

Originally Processed With FOIA(s):
2025-0878-F

FOIA Number:
2025-0878-F

FOIA MARKER

**This is not a textual record. This is used as an
administrative marker by the George Bush Presidential
Library Staff.**

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: 21805-024

Folder Title:
Michigan 8/28/92

Stack:	Row:	Section:	Shelf:	Position:
G	34	6	5	7

Withdrawal/Redaction Sheet (George Bush Library)

Doc. No. / Type	Subject/Title	Date	Restriction	Classification
01. Biography	Biographical Sketch, Re: Robert L. Hooker; Personally Identifiable Information redacted. (1 pp.)	n.d.	(b)(6)	

Page 1 of 1

Collection:

Record Group: Quayle Vice Presidential Records
Office: Deputy Chief of Staff's Office
Series: Porter, Richard, Files
Subseries: Subject Files
WHORM Cat.:
File Location: Michigan 8/28/92

Pinksheet Number: RML16270
OA/ID Number: 21805-024
Date Closed: 8/22/2025
FOIA/Sys Case #: 2025-0878-F
Re-review Case #:
P-2/P-5 Review Case #:



OFFICE OF THE VICE PRESIDENT
WASHINGTON

August 28, 1992

ADDRESS THE ECONOMIC CLUB OF GRAND RAPIDS
Grand Rapids, Michigan

DATE: August 28, 1992
Location: Amway Grand Plaza Hotel
Grand Rapids, Michigan
TIME: 10:55 a.m.
FROM: Richard Porter *RWP*

I. PURPOSE

Your address to the Economic Club of Grand Rapids, Michigan discusses the balance between economic growth and ecological stability and examines the loss of jobs that would result from the environmental regulations proposed by Clinton-Gore.

II. BACKGROUND

The Economic Club began in 1977. Today, there are approximately 770 members, made up of top-level executives and community leaders from the Grand Rapids area. They are from a variety of fields including banking, law, investment securities, financial planning, education, marketing and retail and academia. The Club not only serves as a forum for current events, but also as a meeting place for present and future leaders of the community. The object of the Club is to promote an interest in important governmental, economic and social issues.

Past speakers have included Gerald Ford, Margaret Thatcher, Governor John Engler, Richard DeVos, Clarence Thomas, William LaMothe (Chairman, Kellogg Company), General Norman Schwarzkopf and William Barr.

The officers for the 1991-1992 are as follows.

1. **Former Chairman** (1991-1992) - Robert Hooker, President, Mazda Great Lakes
2. **Chairman** (1992-1993) - Dr. Helen Popovich, President, Ferris State University
3. **President** - George Slykhouse, Attorney

III. PARTICIPANTS

The Vice President
Robert Hooker
Helen Popovich
Governor John Engler

IV. EVENT OUTLINE

10:55 a.m. The Vice President arrives Amway Grand Plaza Hotel
 and proceeds inside to Holding Room.

 The Vice President arrives Holding Room

11:30 a.m. The Vice President departs Holding Room and
 proceeds to Emerald Room.

11:35 a.m. The Vice President accompanied by Mr. Hooker,
 arrives Emerald Room and participates in Receiving
 Line.

11:50 a.m. The Vice President concludes Receiving Line and
 proceeds to off-stage announce position,
 Ambassador's Ballroom.

11:55 a.m. The Vice President proceeds onto dais and is
 seated.

12:05 a.m. The Vice President proceeds to podium and begins
 Remarks.

12:25 p.m. The Vice President concludes Remarks and
 participates in Question and Answer Session.

 Lunch is served.

 Dr. Helen Popovich, presents gift

1:10 p.m. The Vice President concludes Luncheon and proceeds
 to motorcade for boarding.

V. PRESS PLAN

Open Press Coverage

VI. ATTACHMENTS

Bios attached

U Office of Public Affairs
16/592-2373
1989

HELEN POPOVICH

Helen Popovich became the 15th president of Ferris State University on August 1, 1989. She previously served since 1983 as president of Florida Atlantic University, a comprehensive independent institution in Boca Raton, FL, which is part of the Florida State University system, where she also held the faculty rank of professor of English.

Dr. Popovich is the first woman president in Ferris' 105-year history, and is the first woman president of any of the 13 autonomous public universities in Michigan.

She was acting president of Winona State University from 1981-83, and she served from 1980-81 as vice president for academic affairs and as dean of liberal arts (1978-80).

She was employed from 1965-78 at the University of South Florida where she served as associate dean of the College of Arts and Letters, as associate chairperson of the department of English, and as assistant and associate professor of English.

Dr. Popovich has received several honors and fellowships and is active in national higher education associations, including the American Association of State Colleges and Universities, of which she is a member of the Board of Directors. She has authored nine published articles.

She received her bachelor's and master's degrees from the University of Texas at El Paso. After teaching English in Texas secondary schools and mentally retarded children in California, she earned her doctorate in English literature from the University of Kansas.

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
01. Biography	Biographical Sketch, Re: Robert L. Hooker; Personally Identifiable Information redacted. (1 pp.)	n.d.	(b)(6)	

Collection:

Record Group: Quayle Vice Presidential Records
Office: Deputy Chief of Staff's Office
Series: Porter, Richard, Files
Subseries: Subject Files
WHORM Cat.:
File Location: Michigan 8/28/92

Date Closed:	8/22/2025	OA/ID Number:	21805-024
FOIA/SYS Case #:	2025-0878-F	Appeal Case #:	
Re-review Case #:		Appeal Disposition:	
P-2/P-5 Review Case #:		Disposition Date:	
AR Case #:		MR Case #:	
AR Disposition:		MR Disposition:	
AR Disposition Date:		MR Disposition Date:	

RESTRICTION CODES

Freedom of Information Act (FOIA) - [5 U.S.C. 552(b)]

(b)(1) National security classified information
(b)(2) Release would disclose internal personnel rules and practices of an agency
(b)(3) Release would violate a Federal statute
(b)(4) Release would disclose trade secrets or confidential or financial information
(b)(6) Release would constitute a clearly unwarranted invasion of personal privacy
(b)(7) Release would disclose information compiled for law enforcement purposes
(b)(8) Release would disclose information concerning the regulation of financial institutions
(b)(9) Release would disclose geological or geophysical information concerning wells

Deed of Gift Restrictions

C(1) Closed by Executive Order 13526, governing access to national security information
C(2) Closed by statute or by the agency which originated the information
C(3) Closed in accordance with restrictions contained in donor's deed of gift [formerly listed as only C]
PRM. Removed as a personal record misfile

Presidential Records Act - [44 U.S.C. 2204(a)]

P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]

BIOGRAPHICAL SKETCH

ROBERT L. HOOKER

Home: 8787 Olive Shore Avenue
West Olive, Michigan 49460
Telephone: (616) 842-6058

Business: Transnational Motors, Inc.
dba Mazda Distributors Great Lakes
618 Kenmoor, S. E.
Grand Rapids, Michigan 49506
Telephone: (616) 949-7570

Birth: (b) (6) Grand Rapids, Michigan

Family: Married to Judith Stevens Hooker
Children: Robert L., Jr., M.D., Cornell
David S., MBA, University of Michigan
Anne E., A.B., Aquinas
Joseph, Westminster Prep School

Church: First Presbyterian Church, Grand Haven, Michigan

Military: U. S. Air Force - four years

Education: AB - Calvin College - Grand Rapids, Michigan
MBA - University of Michigan - Ann Arbor, Michigan
Paton Scholar
University of Michigan Accounting Scholarship
Alpha Kappa Psi - Business Fraternity

Business Experience: 1981-Pres. - Transnational Motors, Inc.
dba Mazda Distributors Great Lakes
President

1977-1981 - Transnational Motors, Inc.
Executive Vice President

1960-1977 - Import Motors Limited, Inc.
Vice President

1957-1960 - Sackner Products
Advertising Manager and Consumer
Products Development

Hobbies: Golf, Skiing, Reading, Traveling, Politics, Tennis

Biographical Sketch
Robert L. Hooker
Page Two

Organizations:

Kent Country Club (Past President)
Peninsular Club (Past President)
Hidden Valley Club
Grand Rapids Athletic Club
Detroit Athletic Club
Grand Rapids Rotary Club
Economic Club of Grand Rapids
Spring Lake Country Club
Loxahatchee Club, West Palm Beach

Business Activities--
Board Member:

Transnational Motors, Inc. (President)
Interwheel, Inc. (President)
Great Lakes Properties (President)
Old Kent Bank and Trust Company

Present
Community Activities--
Board Member:

Pine Rest Foundation (President)
Gerald R. Ford Foundation
University of Michigan Development Advisory Board
Grand Valley Colleges Foundation
Grand Rapids Sesquicentennial Committee
Players Made In The USA (tennis)

Past
Community Activities--
Board Member:

Junior Achievement (President)
Opera Association of Western Michigan (President)
Grand Rapids Symphony Society (President)
Arts Council of Grand Rapids (President)
National Alliance of Businessmen (President)
Grand Rapids Area Council for Ecumenism (Chairman)
Civic Center Project Study and Coordination Committee
Grand Valley State College Trustee (Vice Chairman)

MEMORANDUM FOR THE VICE PRESIDENT

FROM: DAVE JUDAK 
SUBJECT: LOCAL GRAND RAPIDS ISSUE

It is likely that you will be asked a question about the Federal Prison Industries (FPI) program after your remarks to the Grand Rapids Economic Club.

