

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: 21805-036

Folder Title:
New York 4/30/92

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. Schedule	The Vice President's and Mrs. Quayle's Trip to New York, New York; redaction. (1 pp.)	n.d.	(b)(7)(c), (b)(7)(f)	
02. List	Telephone List for the Vice President's Visit to New York City; redaction. (1 pp.)	04/29/92	(b)(7)(c), (b)(7)(f)	
03. Schedule	The Vice President's and Mrs. Quayle's Trip to New York, New York; redactiona. (10 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	
04. Biography	Re: C. Robert Kidder; Personally Identifiable Information redacted. (1 pp.)	n.d.	(b)(6)	
05. Biography	Re: Jose (Pepe) Fanjul; Personally Identifiable Information redacted. (1 pp.)	n.d.	(b)(6)	
06. Biography	Re: Robert F. Greenhill; Personally Identifiable Information redacted. (1 pp.)	n.d.	(b)(6)	
07. Biography	Re: E. John Rosenwald, Jr.; Personally Identifiable Information redacted. (1 pp.)	n.d.	(b)(6)	
08. Report	Re: Report on Names History; Personally Identifiable Information redacted. (1 pp.)	04/29/92	(b)(6)	

Page 1 of 2

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: New York 4/30/92

Pinksheet Number: RML16274
OA/ID Number: 21805-036
Date Closed: 8/26/2025
FOIA/Sys Case #: 2025-0878-F
Re-review Case #:
P-2/P-5 Review Case #:

Withdrawal/Redaction Sheet

(George Bush Library)

Doc. No. / Type	Subject/Title	Date	Restriction	Classification
09. Vitae	Re: Alejandro Berenstein; Personally Identifiable Information redacted. (1 pp.)	n.d.	(b)(6)	

Page 2 of 2

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OFFICE OF THE VICE PRESIDENT



SCHEDULE OF THE VICE PRESIDENT AND MRS. QUAYLE

For

NEW YORK, NEW YORK

THURSDAY, APRIL 30, 1992



OFFICE OF THE VICE PRESIDENT
WASHINGTON

TRIP OF THE VICE PRESIDENT AND MRS. QUAYLE

TO

NEW YORK, NEW YORK

THURSDAY, APRIL 30, 1992

EVENTS:

- 1) Travel to New York, New York
- 2) Private Luncheon
- 3) Tour Tisch Hospital, New York University Medical Center
- 4) Roundtable with Senior Medical Service, New York University Medical Center
- 5) Press Availability
- 6) Business Press Roundtable
- 7) Meeting with United Nations Secretary-General Boutros-Ghali
- 8) One-on-One Television Interview with Ernie Anastos, WCBS-TV, Channel 2 (CBS)
- 9) Bush/Quayle '92 VIP Reception
- 10) Bush/Quayle '92 General Reception
- 11) Bush/Quayle '92 Fundraising Dinner
- 12) Travel to Andrews Air Force Base

DRESS:

Business Attire

WEATHER:

Partly Cloudy, Mid 60's

CONTACTS:

Office of Vice Presidential Advance - 202/456-7935

THOMAS J. PERNICE

TRICIA AVERY

CONTACT NUMBERS:

New York Staff Office: 212/319-1440

New York Facsimile: 212/319-1705

Withdrawal/Redaction Sheet

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01. Schedule	The Vice President's and Mrs. Quayle's Trip to New York, New York; redaction. (1 pp.)	n.d.	(b)(7)(c), (b)(7)(f)	

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Office: Deputy Chief of Staff's Office
Series: Porter, Richard, Files
Subseries: Subject Files
WHORM Cat.:
File Location: New York 4/30/92

Date Closed: 8/26/2025	OA/ID Number: 21805-036
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]

KEY LARGO

JEFF ROGOFF
CAL SMITH
CAROLYN BERNSTEIN
GEORGE GETZ
COLLIN MCDONALD
(b) (7)(C), (b) (7)(F)
RAY HRYNKO
DAVE CASMUS
TRICIA AVERY

