.....		CATEGORIES...
Mailing Label	NAME	Phone Number	DATE	
=====		=====		
Mr. Larry McGinnis Saint Thomas The Apostle Church 517 Elizabeth Street Ann Arbor, MI 48104	Larry	Youth Minister (313) 761-8606 (313) 662-4121		RELIGION GREETERS
Mr. John McGoff Global Communications Corporat 3910 North Williamston Road Williamston, MI 48895		President (517) 655-2101 0		POLITICAL TEAM 100 BUS/ECON PERSONAL
Mr. Royce McKinney 7547 Forrer Detroit, MI 48228	Royce	(313) 582-5920	05/10/91 -Visit Faith Christian Academy	PARENTS
Mr. Richard McLellan Dykema Gossett 800 Michigan National Tower Lansing, MI 48933	Richard	Partner (517) 374-9111 W (517) 331-3056 H	06/11/91 -at the Quayle Residence	BUS/ECON RES/GUESTS
Mr. Ken Meade 1810 Maplelawn Troy, MI 48084		(313) 643-0070		BUS/ECON POLITICAL TEAM 100
The Honorable Tom Middleton State of Michigan 833 Olds Plaza Bldg Lansing, MI 48913	Tom	State Representa (517) 373-1789 0		POLITICAL PERSONAL INTERGOVTL ST LEGS GOP ST LEG
Mr. Fred Miller United Kennel Club, Inc. 7878 North 42nd Street Augusta, MI 49012	Fred	President and Ow (616) 731-4436 H (616) 343-9020 0	06/25/91 VP met with members of the newly formed RNC Chairman's Advisory Board on the occasion of their first meeting in DC in the EOB office	POLITICAL RNC BUS/ECON
Mr. Ralph Miller	Ralph	President (313) 574-9600 0	05/10/91 - Visit to Detroit Center Tool, Inc	PERSONAL

03 MAR 1992 19

..... FAMILIAR NAME SPOUSE FIRST TITLE..... D CONTACT. Contact Info..... CATEGORIES...

Mailing Label

NAME _____

Phone Number

DATE _____

- Michigan Roundtable of Business leaders to discuss Japan

BUS/ECON
CEO

Ms. Sharon Miller
Immediate Temporary Help
415 Jerome
Midland, MI 48640

(517) 631-0080 0

BUS/ECON

Mr. Joe Ministrelli
Chateau Estates
19500 Hall Road
Mount Clemens, MI 48044

Joe

(313) 286-3600 0

BUS/ECON
POLITICAL
TEAM 100
PERSONAL

Mr. Vernon Mitchell
8671 Buchanan
West Olive, MI 49460

Vernon

Mr. David Moffitt
1200 N. Telegraph Rd.
Pontiac, MI 48341

POLITICAL
PERSONAL
INTERGOVTL

Mr. Thomas Monaghan
Domino's Pizza
30 Frank Lloyd Wright Dr.
PO Box 997
Ann Arbor, MI 481060997

Tom

Chairman and CEO (313) 930-3030 0

PERSONAL

Dr. Joon Moon
Rooto Corporation
3505 West Grand River
Howell, MI 48843

Joon

Chairman

(517) 546-8330 O 05/10/91 - Visit to Detroit Center Tool, Inc
- Michigan Roundtable of Business leaders to
discuss Japan

PERSONAL
BUS/ECON
CEO

Mr. M.J. Moroun
Central Transport
34200 Mound Road

President

(313) 939-7000 0

05/29/91 -Team 100 National Meeting Reception
-6:30pm at the Willard Hotel (Ballroom-lower

**POLITICAL
TEAM 100
BUS/ECON**

Michigan State Contact Listing

03 MAR 1992 20

..... FAMILIAR NAME SPOUSE FIRST TITLE.....	D CONTACT. Contact Info.....	CATEGORIES...		
Mailing Label	NAME	Phone Number	DATE	
=====		=====		

Sterling Heights, MI 48310

(level)

PERSONAL

-Brief remarks

Mrs. Brooke Moruzzi
Faith Christian Academy
15520 Auburndale
Livonia, MI 48154

Brooke

3rd Grade Teache (313) 261-1614 05/10/91 -Visit Faith Christian Academy

EDUCATION

Mr. Daniel Murphy
1200 N. Telegraph Rd.
Pontiac, MI 48341

POLITICAL
PERSONAL
INTERGOVTL

Mrs. Belinda Myles
9630 Grandville
Detroit, MI 48228

Belinda

(313) 838-1470 05/10/91 -Visit Faith Christian Academy

PARENTS

Mr. Jim Nicholson
PVS Chemicals, Inc.
11001 Harper Avenue
Detroit, MI

Jim

Owner

05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of
remarks
Ritz-Carlton Hotel
13530 Michigan Avenue
Dearborn, Michigan