Under Congressional mandate since 1934, federal agencies are required to purchase furniture from the Federal Prison Industries before going to private sector sources. Inmates in federal prisons manufacture about \$143 million in furniture and related products -- that makes the federal prison system the 10th largest furniture manufacturer in the U.S. There is a backlog of orders to the FPI.

Grand Rapids is a major furniture manufacturing center -- about 40 percent of all business furniture is manufactured in Western Michigan. The largest employer in the area is Steelcase, who is also the largest manufacturer of office furniture. Needless to say, FPI is not a popular program with the industry. The industry claims it has cost 2,000 jobs -- jobs that they point out were held by law-abiding, tax-paying citizens.

The FPI is, however, considered a high priority by the Department of Justice and the Administration as a corrections systems management tool. Its underlying objective is retraining, incentive for good behavior, and a means to eliminate the idleness that often leads to violence and disruption in prisons.

TALKING POINTS

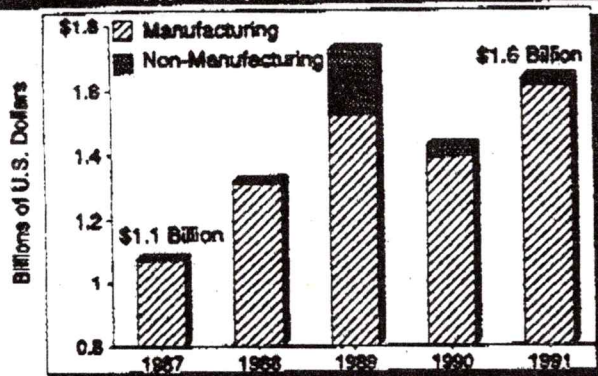
- o It is an important prison management tool, also studies have shown that those inmates in the FPI are less likely to return to a life of crime and thus prison.
- o Federal agencies are not required to purchase FPI products if price, quantity, and other quality specifications cannot be met. FPI constitutes only two percent of the total federal market for the products in which it manufactures.
- o The program has returned more than one-half billion dollars to the private sector in the past three years for raw materials and component parts.
- o The program is operated to have the least impact on the private sector as possible -- a new effort is underway to reduce the FPI program's economic dislocation in the private sector -- the office furniture industry is very active in working with the Justice Department on this issue.
- o Before FPI can enter a new market or significantly expand, its plan must go out for comment.

MICHIGAN EXPORTS & JOBS

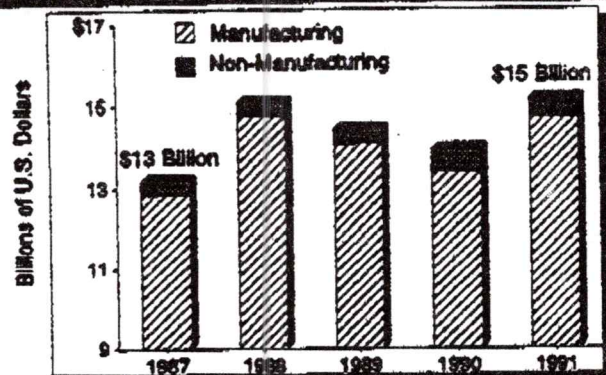


THE NORTH AMERICAN FREE TRADE AGREEMENT

**Michigan's Merchandise Exports to Mexico
Totalled \$1.6 Billion in 1991**



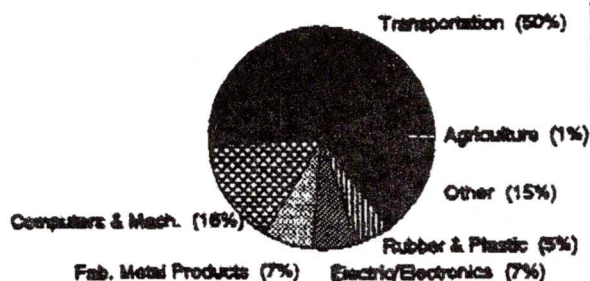
**Michigan's Merchandise Exports to Canada
Totalled \$15 Billion in 1991**



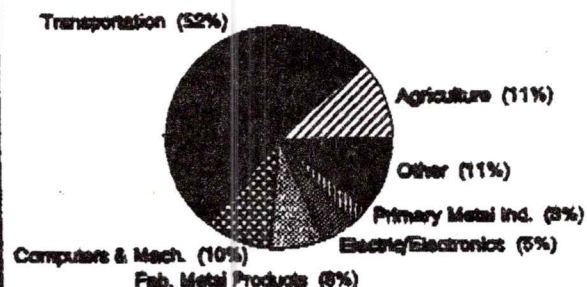
Manufactured exports accounted for 97 percent of Michigan's \$16 billion in exports to Canada and Mexico in 1991, and supported an estimated 260,000 jobs.

- Michigan's sales to Mexico and Canada accounted for 72 percent of the state's total exports. In 1991 Michigan was the largest U.S. exporter to Canada and the third largest U.S. exporter to Mexico.
- Since 1987, Michigan's exports to Mexico have grown more than 50 percent.
- Canada and Mexico are now Michigan's first- and second-largest export markets.
- An estimated 48,000 new jobs have been created by growth in Michigan's manufactured exports to our North American trade partners since 1987.

Composition of Michigan's Exports to Mexico 1991: Total \$1.6 Billion



Composition of Michigan's Exports to Canada 1991: Total \$15.1 Billion

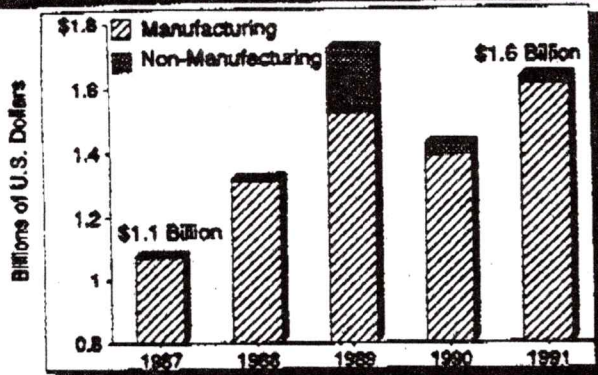


MICHIGAN EXPORTS & JOBS

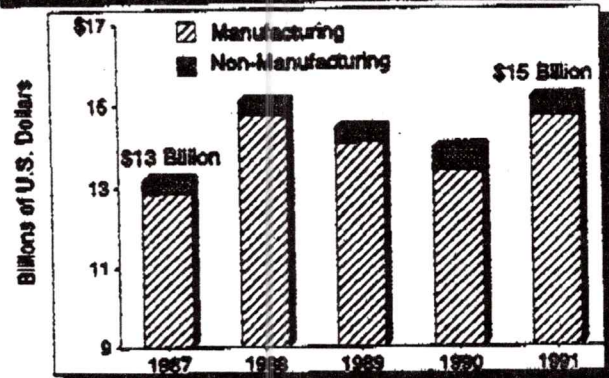


THE NORTH AMERICAN FREE TRADE AGREEMENT

**Michigan's Merchandise Exports to Mexico
Totalled \$1.6 Billion in 1991**



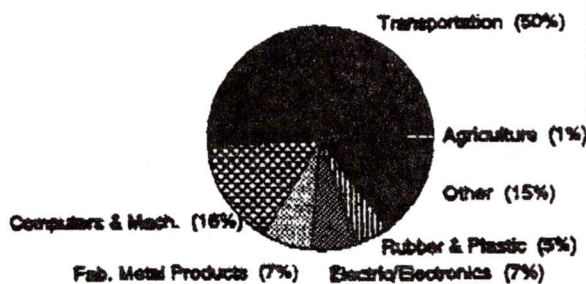
**Michigan's Merchandise Exports to Canada
Totalled \$15 Billion in 1991**



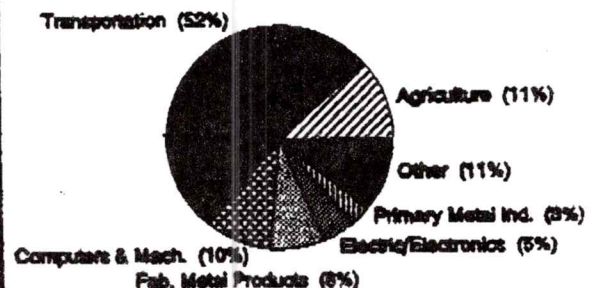
Manufactured exports accounted for 97 percent of Michigan's \$16 billion in exports to Canada and Mexico in 1991, and supported an estimated 260,000 jobs.

- Michigan's sales to Mexico and Canada accounted for 72 percent of the state's total exports. In 1991 Michigan was the largest U.S. exporter to Canada and the third largest U.S. exporter to Mexico.
- Since 1987, Michigan's exports to Mexico have grown more than 50 percent.
- Canada and Mexico are now Michigan's first- and second-largest export markets.
- An estimated 48,000 new jobs have been created by growth in Michigan's manufactured exports to our North American trade partners since 1987.