ADVANCE

LEAD
PRESS
SITE
SITE
ADMIN
USSS
WHCA
MILITARY AIDE
TRIP COORDINATOR

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
02. List	Telephone List for the Vice President's Visit to New York City; redaction. (1 pp.)	04/29/92	(b)(7)(c), (b)(7)(f)	

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Record Group: Quayle Vice Presidential Records
Office: Deputy Chief of Staff's Office
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APRIL 29, 1992
FINAL REV #1

TELEPHONE LIST FOR THE VICE PRESIDENT'S VISIT TO
NEW YORK CITY, APRIL 30, 1992

LA GUARDIA AIRPORT (718) 476-5000 11:15-11:25 AM
8:50- 9:00 PM

AF-II (718) 476-1888
VP HOLDING ROOM (718) 476-1161
USSS SECURITY ROOM (718) 651-2717

PLAZA HOTEL (212) 759-3000

USSS COMMAND POST	(b) (7)(C), (b) (7)(F) RM 229	(212) 319-1443
USSS LEAD	RM 329	(212) 319-1710
USSS ID	RM 1357	(212) 319-1749
STAFF OFFICE	RM 336	(212) 319-1440
ADMIN FAX LINE		(212) 319-1705
PRESS CREDENTIALING		(212) 319-1707
STAFF ADVANCE	(ROGOFF) RM 334	(212) 319-1440
WHCA LEAD	(HRYNKO) RM 347	(212) 319-1709

HILTON HOTEL & TOWERS (212) 586-7000 12:10-1:40 PM
5:05-8:05 PM

VP HOLDING ROOM (212) 974-2010
SENIOR STAFF HOLDING ROOM (212) 974-2117
STAFF HOLDING ROOM (212) 974-2174
SECURITY ROOM (212) 974-2012

NEW YORK UNIVERSITY MEDICAL CENTER (212) 263-1999 2:00-3:50 PM

VP HOLDING ROOM (212) 683-0740
SENIOR STAFF HOLDING ROOM (212) 683-0780
STAFF HOLDING ROOM (212) 683-0865
SECURITY ROOM (212) 683-0759

UNITED NATIONS (212) 963-1234 4:00-4:45 PM

VP HOLDING ROOM (212) 755-6694
SECURITY ROOM (212) 755-6695

CELLULAR SERVICE: TO REACH ONE OF THE FOLLOWING CELLULAR TELEPHONES
DIAL 212-301-7626 THEN:

VP CHIEF OF STAFF MOTORCADE CAR	(301) 509-5653
VP CHIEF OF STAFF (KRISTOL)	(301) 520-2885
VP PERSONAL AIDE (FLEENER)	(301) 520-2091
VP MIL AIDE (PANDOLFE)	(301) 509-9512
VP MIL AIDE (CASHUS)	(301) 580-8035
WHCA LEAD (HRYNKO)	(301) 502-2878

SPECIAL INSTRUCTIONS FOR TRIP SITE CELLULAR USERS:

YOUR TELEPHONE HAS BEEN ACTIVATED FOR USE IN THE LOCAL CELLULAR NETWORK.
BEFORE USING YOUR PERSONAL CELLULAR TELEPHONE, PLEASE ENSURE THE INTERNAL
PROGRAM IS SET ON SCAN B. TELEPHONE CREDIT CARDS ARE NOT REQUIRED.

DIALING INSTRUCTIONS: TO REACH THE WHITE HOUSE - DIAL: 1+(202)757-5000
TO DIAL LONG DISTANCE - DIAL: 1+(AREA CODE)+NUMBER

DETAILED SCHEDULE

Withdrawal/Redaction Sheet

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03. Schedule	The Vice President's and Mrs. Quayle's Trip to New York, New York; redactiona. (10 pp.)	n.d.	(b)(7)(e), (b)(7)(f)	

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Record Group: Quayle Vice Presidential Records
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Series: Porter, Richard, Files
Subseries: Subject Files
WHORM Cat.:
File Location: New York 4/30/92