BUS/ECON

Mr. Donald Nugent
Graceland Fruit, Incorporated
1881 Forrester
Frankfort, MI 49635

Donald

General Manager (616) 352-7181 05/10/91 - Visit to Detroit Center Tool, Inc
- Michigan Roundtable of Business leaders to
discuss Japan

PERSONAL
BUS/ECON

Mr. Jack Olsen
City of Pontiac
1200 N. Telegraph Road
Pontiac, MI 48053

County Commissio

INTERGOVTL
POLITICAL
PERSONAL

Mr. John Olson
1200 N. Telegraph Rd.
Pontiac, MI 48341

POLITICAL
PERSONAL
INTERGOVTL

Michigan State Contact Listing

03 MAR 1992 21

.....	FAMILIAR NAME	SPOUSE	FIRST TITLE.....		D CONTACT. Contact Info.....	CATEGORIES...
Mailing Label	NAME			Phone Number	DATE	
=====				=====		
Mr. Paul Oreffice The Dow Chemical Company 2030 Willard H. Dow Center Midland, MI 48674	Paul	Franca	Chairman of the	(517) 636-1000 O	10/07/91 VP and Marilyn had dinner in honor of Rick Mears and Roger Penske at the residence	BUS/ECON PERSONAL DINNER RES/GUESTS
The Honorable Ralph Ostling State of Michigan 715 Olds Plaza Lansing, MI 48653	Ralph		State Representa	(517) 373-0829 O		POLITICAL PERSONAL INTERGOVTL ST LEGS GOP ST LEG
Mr. Spencer Partrich Suite 200 31550 Northwestern Highway Farmington Hills, MI 48018			Attorney	(313) 851-2700 O	05/29/91 -Team 100 National Meeting Reception -6:30pm at the Willard Hotel (Ballroom-lower level) -Brief remarks	POLITICAL TEAM 100 BUS/ECON PERSONAL
Mr. Roger Penske Penske Corporation 13400 Outer Drive West Detroit, MI 48239	Roger	Kathy	Owner	(313) 592-5002 O	10/07/91 VP and Marilyn had dinner in honor of Rick Mears 12/10/91 and Roger Penske at the residence Penske hosted brought TQ to visit LeHigh University	ATHL/SPORT RES/GUESTS PERSONAL TEAM 100 POLITICAL
Dan Pero, MR. Office of the Governor State of Michigan P.O. Box 30013 Lansing, MI 48909			Chief of Staff	(517) 373-3400 O		PERSONAL POLITICAL INTERGOVTL
Mr. Daniel Pero Governor Engler Governor's Office State of Michigan Post Office Box 30013 Lansing, MI 48909	Dan	Colleen	Chief of Staff	(517) 373-3400 W	06/11/91 -at the Quayle Residence -wife Colleen attended	INTERGOVTL RES/GUESTS

Michigan State Court Listing

03 MAR 1992 22

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..... FAMILIAR NAME SPOUSE FIRST TITLE..... D CONTACT. Contact Info..... CATEGORIES...
Mailing Label          NAME          Phone Number    DATE

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Mailing Label

NAME _____

Phone Number

DATE _____

[illegible]

Mr. Bryon Perry
Perry & White Inc.
8150 East 13 Mile Road
Suite One Hundred
Warren, MI 48093

Bryon

(313) 574-0610

06/12/91 Sent the VP a book that he wrote celebrating the 75th anniversary of Oakland Hills Country Club. Also extended an invitation to play golf anytime he is in Detroit.

GOLF

Mr. Robert Phelps
Active Aero Charter
2064 D Street
Willow Run Airport
Belleville, MI 48111

Bob

(313) 483-7833 O 10/08/91 Michigan business leaders/Congressman Carl Pursell BUS/ECON
met with the VP during their Washington Fly-In
Conference

Mr. Harold Poling
Ford Motor Company
Post Office Box 1899
Dearborn, MI 48121

Red

Chairman & CEO

(313) 322-3000 0 12/17/91 Attended luncheon at Treasury, hosted by Sec.
(313) 322-2000 0 Brady.
(313) 322-2550 0

PERSONAL
BUS/ECON
CEO
DINNER

Mr. Heinz Prechter
American Sunroof Company, Inc.
One Sunroof Center
Southgate, MI 48195