Composition of Michigan's Exports to Mexico 1991: Total \$1.6 Billion



Composition of Michigan's Exports to Canada 1991: Total \$15.1 Billion

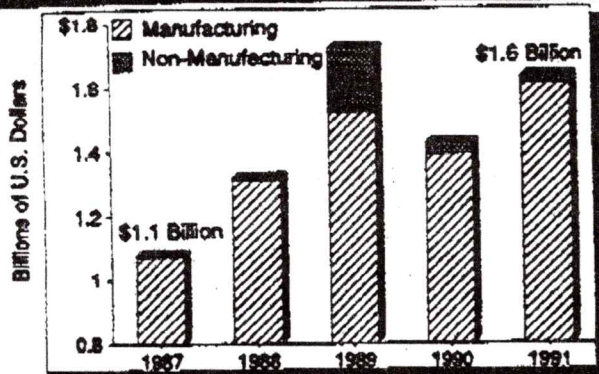


MICHIGAN EXPORTS & JOBS

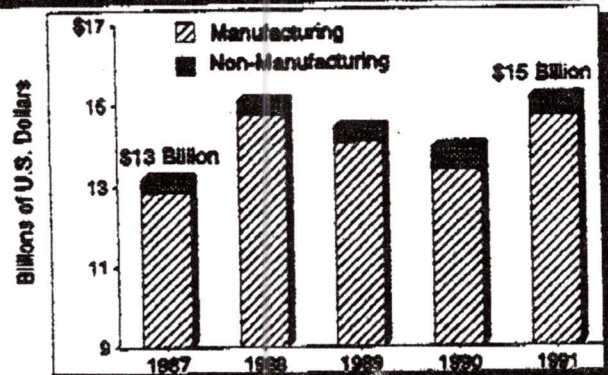


THE NORTH AMERICAN FREE TRADE AGREEMENT

**Michigan's Merchandise Exports to Mexico
Totalled \$1.6 Billion in 1991**



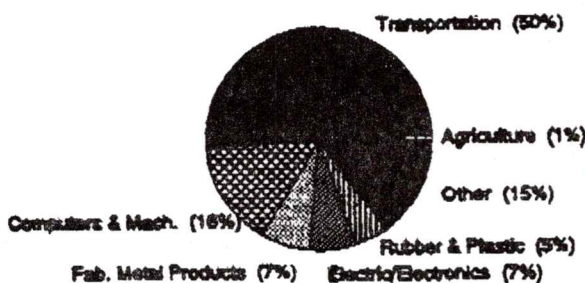
**Michigan's Merchandise Exports to Canada
Totalled \$15 Billion in 1991**



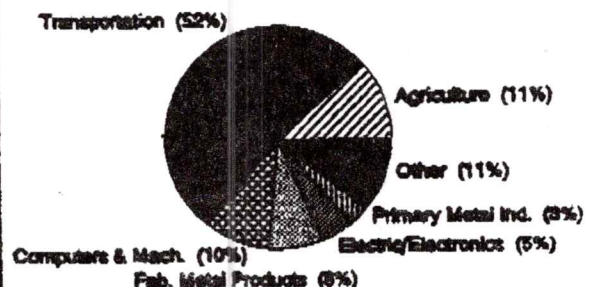
Manufactured exports accounted for 97 percent of Michigan's \$16 billion in exports to Canada and Mexico in 1991, and supported an estimated 260,000 jobs.

- Michigan's sales to Mexico and Canada accounted for 72 percent of the state's total exports. In 1991 Michigan was the largest U.S. exporter to Canada and the third largest U.S. exporter to Mexico.
- Since 1987, Michigan's exports to Mexico have grown more than 50 percent.
- Canada and Mexico are now Michigan's first- and second-largest export markets.
- An estimated 48,000 new jobs have been created by growth in Michigan's manufactured exports to our North American trade partners since 1987.

Composition of Michigan's Exports to Mexico 1991: Total \$1.6 Billion



Composition of Michigan's Exports to Canada 1991: Total \$15.1 Billion

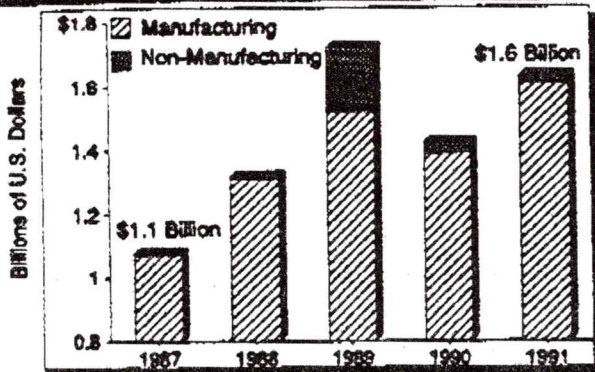


MICHIGAN EXPORTS & JOBS

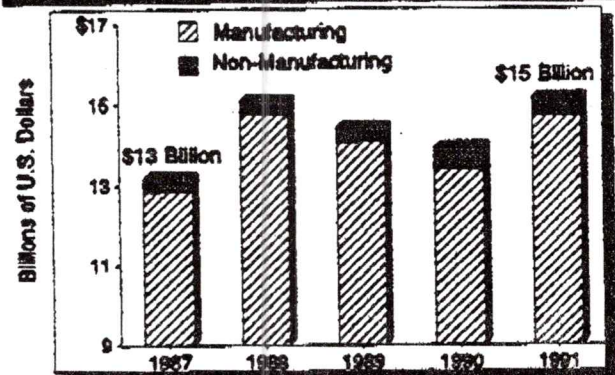


THE NORTH AMERICAN FREE TRADE AGREEMENT

**Michigan's Merchandise Exports to Mexico
Totalled \$1.6 Billion in 1991**



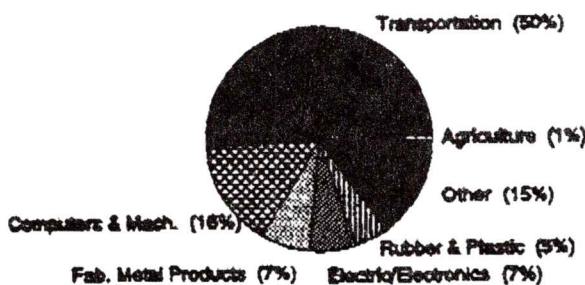
**Michigan's Merchandise Exports to Canada
Totalled \$15 Billion in 1991**



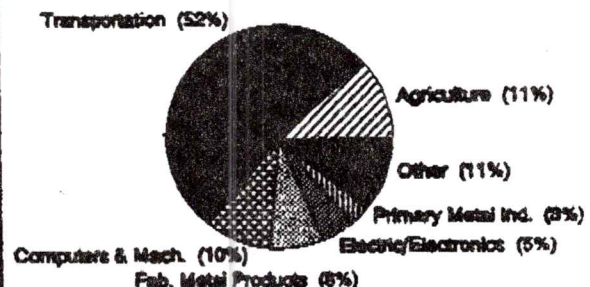
Manufactured exports accounted for 97 percent of Michigan's \$16 billion in exports to Canada and Mexico in 1991, and supported an estimated 260,000 jobs.

- Michigan's sales to Mexico and Canada accounted for 72 percent of the state's total exports. In 1991 Michigan was the largest U.S. exporter to Canada and the third largest U.S. exporter to Mexico.
- Since 1987, Michigan's exports to Mexico have grown more than 50 percent.
- Canada and Mexico are now Michigan's first- and second-largest export markets.
- An estimated 48,000 new jobs have been created by growth in Michigan's manufactured exports to our North American trade partners since 1987.

Composition of Michigan's Exports to Mexico 1991: Total \$1.6 Billion



Composition of Michigan's Exports to Canada 1991: Total \$15.1 Billion





OFFICE OF THE VICE PRESIDENT

WASHINGTON

August 28, 1992

BRIEFING MEMORANDUM FOR THE VICE PRESIDENT

FROM: DAVE JUDAY 
SUBJECT: BACKGROUND INFORMATION FOR MICHIGAN

o The July **unemployment** rate for Michigan was 9.4 percent; the May unemployment rate for Detroit was 8.5 percent; for Grand Rapids it was 6.8 percent. The national unemployment rate for July was 7.7 percent.

o **The number one issue in Michigan is jobs.** Polling indicates that between 50 and 60 percent of the people in the state indicate that jobs are the most critical issue. Crime is a distant second, with about 12 percent of the respondents indicating that it is the most pressing problem in the state.

State Issues

o On July 15, Governor Engler signed into law **housing enterprise zone legislation** to help revitalize distressed urban areas in the state. This new statute allows any one within a designated zone to take advantage of lower property tax rates -- including those who rehabilitate existing housing or construct new housing.

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 enacted reforms 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.

o The Governor has proposed a **welfare reform plan designed to strengthen the family** by emphasizing responsibility. The plan stresses AFDC as a temporary measure; improves child support collection by requiring absent parents to extend medical coverage to the children and denies professional licenses to parents who don't provide child support. In Michigan Tuesday, the President approved 21 federal waivers to facilitate these reforms.