Date Closed:	8/26/2025	OA/ID Number:	21805-036
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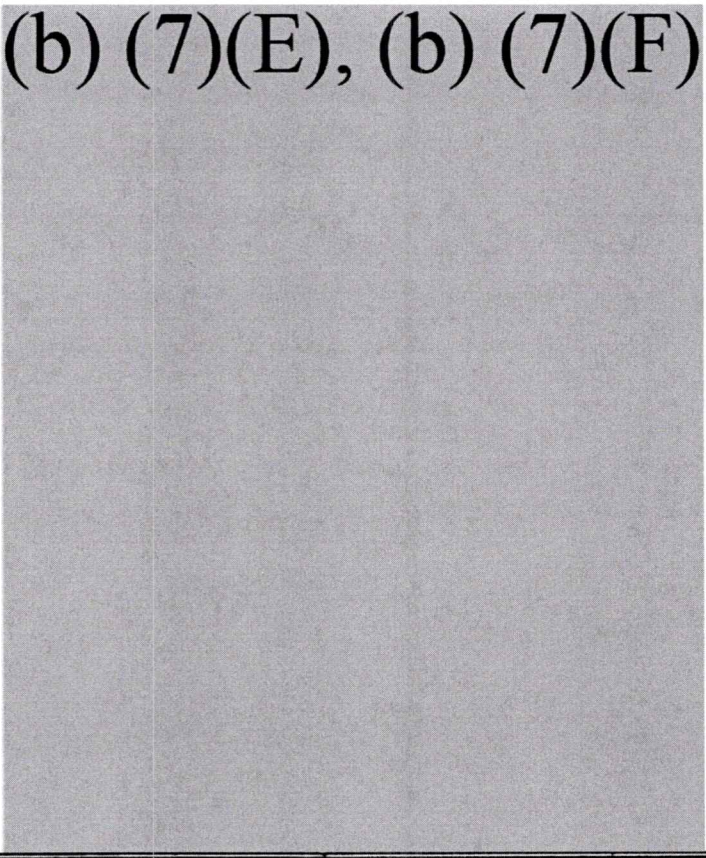
GUEST AND STAFF INSTRUCTIONS

9:00 a.m. Those traveling directly to Andrews Air Force Base should be at the Distinguished Visitor's Lounge, Base Operations.

9:35 a.m. Proceed to motorcade for boarding.

MOTORCADE ASSIGNMENTS

(b) (7)(E), (b) (7)(F)



9:45 a.m. THE VICE PRESIDENT and Mrs. Quayle depart The White House en route Andrews Air Force Base.

Drive Time: 30 mins.

4/29/92 8:28 pm

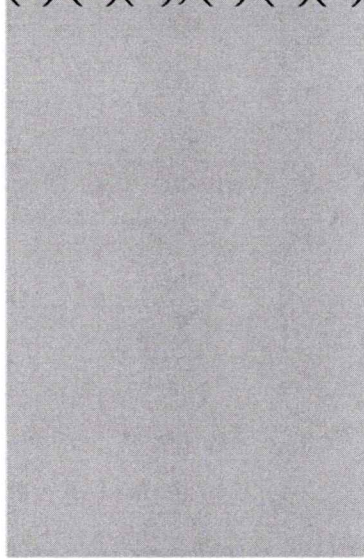
10:15 a.m. THE VICE PRESIDENT and Mrs. Quayle arrive Andrews Air Force Base and proceed to Air Force Two for boarding.

GUEST AND STAFF INSTRUCTIONS

Proceed to Air Force Two
for boarding.

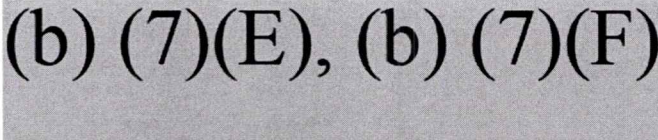
AIR FORCE TWO MANIFEST

(b) (7)(E), (b) (7)(F)



Guests Aboard

(b) (7)(E), (b) (7)(F)



10:25 a.m. AIR FORCE TWO departs Andrews Air Force Base en route New York, New York.

Flight Time: 50 mins.
Time Change: None
Food Service: Snacks

4/29/92 8:28 pm

11:15 a.m. AIR FORCE TWO arrives Marine Air Terminal Ramp,
LaGuardia Airport, New York, New York.