Heinz

Wally

Chairman and Chi

(313) 246-0200 O 05/29/91 -Team 100 National Meeting Reception
06/11/91 -6:30pm at the Willard Hotel (Ballroom-lower
09/25/91 level)
09/25/91 -Brief remarks
10/17/91 -at the Quayle Residence
12/11/91 Reception at the residence "Friends of the Vice
01/14/92 President's Residence"
First meeting of the "Vice President's Residence
Foundation" Board of Directors
Dinner in Honor of Team 100 at the White House
VP wrote follow-up note after Detroit trip,
12/4/91.
VP filmed SURPRISE video message for Prechter's
50th birthday (1/17/92)

POLITICAL
TEAM 100
BUS/ECON
RES/GUESTS
PERSONAL
DINNER

Mr. Gary Reed
MRSC

Gary

Staff

05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of

Michigan State Subject Listing

03 MAR 1992 23

FAMILIAR NAME SPOUSE FIRST TITLE.....		D CONTACT	Contact Info.....	CATEGORIES...

CATEGORIES...

[illegible]

Ritz-Carlton Hotel
13530 Michigan Avenue
Dearborn, Michigan

RACE/CURE
BUS/ECON

POLITICAL
PERSONAL
INTERGOVTL

BUS/ECON

PERSONAL
MAIL

PERSONAL
DINNER
POLITICAL
COMM MEM

STATE DINN
BUS/ECON

03 MAR 1992 24

Mailing Label

=====

(616) 942-5545 0

BUS/ECON

President

PERSONAL
BUS/ECON
CEO

POLITICAL
PERSONAL
INTERGOVTL

INTERGOVTL

POLITICAL

CJR

BUS/ECON
CJR

Michigan State Contact Listing

03 MAR 1992 25

..... FAMILIAR NAME SPOUSE FIRST TITLE..... D CONTACT. Contact Info..... CATEGORIES...
Mailing Label NAME Phone Number DATE

=====

=====

212 West Michigan Avenue
Jackson, MI 49201

Mrs. Donna Session
Faith Christian Church
18686 Greenfield
Detroit, MI 48235

Donna

4th Grade Teache (313) 838-7915 05/10/91 -Visit Faith Christian Academy

EDUCATION

Mr. David Severn
2230 Stonestrow
Lapeer, MI 48446

POLITICAL
PERSONAL
INTERGOVTL

Mrs. Lynn Shack
25189 Muerland
Southfield, MI 48034

Lynn

(313) 355-0875 05/10/91 -Visit Faith Christian Academy

PARENTS

Mr. Mickey Shapiro
Suite 200
31550 Northwestern Highway
Farmington Hills, MI 48018

Attorney

(313) 851-2700

05/29/91 -Team 100 National Meeting Reception
-6:30pm at the Willard Hotel (Ballroom-lower
level)
-Brief remarks

POLITICAL
TEAM 100
BUS/ECON

Mr. Jim Sharp
City Management Corporation
3400 East LaFayette
Detroit, MI 48207

Jim

05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of
remarks
Ritz-Carlton Hotel
13530 Michigan Avenue
Dearborn, Michigan

BUS/ECON

Mr. Richard Skarritt
1200 N. Telegraph Rd.
Pontiac, MI 48341

POLITICAL
PERSONAL
INTERGOVTL

Mr. and Mrs. W. Sidney Smith Sid and Judy
W.S. Smith
Post Office Box 189

Chairman

(517) 772-3261 W 06/11/91 -at the Quayle Residence
(517) 773-5666 -wife Judy attended

BUS/ECON

03 MAR 1992 26

Mailing Label

Mount Pleasant, MI 48804

Mr. Anthony Soave
City Management Corporation
3400 East Lafayette
Detroit, MI 48207

05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of
remarks
Ritz-Carlton Hotel
13530 Michigan Avenue
Dearborn, Michigan

POLITICAL
TEAM 100
PERSONAL

Mr. Frank Stella
F.D. Stella Products
7000 Fenkell Avenue
Detroit, MI 48238

(313) 341-6400 O 05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of
10/04/91 remarks
Ritz-Carlton Hotel
13530 Michigan Avenue
Dearborn, Michigan
Reception for the National Italian American
Foundation at the residence. Photo op and
presented VP with a limited edition painting
commemorating Christopher Columbus.

BUS/ECON
RES/GUESTS
ETHNIC/MIN
ITALIAN
PERSONAL
DINNER

Mr. Robert Stempel
General Motors Corporation
3044 General Motors Boulevard
Detroit, MI 48202

(313) 556-5000 O 12/10/91 VP had coffee with Mr. Stempel, 12/10/91.