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.**

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 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.

Federal Issues

o Under the President's budget, federal **funding for Great Lakes** environmental projects will have increased 455 percent during the Bush Administration. In 1989 actual spending totaled \$11 million; the President's FY '93 budget proposes \$61 million.

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. The auto industry continues to be a key player in consultations with regard to the implementation of the emissions standards.

o The Governor supports legislation before the Congress that would reclassify **mini-vans and sport vehicles and make them subject to a 25 percent tariff.** At current, mini-vans and four-door sport vehicles are treated as light trucks for tax, emissions, safety, and fuel economy purposes; for tariff classification they are treated as cars, with a much lower tariff rate applied. Mini-vans are imported by Mazda and Toyota. More than 28,000 people in Michigan are employed by plants that make mini-vans, sport vehicles, and/or parts.

Reform Agenda Issues -- State Facts

JTPA: 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.

EDUCATION: 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."** A reform killed in the legislature is Engler's plan to allow 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 Charter Schools would be schools would have been **"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.

EXPORTS/NAFTA: 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.

o Manufactured exports account for 97 percent of the state exports to Canada and Mexico in 1991. Exports to those two countries account for 72 percent of all of Michigan's exports. Michigan is the nation's largest exporter to Canada and the third largest exporter to Mexico. Since 1987, the state's exports to Mexico have grown 50 percent. **Exports to Canada and Mexico are estimated to have created 48,000 new jobs in the state.**

DRUGS AND CRIME: Cocaine continues to be the number one illegal drug in Michigan. Crack accounts for only 28 percent of the cocaine-related hospital admissions. Michigan State Police and DEA arrests indicate that more South American illegal aliens -- usually with Colombians at the top of the distribution network -- connected with drug smuggling are continuing to move to the state. De-briefings with these individuals indicate that they typically have associates in Chicago and New York. From 1990-91 murders increased 3.8 percent and violent crimes increased 1 percent. Since President Bush took office and created the Office of National Drug Control Policy, drug grants to Michigan have more than doubled from \$30.5 million to \$61.6 million.

CIVIL JUSTICE REFORM: Renewed cooperation between business and medical interests resulted in the founding of the Michigan Medical Liability Reform Coalition last year. Several proposals were before the legislature, including a portion of the Governor's health plan that provided for a cap on awards for non-economic damages, limits to attorney's fees, improvements in expert witness qualifications, and reforms to the statute of limitations.

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

STATISTICS: While you are in Michigan, statistics on Personal Income and Outlays for July will be released. Real disposable income was down .2 percent in June. Markets are looking for a slight increase. Merchandise trade for the second quarter will also be released on Friday. The trade deficit narrowed to \$17.5 billion in the first quarter from \$18.5 in the last quarter of last year.



OFFICE OF THE VICE PRESIDENT

WASHINGTON

August 28, 1992

VISIT TO ISI ROBOTICS

Fraser, Michigan

DATE: August 28, 1992
LOCATION: ISI Robotics
Fraser, Michigan
TIME: 2:55 P.M.
FROM: David Rivkin

I) PURPOSE

Visit a high-tech manufacturer closely tied to the auto industry that would be harmed by increasing CAFE and will benefit from NAFTA.

II) BACKGROUND

ISI has six sites in southern Michigan, with a total workforce of approximately 500. Their overall product mix includes automation systems (used primarily in the manufacturing of automobiles, appliances, and industrial equipment), valves, cylinders, and various types of industrial plastics. The site that you will be visiting produces automation equipment.

ISI is a forward looking company, and is seeking to maximize its export opportunities. Presently, out of \$75 million in total revenues, 15-20% are attributable to exports. They expect that by the year 2000, over 50% of their revenues would be attributable to exports. Significantly, while ISI has sales/service facilities in Germany and Britain, it does not anticipate opening any manufacturing plants overseas.

As far as CAFE is concerned, since the automobile industry remains their largest customer, they believe that any ratcheting up of the CAFE standards is certain to affect adversely their sales. According to DOT numbers, raising the CAFE standard to 40 mpg would result in a loss of 140,000-175,000 jobs, and a decrease in car production of 1 million units (out of the current annual production run of 10 million cars and light trucks) per year.

ISI is a non-union company. Most of the labor is high-skilled.

III) PARTICIPANTS

The Vice President

Mr. Doug Blatt, Chairman of the Board

Management and representatives of employees

IV) EVENT OUTLINE

- 2:55 p.m. The Vice President arrives ISI Robotics and proceeds inside to Factory, where you are met by Mr. Doug Blatt, Chairman of the Board.
- 3:00 Tour of ISI Robotics. The VP arrives factory and participates in tour.
- 3:15 The Vice President concludes tour and proceeds to Product Training Room.
- 3:20 The Vice President arrives Product Training Room and participates in Roundtable.
- 3:40 The Vice President concludes Roundtable and proceeds to Holding Room.
- Washington Work/Private Time: 10 minutes
- 3:50 The Vice President departs Holding Room and proceeds to Off Stage Announce Position.
- 3:55 The Vice President proceeds onto dais and remains standing.
- Mr. Blatt makes brief remarks and introduces the Vice President
- 4:00 The Vice President proceeds to Stand up Microphone and begins Remarks.
- 4:10 The Vice President concludes Remarks and proceeds to motorcade for boarding.

V) PRESS PLAN

Open Press Coverage

VI) ATTACHMENTS

Further background on ISI

Current International Automobile Trade Issues



History of The ISI Companies

The ISI Companies were incorporated in 1958 by L. F. Blatt. Over thirty years later, we are renowned in the industry for building specialty machines and equipment for stamping press, machine tool load/unload, overhead transfer and lift & carry systems for welding operations.

The company started in a 1200 sq. ft. storefront in St. Clair Shores, Michigan with two entrepreneurs and two employees. In 1990, we reorganized into the current four divisions, Robotics, Automation Products Group (APG), Fluid Power and Pinkney Molded Plastics. We now occupy over 350,000 square feet and employ 500 people. This restructuring allows us to better serve our customers in all types of industries. Our new strategic focus allows us to work with our customers as partners using simultaneous engineering and other advanced development and problem solving techniques.

ISI ROBOTICS specializes in the handling of automotive sheet metal, welding assembly and machine tool load/unload: our equipment moves more automotive panels and components than any other supplier in the industry. Our automation procedures enhance productivity, plant safety and improve product quality/delivery for our customers. This division is housed in two buildings; one in Fraser, Michigan and one in Anchorville, Michigan. In addition to our modern Machining and Assembly functions, they contain the Sales Group for systems, Engineering, Estimating, Order Department, Customer Training and the ISI Service Department.

AUTOMATION PRODUCTS GROUP (APG) develops and manufactures end-of-arm tooling and other small components used for automation. This includes clamps, grippers, vacuum heads and all related modular automation components. These products are created in a world-class manufacturing facility for use throughout the automotive industry.

ISI FLUID POWER manufactures a full line of directional Air Control Valves, Flow Controls, Silencers, Regulators and high quality, ultra-reliable air and hydraulic cylinders. One of our newest products is a Proportional Control Valve, used in applications that require a high degree of control in valve cycling.

PINKNEY MOLDED PLASTICS (PMP) produces specialty injected plastic products for the bakery and building industries. They are located in Howell, Michigan. Every ISI division, with the exception of PMP, has a common corporate mission of supplying high-tech products and support to the American automotive industry.

We are dedicated to innovation and new product development; ISI personnel are credited with over 100 patents in the last 30 years. High quality is another important part of our corporate philosophy and has been instrumental in our growth. ISI has never been known for producing the cheapest product; we have always been known for making the best product at a reasonable cost.



Corporate Profile

Established: 1958 by L. F. Blatt.

Headquarters: ISI Robotics
31915 Groesbeck
PO Box 220
Fraser Michigan 48026
(313) 294-9500
FAX (313) 294-9715

Size: *Square Footage* 350,000+
Personnel 493
Annual Sales \$ 60,000,000
Foreign Sales Offices in Germany and England.

Patents Awarded: Over 120 in thirty years.

Divisions: *ISI Robotics*

Products: Pressroom Automation Systems, Machine Tool Load/Unload, Overhead Transfer and Lift & Carry for Welding and Assembly Operations.

Automation Products Group

Products: Clamping Products for Tooling, Machining and Assembly Operations, Automation Grippers and Robotic End Effectors, Automation Actuating Units, Vacuum Products; venturies, pumps, cups and control systems, Multi-Axis Electronic Positioning Slides.

ISI Fluid Power

Products: Air Control Valves, Flow Controls, Silencers, Regulators, Air and Hydraulic Cylinders and Proportional Control Valves.

Pinckney Molded Plastics

Products: Specialty injected plastic products for the bakery and building industries.