OPEN PRESS COVERAGE
CLOSED ARRIVAL

THE VICE PRESIDENT and Mrs. Quayle deplane and
proceed to motorcade for boarding.

Met By:

Mr. Dennis Shea, Candidate,
U.S. House of Representatives,
9th District (R)
Mr. Juan Reyes, Supporter, Shea
for Congress
Mr. Edward Greason, Supporter,
Shea for Congress
Ms. Patricia Maletta, Supporter,
Shea for Congress
Ms. Helen Surace, Supporter, Shea
for Congress
Mr. Tony Barsamian, Publisher,
Western Queens Gazette
Mr. Harry Bajraktari, Publisher,
Illyria Newspaper

OPEN PRESS COVERAGE

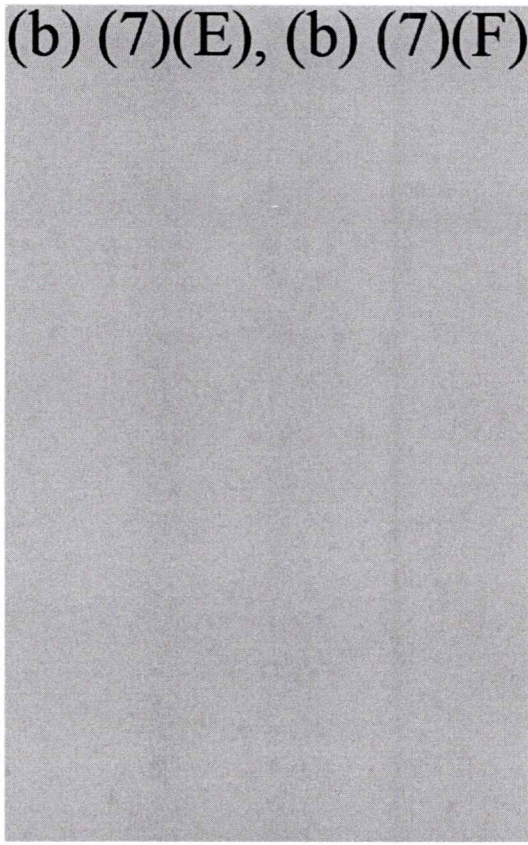
GUEST AND STAFF INSTRUCTIONS

Proceed to motorcade for boarding.

MOTORCADE ASSIGNMENTS

(b) (7)(E), (b) (7)(F)

(b) (7)(E), (b) (7)(F)



11:25 a.m.

THE VICE PRESIDENT and Mrs. Quayle depart
LaGuardia Airport en route New York Hilton.

Drive Time: 35 mins.

12:00 noon

THE VICE PRESIDENT and Mrs. Quayle arrive New York
Hilton and proceed inside to Holding Room.

Met By:

Mr. Carlo Karim, Director of Catering,
New York Hilton

OFFICIAL PHOTOGRAPHER ONLY

4/29/92 8:28 pm

GUEST AND STAFF INSTRUCTIONS

Guests and Staff will be
escorted to Staff Holding Room.

THE VICE PRESIDENT and Mrs. Quayle arrive Holding Room.

THE VICE PRESIDENT and Mrs. Quayle depart Holding Room and proceed to Empire Room.

EVENT: PRIVATE LUNCHEON

- * Official Photographer Only
- * 15 Attendees

12:05 p.m. THE VICE PRESIDENT and Mrs. Quayle arrive Empire Room and participate in Luncheon.

1:20 p.m. THE VICE PRESIDENT and Mrs. Quayle conclude Luncheon and proceed to Holding Room.

1:25 p.m. THE VICE PRESIDENT and Mrs. Quayle arrive Holding Room.

WASHINGTON WORK/PRIVATE TIME: 30 mins.

Note: Mrs. Quayle will assume a separate schedule at this time.

1:55 p.m. THE VICE PRESIDENT departs Holding Room and proceeds to motorcade for boarding.

GUEST AND STAFF INSTRUCTIONS

Proceed to motorcade for boarding.