BUS/ECON
PERSONAL
MAIL
PHONE
DINNER

Mrs. Joyce Stephens
Faith Christian Academy
2761 Woodstock
Detroit, MI 48221

(313) 862-2677 05/10/91 -Visit Faith Christian Academy

EDUCATION

Mr. Michael Stimpson Michael
MI

05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of
remarks
Ritz-Carlton Hotel
13530 Michigan Avenue
Dearborn, Michigan

Michigan State Contact Listing

03 MAR 1992 27

FAMILIAR NAME SPOUSE FIRST TITLE.....		D CONTACT. Contact Info.....		CATEGORIES...
Mailing Label	NAME	Phone Number	DATE	
=====		=====		
Mr. Rick Swilley Faith Christian Academy 41577 South Bellridge Belleville, MI 48111	Rick	Gym Teacher (313) 697-4123	05/10/91 -Visit Faith Christian Academy	EDUCATION
Mr. Andy Takacs Whirlpool Corporation 2000 M-63 Benton Harbor, MI 49022	Andy Anne	Vice President o (616) 926-3219 0		PERSONAL MAIL BUS/ECON
Ms. Lana Tarrow MRSC 2121 East Grand River Lansing, MI 48912	Lana	Staff	05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of remarks Ritz-Carlton Hotel 13530 Michigan Avenue Dearborn, Michigan	
Mr. A. Taubman Taubman Company, Incorporated 200 East Longlake Road Bloomfield Hills, MI 48303		(313) 258-7201 0		POLITICAL TEAM 100 BUS/ECON PERSONAL
Mrs. Lucille Taylor Governor Engler State of Michigan Post Office Box 30013 Lansing, MI 48909	Lucille	Legal Counsel (517) 373-3400 W 06/11/91 (517) 351-5386	-at the Quayle Residence -husband Cliff attended	INTERGOVTL
The Honorable Thomas Taylor 800 Municipal Dr. Farmington, MI 87401		Mayor		POLITICAL PERSONAL
Mr. Bob Teeter Cold Water Corporation 2001 Commonwealth Boulevard	Bob Betsy	President (313) 668-2621 0 (313) 668-6249 F (313) 769-5677 H	09/26/91 Bob attended the State Dinner honoring King Hassan of Morocco at the White House -- VP sent letter on 9/27	BUS/ECON PERSONAL MAIL

Michigan State Contact Listing

03 MAR 1992 28

..... FAMILIAR NAME SPOUSE FIRST TITLE..... D CONTACT. Contact Info..... CATEGORIES....
Mailing Label NAME Phone Number DATE
=====

Suite 202
Ann Arbor, MI 48105

STATE DINN
DINNER

Mr. Michael Timmis
Marco, Timmis & Inman
Manufacturers Bank Building
20180 Mack Avenue
Grosse Pointe, MI 48236

Mike

Partner

(313) 885-8100 0

05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of
remarks
Ritz-Carlton Hotel
13530 Michigan Avenue
Dearborn, Michigan

PERSONAL
TEAM 100
POLITICAL

Mr. D. Tindall
908 Adams St.
Lapeer, MI 48446

POLITICAL
PERSONAL
INTERGOVTL

Mr. George Valassis
Franklin Enterprises
Suite 200
2000 North Woodward Avenue
Bloomfield Hills, MI 48013

(313) 258-2800 0

POLITICAL
TEAM 100
BUS/ECON
PERSONAL

Mr. David Vander Kooi
996 E. 8th St.
Holland, MI 49423

POLITICAL
PERSONAL
INTERGOVTL

Mr. Tom VanderMolen
5540 M-43
Hickory Corner, MI 49060

Tom

Martha

(616) 671-5121 H 01/21/92 VP wrote hand-written note after Heckmann
breakfast, 1/18/92.

PERSONAL

Mr. Dick Vogt
822 Old Hill Dr.
Union Lake, MI 48386

POLITICAL
PERSONAL
INTERGOVTL

Dr. Frank Walker
47 DePetris Way
Grosse Pointe Farms, MI 48236

Frank

06/24/91 Address annual meeting of the American Medical
Association House of Delegates -Chicago Hilton and
Towers In Chicago, IL