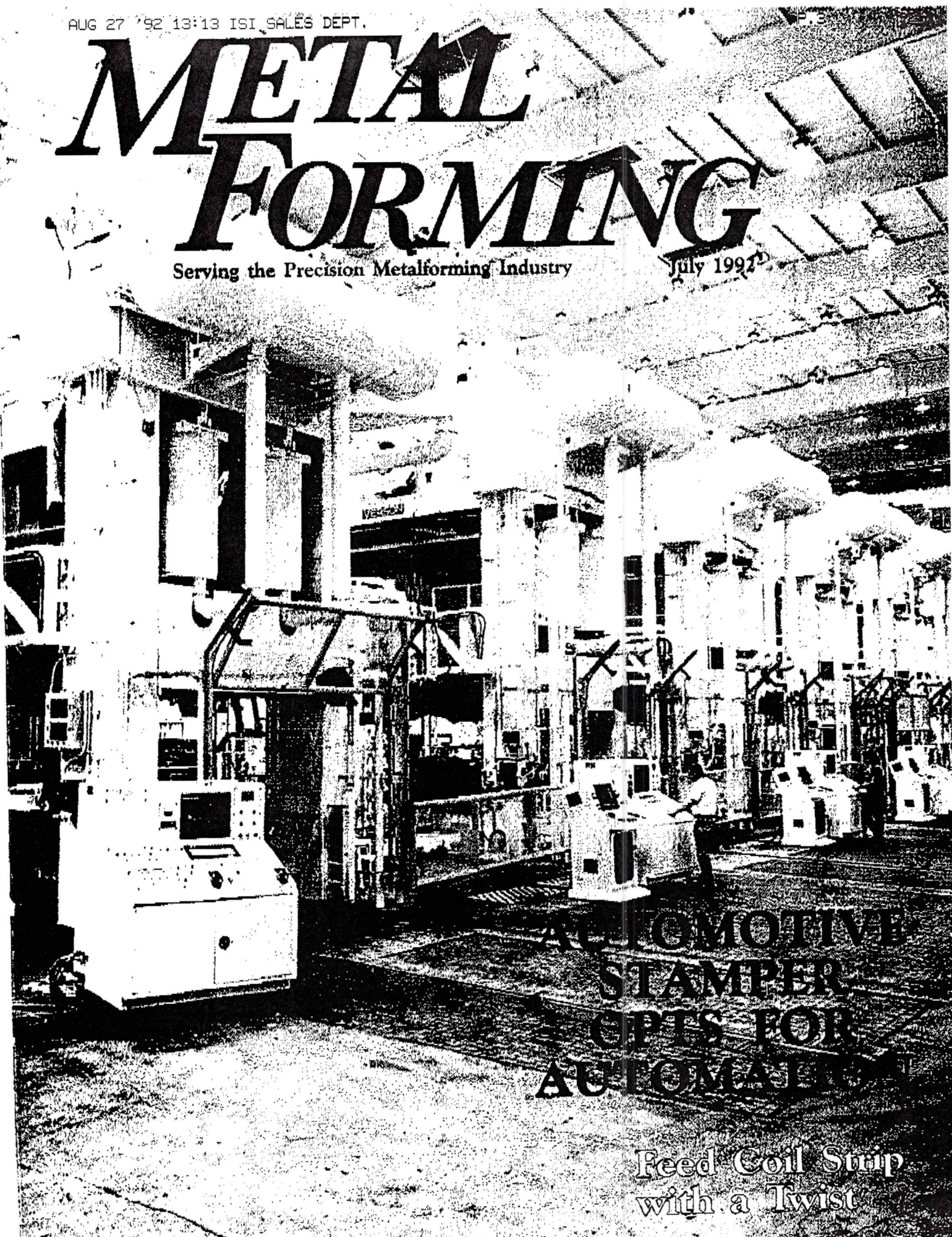
Distributors: Over 100 in North America, plus representatives in Europe, Korea, Australia, South Africa and South America.

AUG 27 '92 13:13 ISI SALES DEPT.

METAL FORMING

Serving the Precision Metalforming Industry

July 1992



**AUTOMOTIVE
STAMPER
OPTS FOR
AUTOMATION**

*Feed Coil Strip
with a Twist*

AUG 27 '92 13:15 ISI SALES DEPT.

P.4



The white motif of Lobdell-Jimery's new automated stamping facility contributes importantly to the production of quality stampings.

AUG 27 '92 13:17 ISI SALES DEPT.

P.5

METAL FORMING

July 1992

LARGE AUTOMOTIVE STAMPER OPTS FOR AUTOMATION

It looks like the world's largest clean room. That's your first thought when you step into the new 80,000 sq. ft. press room added to Lobbell-Emery Manufacturing Company's plant in Argos, IN. But you're not looking at equipment that might be found in one of today's typical clean rooms with, say, a line of small robots moving over a batch of printed circuit boards.

Instead, you're looking down a line of seven huge Verson presses stamping out large automotive parts. All the presses, all the control panels, all the walls and the ceiling are painted stark white. Why white?

"Easy," says plant manager Larry Holmes. "Our president, Mike Regina, demands quality and cleanliness. White means clean, the kind of environment you think of for quality. That's what we're after in all of our operations, and white gives each employee an added nudge to do it right." It's a long-term project, but Holmes has already started to apply white to many other presses and related equipment in the plant.

The Argos facility is one of five plants operated by Lobbell-Emery. Its headquarters plant is located in Alma, MI. The company, which marked its 100th anniversary in 1990, has over one-million sq. ft.

of floor space and employs about 1500 people. All of its products go to the automotive market.

More Than Paint

A lot of things besides white paint contribute to quality stampings at Argos. One of the most obvious is the automation that links all presses in the new line. Automated die loading and unloading helps ensure consistent, repetitive stamping accuracy and reduces hit-to-hit time. Key automation elements in the system include programmable loader/unloader units and press-to-press transfer units supplied by ISI Robotics, Fraser, MI.

The press line is the first major line in the company to use pick-and-place automation. A typical parts run includes inner and outer door panels, body side inners, pillars, roofs, rocker panels, and underbody components.

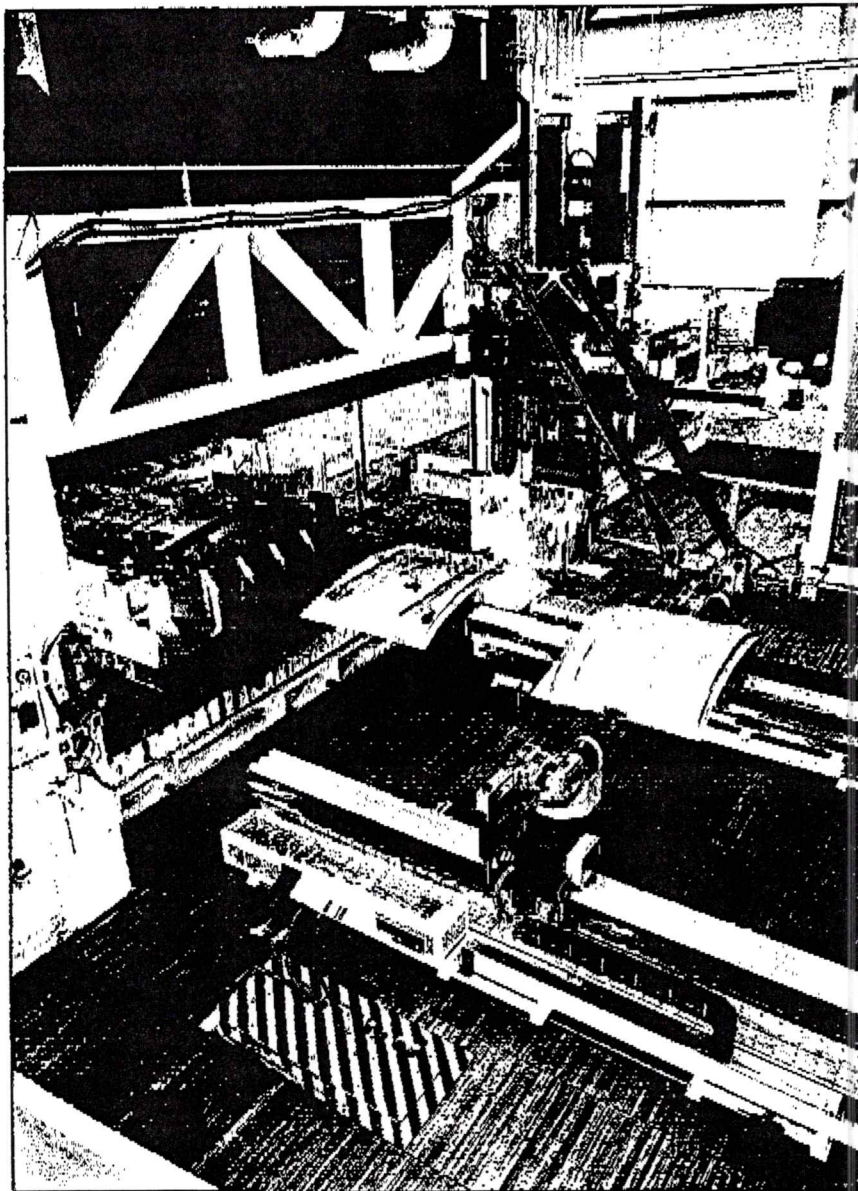
Press Lineup

The layout of equipment in the new line is typical of that found in many other press rooms. The first Verson is a 1000-ton blanking press, followed by an automated tandem line starting with a 2500-ton double-action draw press and then five 1500-ton straight-side presses. All seven have a bed size of 180 in. Scrap falls through

When building and equipping a new press room, Lobbell-Emery decided to build in press-to-press automation for maximum efficiency and quality.

AUG 27 '92 13:17 ISI SALES DEPT.

P.6



In the first automation cell, a Pathfinder has just unloaded a panel from the draw die. The panel at right is held by two grippers on the transfer unit and is being tipped during transit into position for pickup by the next Pathfinder for loading into the next press.

The programmable flexibility of the unit facilitates programming straight-line passes, vector moves, radius moves and complicated combinations of such moves.

The first interpress transfer unit in the line, located between the draw press and the first straight side, differs from the others in that it is designed to turn the panel over during transfer. Called an FTTY, it consists of two opposed and parallel, programmable belt-driven shuttle units.

A vertical and tip-adjustable gripper head unit is pedestal-mounted on each of the shuttle carriage plates. Programmable 360 deg. panel rotation is possible. The dual shuttle units permit gripping large panels from both sides, to facilitate turning the panel over after the draw operation and before the first trim.

The servo-synchronized shuttle/turnover units are supported by two separate lower frames. Both frames are mounted on motor-driven caster assemblies that permit the shuttles to index off-line for ease of maintenance.

The other four transfer units in the line are ISI's Flex 3.2 three-axis, belt-driven interpress shuttle systems, each with an additional pneumatic rotate. Each Flex 3.2 receives a panel from the Pathfinder unloader in the cell and then transfers the panel into position for pickup by the Pathfinder loader on the next press. These transfer units can also be indexed off-line on caster assemblies.

The panel is held securely on a nesting assembly during the transfer operation. During transfer, the nest can be tipped left or right or front and back, shifted left or right to accommodate an off-center die condition, or rotated 90 deg. either left or right.

chutes in the floor at each press to a scrap handling system in the basement.

The blanking press is fed by a roll feeder through a washer. From this press, the blanks are automatically stacked. Loaded on a steel pallet, the stack of blanks is then moved via an overhead crane to a destacker in front of the draw press. And here is where Lobdell-Emery's press-room practices have been altered the most.

Cell Automation

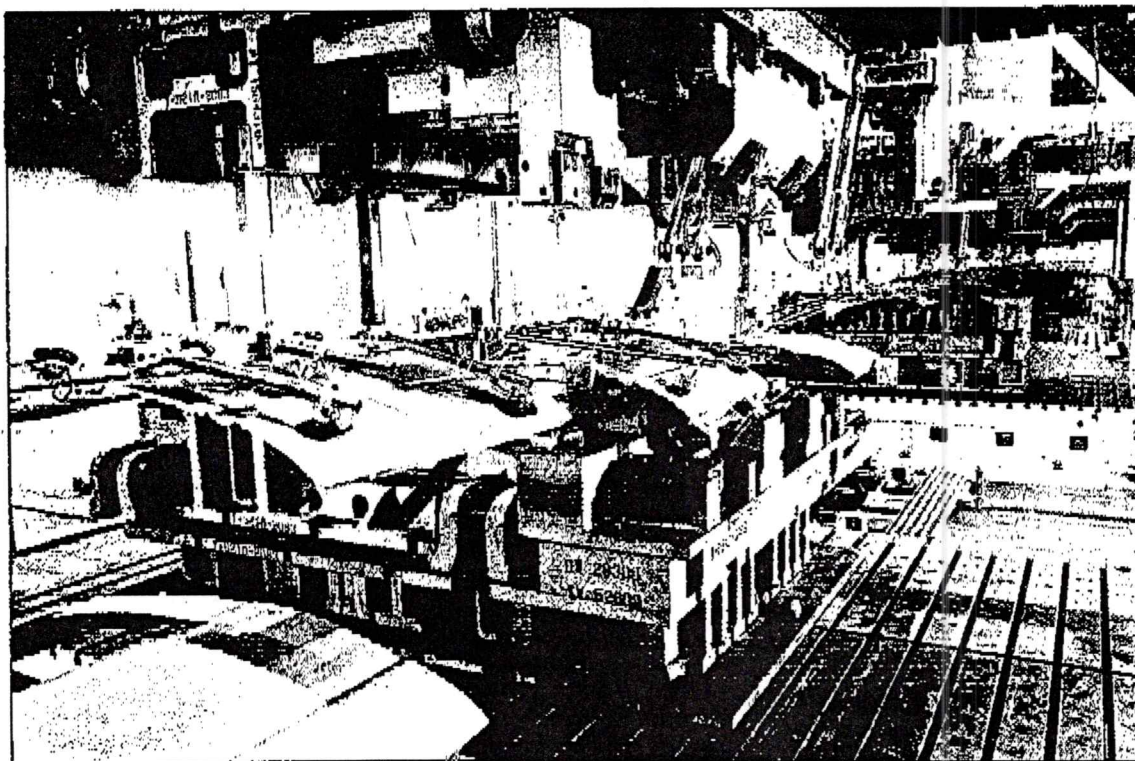
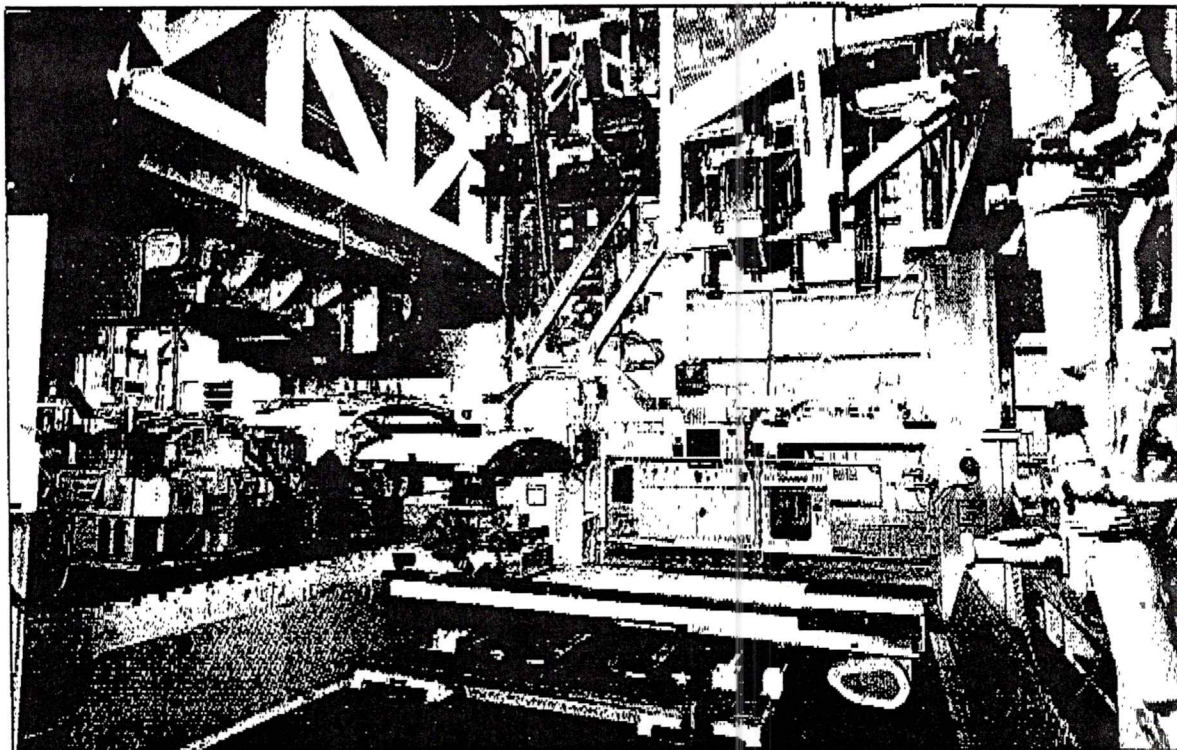
Twelve ISI Pathfinder loaders/unloaders and five ISI interpress transfer units combine in a series of automated cells to move steel panels smoothly down the line

through the draw press and five straight-side presses. Two Pathfinders are mounted on each of the six presses.

The Pathfinder is a low-profile programmable device with a dual swing-arm assembly that provides 108 in. of horizontal travel and 30 in. of vertical travel. The arm, which carries an end-effector assembly, is moved by two independent ball-screw-driven carriage plates powered by two AC brushless servomotors. Position accuracy is ± 0.030 in.

A pneumatic counter-balanced cylinder assists the unit during vertical travel to relieve load on the vertical drive motor. This allows it to generate rapid vertical paths.

One of four ISI automation cells in which the transfer unit is a Flex 3.2, three-axis, belt-driven interpress shuttle system.



A low-angle view looking back up the press line shows many of the tool-carrying swing arms of the 12 Pathfinder load/unload systems.

Handling Sequence

Using a venturi/vacuum cup end effector on its swing arm, the first Pathfinder on the line picks up a blank from the load table on the destacker and places it onto the draw die.