HEALTH

Michigan State Contact Listing

03 MAR 1992 29

Mailing Label	FAMILIAR NAME	SPOUSE FIRST TITLE	Phone Number	DATE	CONTACT. Contact Info.	CATEGORIES...
Mr. Reginal Walker 22493 Chippewa Detroit, MI 48219	Reginal		(313) 532-4376	05/10/91	-Visit Faith Christian Academy	PARENTS
Mr. Ron Weiser McKinley Associates 320 North Main Ann Arbor, MI 48104	Ron	Chairman and CEO		05/10/91	Michigan GOP Major Donor Breakfast-10 minutes of remarks Ritz-Carlton Hotel 13530 Michigan Avenue Dearborn, Michigan	BUS/ECON CEO
Mr. Karl Williams 14554 Woodmont Detroit, MI 48227	Karl		(313) 835-1232	05/10/91	-Visit Faith Christian Academy	PARENTS
Mr. Matt Wirgau Talon, Inc. 27700 Gratiot Avenue Roseville, MI 48066	Matt			05/10/91	Michigan GOP Major Donor Breakfast-10 minutes of remarks Ritz-Carlton Hotel 13530 Michigan Avenue Dearborn, Michigan	BUS/ECON
Mr. John Wirtz Wirtz Manufacturing Post Office Box 610098 Port Huron, MI 48061	John	President	(313) 987-4700	05/10/91	- Visit to Detroit Center Tool, Inc - Michigan Roundtable of Business leaders to discuss Japan	PERSONAL BUS/ECON CEO
Mr. Gary Wolf Tri Star Fire Protection 47810 Galleon Drive Plymouth, MI 48170	Gary	President	(313) 454-1350	0 10/08/91	Michigan business leaders/Congressman Carl Pursell met with the VP during their Washington Fly-In Conference	BUS/ECON
Mr. Gary Woodbury Small Business Association of Michigan			(517) 482-8788	0		BUS/ECON TA/DC REPS

03 MAR 1992 30

[illegible]

Mailing Label	NAME	Phone Number	DATE
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=====

Mr. Archie Yawn

Northwest Airlines

38905 Six Mile Road

Livonia, MI 48152

(313) 591-5225 O 10/08/91 Michigan business leaders/Congressman Carl Pursell BUS/ECON
met with the VP during their Washington Fly-In
Conference

Mr. Chuck Yob
Industrial Belting Supply
3770 Hagan
Post Office Box 2568
Grand Rapids, MI 49501

Chuck Owner

(616) 247-8624 D

(616) 247-1516 O 05/10/91 Michigan GOP Major Donor Breakfast-10 minutes of
(616) 676-0378 H remarks
Ritz-Carlton Hotel
13530 Michigan Avenue
Dearborn, Michigan

BUS/ECON

PERSONAL

DINNER

POLITICAL

COMM MEM

Mr. Gil Ziegler
1717 US 31 North
#7
Traverse City, MI 49684

Gil

10/29/91 Attended the photo-op with the VP at the RCLC
Meeting 11/29/91 at the Mayflower Hotel in D.C.

POLITICAL

✓ Leon Lombardi
3 Mayor Michael Trafficant
OFFICE OF THE VICE PRESIDENT
WASHINGTON, DC
Rio Grande Valley Council of Commerce & Tourism

3 Jimmy Horn

✓ Brynna Williams

Tom Egleston

✓ John Miller

✓ Andrea Fisher

✓ Ronna Romney

✓ Dick + Betsy Devos

✓ Chuck Vob

✓ David Dor

✓ Rick Kitch

Sen. Joe Schwartz Inc

3 Mayor Michael Levesque

✓ Cong. Ron Machtley

✓ Treasury Joe Malone

Bill Summer

Buddy Croft

Michael F. Ryan

Gov. Weld

Lt. Gov. Paul

Nancy Bush Ellis

David Locke

Peter Foreman

John Papaport

Sandy Tenet

Peter Bermardin

Paul Fountain

Brad Minnick

✓ Auguste



OFFICE OF THE VICE PRESIDENT
WASHINGTON

March 18, 1992

MEMORANDUM FOR THE FILES

FROM SABRENA TUFTS *Sabrena*
SUBJECT Trip Feedback from Illinois & Michigan
March 11, 1992 - March 12, 1992

Based on my conversation with Richard Porter and Bobbi Schleibaum, the following is a summarization of trip follow up by state:

I. ILLINOIS

A. Personalized notecards sent to the following individuals
(CATEGORIES TO BE ADDED):

Mr. Gregory "Greg" Baise (RWP)
President, IMA
Attended Springfield CJR Roundtable

Mr. Pat Calabrese (RWP)
President, The Grieve Corporation
Attended Springfield CJR Roundtable

Mrs. Jim Edgar (Brenda) (BS)
Wife of Illinois Governor
Thanking her for meeting VP at State Capitol

Mr. Larry Moss (RWP)
President, Pontiac Rotary
Hosted Pontiac Rotary Club Luncheon

Mr. James "Jim" Peterson (RWP)
President, Bimet Corporation
Attended Springfield CJR Roundtable

Mr. Dan Rutherford (RWP)
Vice President, The Service Master Company
Attended Springfield CJR Roundtable
Note: Running for State Representative

The Honorable George Ryan (BS)
Illinois Secretary of State

TBD Shipisky (BS)
Attended Bush-Quayle '92 Leadership Meeting

Mr. Richard Williamson (BS)
Title TBD

B. Standard follow up notes sent to the Springfield CJR Roundtable participants, with the exception of those individuals listed above (ETO).

C. Political form letters will be sent out to the Illinois Bush-Quayle '92 Leadership and Delegates, with the exception of those mentioned above (BS).

II. MICHIGAN

A. Personalized notecards sent to the following individuals (CATEGORIES TO BE ADDED):

The Honorable Connie Binsfield (BS)
Lieutenant Governor of Michigan
Attended Team Michigan Reception

Mr. Jim Brown (RWP)
UAW

Mr. Chris Crain (BS)
Son of Mary Kay Crain
Attended Team Michigan Reception
(DINNER)

Mrs. Mary Kay Crain (BS)
Team 100
Attended Team Michigan Reception
(DINNER)

Mr. & Mrs. Dick Chrysler (Katie) (BS)
Attended Team Michigan Reception
Note: Dick ran for Governor in '82

Mr. Bob DeMattia (BS)
Title TBD
Attended Team Michigan Reception
(DINNER)

Mr. Tom Dupree (BS)
Title TBD

Mrs. Richard DeVos (Betsy) (RWP)
Attended private dinner hosted by Governor Engler

Mr. Thomas Eggleston (RWP)
Senior Vice President, General Counsel, Amway Corp.
Attended private dinner hosted by Governor Engler

The Honorable John Engler & Mrs. Michelle Engler (BS)
Hosted private dinner in Grand Rapids
Flew on Air Force II
Hosted Team Michigan Reception
(GOVS)

*Hosted CSR Roundtable
Lansing*

Ms. Andrea Fisher (RWP)

Attorney, Miller, Canfield, Paddock & Stone
Attended private dinner hosted by Governor Engler
Per RWP, the VP really liked Fisher

The Honorable Paul Hillegonds (BS)

State Representative

Introduced the VP at Michigan House Republican Caucus Dinner

Mr. & Mrs. Bill Kast (Sigrun) (BS)

President, DPCS International

Attended the Team Michigan Reception

Spouse: Sigrun, Chairman & CEO, DPCS International
(DINNER)

(T) Mr. Ludwig "Lud" Koci (RWP)

President, Detroit Diesel

Visit at Detroit Diesel

Mr. Michael Maxfield (BS)

Title TBD

Mr. Robert "Bob" McDonough (RWP)

Public Policy Director, The Upjohn Company

Attended Lansing CJR Roundtable

Per RWP, very supportive of VP

Mrs. Nancy McKeague (RWP)

Director, Government Relations

Michigan State Chamber of Commerce

Attended Lansing CJR Roundtable

Note: VP ran into Nancy's husband, Judge David McKeague at
Deli impromptu

Mr. John Miller (RWP)

CEO, Miller Energy

Attended private dinner hosted by Governor Engler

(DINNER)

Mr. Bob Palagny (RWP)

President, UAW Local #163

Visit at Detroit Diesel

Mr. Roger Penske (RWP)

Chairman & CEO, Detroit Diesel

Hosted VP's visit to Detroit Diesel

Ms. Ronna Romney (RWP)

Michigan National Committeewoman

Attended private dinner hosted by Governor Engler

Mr. Tom Shearer (BS)

Title TBD

Mr. Chuck Yob (RWP)

Michigan national Committeeman

Attended private dinner hosted by Governor Engler

B. Personalized typed notecards will be sent to the attendees of the private dinner hosted by Governor Engler, see above (RWP).

C. TBD Form Follow up notes sent to the Rotary Club Luncheon VIPS (Juday).

D. Standard follow up notes sent to the Lansing CJR Roundtable participants, with the exception of those individuals listed above (ETO).