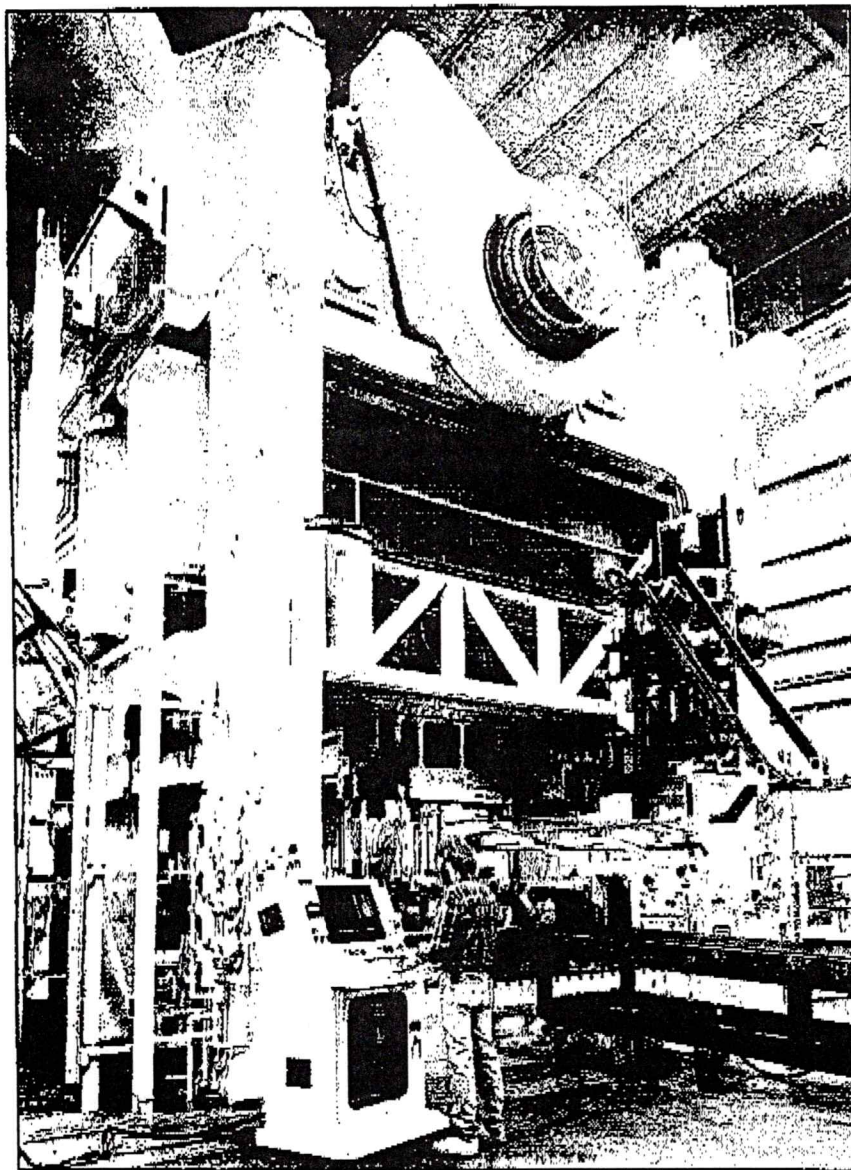
Following the draw operation,

the Pathfinder on the other side of the press unloads the panel and holds it in position to be handed off in mid-air by the two grippers on the first interpress transfer. The panel is then turned over and traversed into position for loading by the next Pathfinder. This same se-

quence is repeated across the other four presses in the line.

ISI's Quik-Set end-effector system is used on the Pathfinders and the interpress transfers. The system's modular design enables it to quickly adapt to a panel's contour, providing significant savings

AUG 27 '92 13:20 ISI SALES DEPT.



The last Pathfinder on the line unloads the finished part for packing or inspection.

by reducing design and build investment costs.

Hit-to-hit time is reduced by the integral mechanical, pneumatic and electrical quick-disconnect feature. By simply depressing a detent button to unlock the rotating handle, the end-effector can be removed. Boom replacement is just as easy. Instead of discarding the tooling at a program's completion, Loddell-Emery can readapt and reuse these tools to handle future parts due to the tooling's inherent flexibility.

ISI's SAC 7000 controllers provide coordinated servo-axis control of the Pathfinders and interpress transfer units. In addition to process control, the controllers feature

data acquisition, networking and simple logic programming. To completely reprogram a cell, it's only necessary to key in the new part number. Travel distances and elevations are changed automatically to accommodate the new part.

A line supervisor control monitors the presses and cell automation throughout the line. It records and can print out such things as changeover time, running time, production count, etc. Each new program can be downloaded to all elements in the line from this single workstation.

Typical of most modern press

rooms, the Verson presses are equipped with side rolling bolsters to speed die changing. Currently, the Loddell-Emery line can be changed over in about 30 minutes. It's anticipated that the time will ultimately be reduced to 15 minutes or less.

Smooth Project

As with any major project of this size, preparation was the key to success. Two of the people most clearly involved are Paul Miller, manufacturing engineer at the plant, and Henry Aumaugher, senior program manager on the corporate engineering staff.

"Before starting on this line," says Miller, "we had worked with ISI on automating certain portions of an existing line. We did a lot of basic work before management opted for a complete new line and building. Part of this involved talking to other ISI customers using similar automation. We found out what they had done and anything they might now do differently."

Miller also points out the importance of training. "We knew it had to be done up front. We started with a program completion date and worked backward to prioritize the need for various types of skills—tool and die personnel, setup people, electricians, weld technicians, and general maintenance. When the installation was complete, we were in good shape to get rolling."

Because the project had very high visibility from the start throughout the company, its success was particularly vital because of its impact on other facilities and personnel.

Aumaugher views it from that perspective. "We put a lot of eggs in this basket. Happily, the installation went smoothly, and we've had no major hiccups along the way. All the controls and software have worked well, and ISI's guidance on operation and safety have been very helpful. That's especially important, because this is relatively new technology for Loddell-Emery, and we hope to apply more of it in the years ahead."

TECH UPDATE

Fast Tooling Change for Tandem Stamping Press Lines

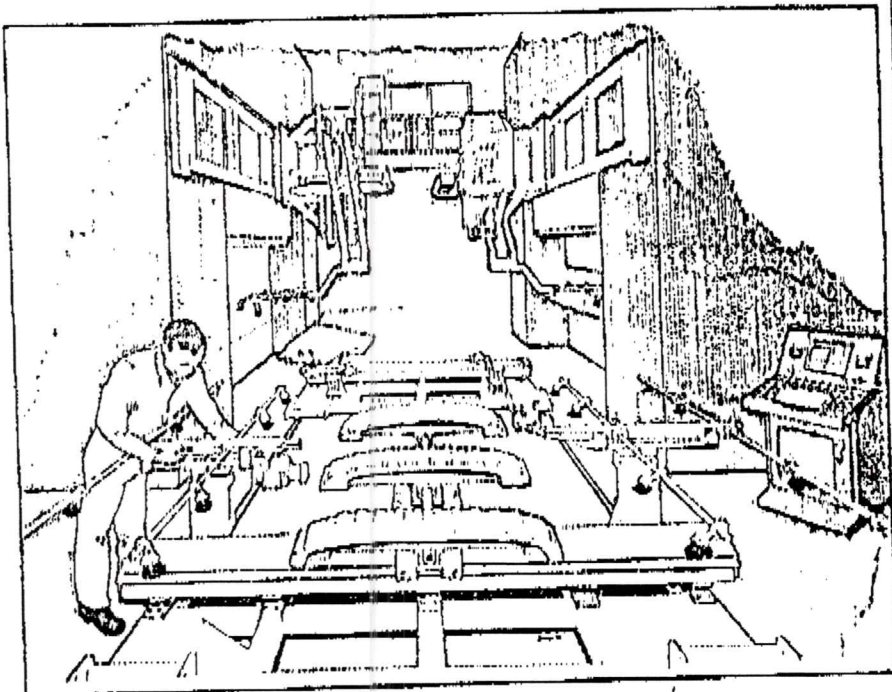
The automotive marketplace continues to strive for higher quality products. Metalformers can no longer settle for anything less than "zero-defect" yields. To keep pace with changing markets, flexible computer-controlled automation capable of handling small-lot production and rapid changeover is necessary.

In addition to increased quality requirements, metalformers must manage products with shorter life cycles. With increases in product style changes, manufacturers need to use highly flexible manufacturing methods to reduce capital expenditures with each product change.

In efforts to reach these goals, production methods such as just-in-time (JIT), quick die change (QDC) and continuous flow manufacturing are being pursued by metal fabricators to remain competitive. Transfer press technology has expanded in the last 15 years because it has adapted to these needs, but the cost of such systems have increased dramatically. Tandem pressline costs have increased at a much more subdued rate.

In order to capitalize on the attributes which both transfer and fully automated tandem presslines offer, an automated boom changer (ABC) has been devised by ISI Robotics, Fraser, MI. The ABC is a specially designed component automation system for tandem presslines. It provides "one touch" automatic tooling changeover in coordination with automatic die-set using a simple device featuring standard modular components.