E. TBD Political letters sent to Team Michigan reception participants, with the exception of those mentioned above (BS).

CC: EEG
EKM
ETO

State House
Room 227

(617) 248-0372 FAX

Boston, MA 02133

1510 Mr. Peter Berlandi
Weld/Cellucci Committee
One Financial Center
Boston, MA 02111

Peter

Finance Director

(617) 423-4441 OFFICE

5402 The Honorable Augusta Hornblow Augusta
Massachusetts GOP
Rocky's Point
Groton, MA 01450

er

National Committeewoman

(617) 722-2487 OFFICE
(508) 448-5358 HOME

1792 Mr. Robert DeMattia
R.A. Demattia Company
45501 Helm Street
Plymouth, MI 48170

Bob

Chairman

(313) 453-2000 OFFICE

4828 The Honorable John Engler
Mrs. John Engler
State of Michigan

John

Governor

(517) 335-7860 OFFICE
(517) 335-6949 FAX

see blue book
of Governor's
for address

PAGE	1			15:17:54 19 MAR 1992
ID.....	FAMILIAR NAME	TITLE.....	DESC.....	
Mailing Label			Phone Number	
=====			=====	
5403 Mr. Leon Lombardi Massachusetts GOP 114 State Street 5th Floor Boston, MA 02109	Leon	Chairman	(617) 367-1992	OFFICE
8659 Mr. Brymer Williams 2316 Devonshire Road Ann Arbor, MI 48104	Brymer	District Governor of #638		
5497 Mr. John Miller Miller Energy 229 East Michigan Avenue Suite 2200 Kalamazoo, MI 49007	John	CEO	(616) 343-0582	
5501 Ms. Andrea Fisher Miller, Canfield, Paddock and 150 West Jefferson Suite 2500 Detroit, MI 48226	Andrea		(313) 496-7664	
5363 Mrs. Ronna Romney 1830 East Valley Rd. Bloomfield Hills, MI 48013	Ronna	Michigan National Committeewoman	(313) 644-6861	OFFICE
5362 Mr. Dick DeVos Windquest Group 126 Ottawa, N.W. 600 Penn Plaza Building Grand Rapids, MI 49503	Dick	President	(616) 459-4500	OFFICE
1523 Mr. Chuck Yob Industrial Belting Supply 3770 Hagan Post Office Box 2568 Grand Rapids, MI 49501	Chuck	Owner	(616) 247-8624 (616) 247-1516 (616) 676-0378	DIRECT OFFICE HOME
3281 Mr. Richard Kitch Kitch, Saubier, Drutchas, Wagn One Woodward Avenue, 10th Floor Detroit, MI 48226	Dick		(313) 965-7900	OFFICE
6297 The Honorable Ronald Machtley U.S. House of Representatives 132 Cannon HOB Washington, DC 20515	Ron	US Representative	(202) 225-4911 (202) 225-4417	OFFICE FAX
4953 The Honorable Joseph Malone	Joe	Massachusetts Treasurer and Rece	(617) 367-6900	OFFICE

No:
Mark Goldberg
Christenson

on next sheet

ID.....	FAMILIAR NAME	TITLE.....	DESC.....
Mailing Label			Phone Number
=====			=====
	P.O. Box 30013		(517) 373-8323 HOME
	Lansing, MI 48909		
5648	Mr. Houston Blount	Houston State Chairman	(205) 877-3053 OFFICE
	P.O. Box 7497		
	Birmingham, AL 35215		
5308	Mr. Spencer Bachus	Chairman	(205) 324-1990 (GOP)
	Alabama GOP		(205) 328-0162 (W)
	P.O. Box 320800		
	Birmingham, AL 35232		
618	The Honorable Emory Folmar	Emory Mayor	(205) 241-2000 OFFICE
	Post Office Box 1111		(205) 262-4635 HOME
	Montgomery, AL 36101		(205) 241-2266 FAX
4858	Mr. Marc Goldberg	Marc President & CEO	(508) 797-4200 OFFICE
	Massachusetts Biotechnology Re		(617) 237-1416 HOME
	31 Lathrop Road <i>One Innovation</i>		
	Wellesley, MA 02181 <i>Worcester, DE 01605</i>		
4955	The Honorable Kirkwood Fordice Kirk	Governor	(601) 359-3102 DIRECT
	New Capital Building		(601) 359-3100 OFFICE
	Jackson, MS 39200		(601) 359-3175 HOME
			(601) 359-2917 FAX
3341	Ms. Evelyn McPhail	Evelyn Republican State Chair	(601) 948-5191 OFFICE
	State of Mississippi		(601) 354-0972 FAX
	P.O. Box 60		(601) 255-7905 HOME
	Jackson, MS 39205		(601) 366-4767 HOME

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Document Originally
Attached to
Following Page

THOMAS E. STONE, M.D.
Certified, American Board of Urology

West Shore Urology, P.C.

SUITE 330 — 1560 E. SHERMAN BLVD.
MUSKEGON, MICHIGAN 49444-1801

OFFICE 739-9492

EMERGENCY 737-5690

(RWP)

Int next to ~~them~~
at Dinner

CTR

DR. THOMAS C. PAYNE
MICH STATE MED SOC

Mrs. Thomas C. Payne

1800 Bramble Drive

East Lansing, Michigan 48823

CYNTHY

351-6805

Sat next to RWF

at dinner

CJR



STATE OF MICHIGAN
OFFICE OF THE GOVERNOR
LANSING

JOHN ENGLER
GOVERNOR

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MEMORANDUM

TO: Governor Engler
FROM: Colleen Pero *CP*
RE: Civil Justice Reform Roundtable
DATE: March 12, 1992

PARTICIPANTS: Attached is the "final" listing of those who will be participating in the Civil Justice Reform Roundtable with you and the Vice President this afternoon. The list was compiled in consultation with MSMS, MAOP&S, MHA, and State Chamber. I have discussed the list with Dan, Denny and Jeff, and all have signed off. (Note: Denny is participating in a major panel out at Michigan State this afternoon, and will be unable to attend -- I may ask Dan to attend.) It is my understanding that the Vice President does this type of roundtable on a regular basis. I noted that his Illinois schedule included one. His office was insistent that the group be a bi-partisan one - this is not a Bush-Quayle campaign function (an important point that we had to make to get the Democratic legislators to agree to participate).

STRUCTURE: When I questioned the VP's staff about format, they simply said that he will begin the meeting with 4-5 minutes of comments, and then it's a free flowing discussion. No more structure than that has been common. The VP's staff has received a copy of your healthcare speech to assist in briefing the Vice President.

TIME: Originally, I was told the meeting would run about an hour, and that's what we told the participants. Now, however, it appears that it will run about 30 minutes -- then a press availability afterwards. We have asked that participants arrive at the Holiday Inn no later than 3:10 or 3:15 so that they are all in place upon your arrival.

Jacque Sammet

Medical Liability Insurance Executive

* Richard Kitch

Defense Attorney, Michigan Hospital Association, Michigan Association of Osteopathic Physicians and Surgeons

* Spencer Johnson

President, Michigan Hospital Association

Dennis Paradis

VP, Michigan Hospital Association

Mike Schwartz

CEO, Sisters of Mercy

Larry Burns

President, Michigan Society Hospital Attorneys

Ed McRee

CEO, Ingham Medical Center

* Robert Yellan

VP, Detroit Medical Center

Dave Benfer

VP, Henry Ford Health System

Nancy McKeague

Michigan State Chamber of Commerce

vern Vernice D. Anthony

Director of Public Health

Eugene Sikorski, D.O.

Chair of Council of Public Education and Health, Michigan Association of Osteopathic Physicians and Surgeons

Eugene Oliveri, D.O.

Michigan Association of Osteopathic Physicians and Surgeons Board President

Tom Payne

President Elect - Michigan State Medical Society; Ingham Medical Center-Radiologist

Bob Burton

Current President- Michigan State Medical Society; Ear, Nose and Throat - Grand Rapids

Peter McCabe

Vice Chair - Michigan State Medical Society Board; Plastic Surgeon - Wayne City

Bob McDonough

VP, Upjohn; Certificate of Need Board

John Wortman

President, Amerisure

Senator Joe Schwarz, M.D.

R-Battle Creek

← Rep. David Gubow

D-Huntington Woods

Rep. Curtis Hertel

D-Detroit

Rep. Mike Nye

R-Litchfield

Sen. Bill Van Regenmorter

R-Jenison

Bill Madigan

Exec. Dir., MSMS

Tom Stone

Chairman, Professional Liability Task Force

Mike DeGrow

Exec. Dir., Michigan Osteopathic Association

ANN HATHAWAY FAX NO 202-395-1754

PER YOUR REQUEST, PLEASE FIND THE LIST OF INDIVIDUALS THAT WILL BE MEETING WITH THE VICE-PRESIDENT FROM 11:45-12:00.

LARRY MOSS

1002 WORTHINGTON

BIRMINGHAM, MI 48009 313-540-3733

ORGANIZER OF THE EVENT, MEMBER OF PONTIAC ROTARY, MEMBER OF THE BOARD,

people in photo-op

- TED PLAFCHAN

C/O EASTERN OIL CO

590 S PADDOCK

PONTIAC, MI 48341 313-333-1333

PRESIDENT OF PONTIAC ROTARY, WILL BE INTRODUCING GOVERNOR ENGLER.

- RICHARD BERKFIELD

C/O BERKFIELD & CO

2625 PONTIAC LAKE RD

WATERFORD, MI 48328 313-682-0044

PRESIDENT-ELECT OF PONTIAC ROTARY

- MAYOR WALLACE HOLLAND 313-857-7897

CITY OF PONTIAC

450 Wide Track Drive
East Pontiac 48342

JOHN DE CARLO

PRESIDENT OF OAKLAND UNIVERSITY

313-370-3500

- BRYMER WILLIAMS

DISTRICT GOVERNOR OF #638 ROTARY

- KIM TRYON

C/O MICHIGAN REPRO-GRAPHICS

1151 W WIDE TRACK DR

PONTIAC, MI 48342

313-335-2272

FUND RAISING CHAIRPERSON FOR PONTIAC ROTARY

LARRY MOSS (313) 540-3733