The system provides for a complete boom end effector change by one person in less than five minutes, easily accommodating the hit-to-hit times demanded by today's improved quick die change (QDC) processes. Just as QDC is pre-staged during a press run, so are ABC part handling nests and

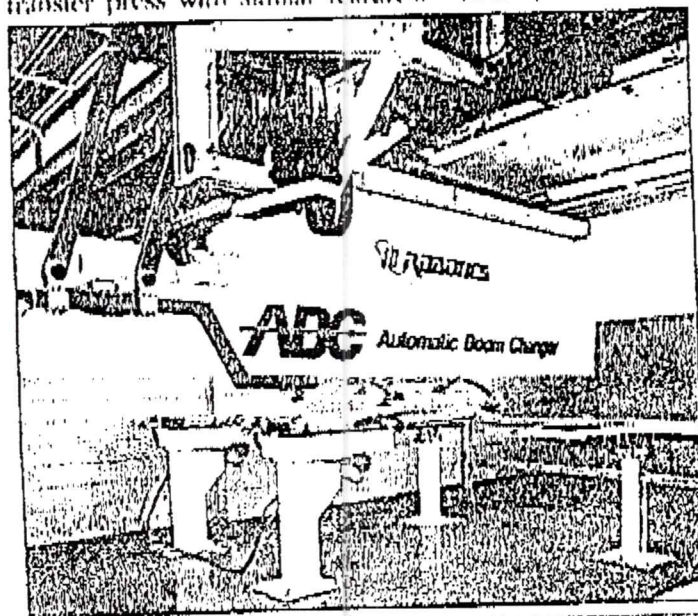


booms pre-staged. To initiate the system, an operator needs only to activate a single button on a master operator station, a servo-actuated, VME-standard, eight-axis control panel.

The ABC automation system is comparable to an A-size crossbar transfer press with similar features.

However, the ABC system as applied to a straight side tandem press line can easily cost 40 to 50 percent less than a conventional transfer press.

At the heart of the ABC system is a new development: a rack and pinion cross shuttle bracket (RCSB).



AUG 27 '92 13:22 ISI SALES DEPT.

P.10

TECH UPDATE

The RCSB is mounted as a bridge between two columns of a conventional press. An ISI Pathfinder programmable unloader/loader is mounted on the RCSB, which is powered by either a DC servo motor or a single speed AC motor. The RCSB automatically positions the Pathfinder on a vertical centerline of the die. The Pathfinder and a high speed interpress

transfer device (ISI Flex 3.2 single axis, belt driven shuttle system) are automatically changed over in a "cascading" effect down the line, following the last part from the current production set.

By the time the last part has been unloaded from the last press, the changeover is well on its way.

During the boom tooling changeover, within a specific cell,

an ISI servo-actuated controller (SAC) positions an empty boom (i.e. an ISI Quick-Set end-effector assembly) receiver station, mounted to a Flex 3.2 interpress transfer unit, directly below both Pathfinder unload/load booms.

The Pathfinders then position their booms onto locating pins on receiver stands.

Next, an AGIR-180-GHB rotary actuator indexes up, grasps and disconnect—in one motion—all pneumatic, electrical, and mechanical connections on the booms.

As the Pathfinders back-out of the disconnected booms, the Flex 3.2 interpress transfer unit and disconnected booms automatically index off line. Simultaneously, a new Flex 3.2 unit and new booms are automatically indexed on line.

As the queued boom stands are moved into pick-up position, the process is reversed, and the new booms are located and connected to the Pathfinders.

After the booms have been connected, the Pathfinders and Flex 3.2 move into production position for part handling. Automatic locating pins extend from the Flex 3.2 into the floor to assure positive transfer cart location.

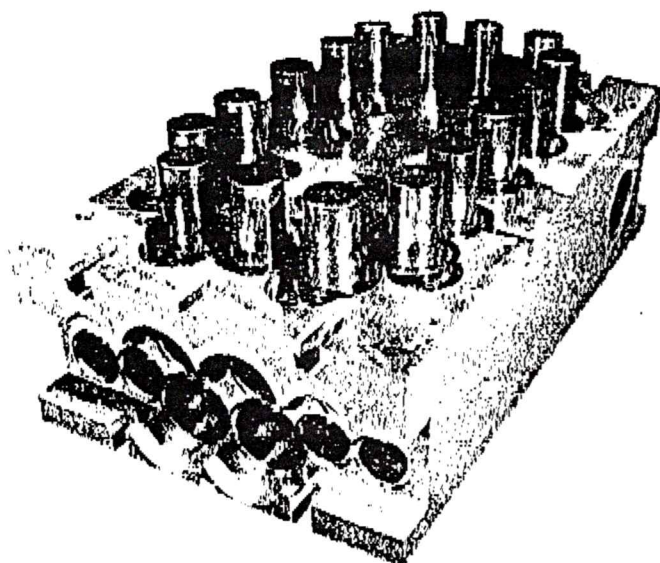
At the same time, the new dies are brought into the presses via automatic side rolling bolsters and an ISI blank destacker will reposition its magnetic sheet fanners and blank loadable edge gages.

After this changeover—and after all of the automation components have indexed to their new part program setup dimension, the line is ready for automatic part transfer through the presses.

All this in five minutes.

For more information, write 146 on Reader Service Card.

PERFORMANCE - NOT PROMISES!



FORWARD Nitrogen Die Manifold Systems

For Just-In-Time Manufacturing

- streamline production • gain quick-changeover • reduce inventory

Save Money With Technology

- reduce maintenance costs • eliminate downtime • rugged design

Super Brute Manifold Cylinders

- double "u" cup seals • non-breathing design • full range of sizes

High Quality Manifold Plates

- fewer leak points • adjustable pressure • consistent force
- lowest compression • precision design and build

Forward Industries

25315 Kean • Dearborn, MI 48124
Phone: (313) 278-5300 • Fax: (313) 274-5674

Send for a free
manifold calculator,
while supplies last!

New QDC Cellular Concept at GM

General Motors Harrison Radiator Division has successfully installed a new quick die change

Metalforming/May 1992

Current International Automobile Trade Issues

Big-Three U.S. Auto Makers All Turned a Profit last Quarter

Chrysler, Ford and GM all turned a profit last quarter, reversing a long string of losses. Our auto industry has definitely become more competitive: independent surveys show that quality is improving and there has been a large increase in exports of Big Three autos to the rest of the world (outside Japan).

However, problems remain: overcapacity, high Japanese market share (but increasingly from Japanese transplant factories in the U.S., not imports), health costs, regulatory burdens, etc.

H.R. 5100

This legislation, sponsored by Congressmen Rostenkowski, Gephardt, et. al., substitutes government judgement for decisions made by the marketplace. It would result in much higher prices for American consumers. Our goal is to open the Japanese marketplace, rather than close ours. Since 1985, U.S. exports to Japan have expanded by 113%.

The bill has passed the House (but by less than two-thirds); it is now unclear whether the Senate will take it up. If H.R. 5100 is presented to the President in its current form, his senior advisors would recommend a veto.

Minivan Issues

The International Trade Commission (ITC), an independent government agency, decided on June 24 that imports of Japanese minivans did not "injure" the U.S. minivan industry, even though the Commerce Department determined that the minivans were "dumped", that is, sold in the United States for less than fair market value. Under our law and GATT obligations, we do not levy duties under those circumstances.

Another minivan issue of lingering concern to Detroit was the 1989 Customs decision to reclassify minivans from "trucks" (with a 25% U.S. duty), to "passenger vehicles", carrying a 2.5% duty. Legislation which has also passed the House would raise the duty back to 25%. However, we believe that bill is GATT illegal.

The Japanese share of the U.S. minivan market is 8%. The minivan segment of American auto firms has shown a profit because it is a superior product at a competitive price.

U.S.-Japan Automobile Discussions

Follow up since the President's January trip has been extensive. We are already beginning to see results from the

Japanese commitment to increase purchases of American-made auto parts. Japanese manufacturers have accelerated their efforts to identify additional purchase opportunities. Some American firms have already begun to enjoy increased sales or more serious business discussions.

Os/As

Q1: How can the Department of Commerce issue a finding of dumping and the ITC reach a separate finding that prevents the application of duties?

A1: The Commerce Department determined that dumping of Japanese minivans had taken place. But under our law and treaty obligations, dumping per se is generally not illegal. In most cases, for duties to be levied, dumping needs to be shown to have injured, or to have threatened to injure, our industry. The ITC, in a separate investigation, found that Japanese imports did not injure our industry.

Q2: Doesn't the ITC decision mean the end of the U.S. minivan industry?

A2: Not at all. The American minivan industry is doing well because it produces a superior product at a competitive price.

The ITC, an independent agency, reviewed all the relevant economic and business information and concluded that Japanese imports did not injure our minivan industry.

Q3: What did the President's trip to Japan really accomplish?

A3: The President was able to bring home several solid accomplishments. The Japanese pledged to increase purchases of U.S. auto parts by \$10 billion over the next three years, which will result in significant jobs for Americans here. We are already seeing the results of this agreement.

The U.S. and Japanese governments and auto industries are working on ways to accelerate further the procurement commitments made in January, as well as to make it easier for American firms to sell autos there.

President Bush was also able to open Japan's market further to our computer, paper, glass, and other industries. The computer agreement opened a market of \$5-6 billion in an area in which we are very competitive.