MOTORCADE ASSIGNMENTS

Same as on arrival with the following exceptions:

(b) (7)(E), (b) (7)(F)

2:00 p.m. THE VICE PRESIDENT departs New York Hilton en route New York University Medical Center.

Drive Time: 15 mins.

2:15 p.m. THE VICE PRESIDENT arrives New York University Medical Center and proceeds inside to Holding Room.

Met By:

Dr. Saul Farber, Provost, Dean, Chairman
of Medicine, New York University
Medical Center

Mr. Peter Hughes, Deputy Provost,
Executive Vice President, New York
University Medical Center

Mr. Martin Begun, Vice President for
External Affairs and Associate Dean,
New York University Medical Center

Mr. Larry Tisch, CEO and Chairman, CBS

OFFICIAL PHOTOGRAPHER ONLY

GUEST AND STAFF INSTRUCTIONS

Guests and Staff will be
escorted to Staff Holding Room.

4/29/92 8:28 pm

2:20 p.m. THE VICE PRESIDENT arrives Holding Room.

2:25 p.m. THE VICE PRESIDENT departs Holding Room and proceeds to Tisch Hospital.

Met en Route By:

Ms. Margaret McClure, Executive Director
of Nursing, New York University Medical
Center

OFFICIAL PHOTOGRAPHER ONLY

EVENT: TOUR TISCH HOSPITAL, NEW YORK UNIVERSITY MEDICAL
CENTER

- * Press Pool Coverage
- * 3 Attendees

2:30 p.m. THE VICE PRESIDENT accompanied by Dr. Farber, Ms. McClure and Mr. Tisch, arrives Tisch Hospital and proceeds on Tour.

* Neuro Radiology Laboratory

2:45 p.m. THE VICE PRESIDENT, accompanied by Dr. Farber, Ms. McClure and Mr. Tisch, concludes Tour and proceeds to Plans Room.

EVENT: ROUNDTABLE WITH SENIOR MEDICAL SERVICE, NEW YORK
UNIVERSITY MEDICAL CENTER

- * Press Pool Coverage (Beginning Only)
- * 11 Attendees
- * Photo Opportunity

2:50 p.m. THE VICE PRESIDENT arrives Plans Room and participates in Roundtable.

3:15 p.m. THE VICE PRESIDENT concludes Roundtable and proceeds to Press Availability Area.

EVENT: PRESS AVAILABILITY
* Open Press Coverage

3:20 p.m. THE VICE PRESIDENT arrives Press Availability Area and participates in Press Availability.

3:30 p.m. THE VICE PRESIDENT concludes Press Availability and proceeds to Plans Room.

EVENT: BUSINESS PRESS ROUNDTABLE
* Official Photographer Only
* 10 Attendees

3:35 p.m. THE VICE PRESIDENT arrives Plans Room and participates in Roundtable.

4:00 p.m. THE VICE PRESIDENT concludes Roundtable and proceeds to motorcade for boarding.

GUEST AND STAFF INSTRUCTIONS

Proceed to motorcade for boarding.

MOTORCADE ASSIGNMENTS

Same as on arrival with the following exception:

ADD:

(b) (7)(E), (b) (7)(F)

4:05 p.m. THE VICE PRESIDENT departs New York University Medical Center en route United Nations.

Drive Time: 5 mins.

4:10 p.m. THE VICE PRESIDENT arrives Secretariat's Entrance, United Nations, and with Mr. Thornburgh, proceeds inside.

Met By:

The Honorable Thomas Pickering, U.S.
Permanent Representative to the
United Nations
Mr. Aly Teymour, Chief of Protocol,
United Nations

OPEN PRESS COVERAGE

GUEST AND STAFF INSTRUCTIONS

Guests and Staff will be
escorted to Holding Room.

THE VICE PRESIDENT, accompanied by Ambassador Pickering, proceeds to Secretary General's Suite.

Met en Route By:

The Honorable Boutros Boutros-Ghali,
Secretary General, United Nations

OFFICIAL PHOTOGRAPHER ONLY

Note: Mrs. Quayle will rejoin THE VICE
PRESIDENT at this time.

EVENT: MEETING WITH UNITED NATIONS SECRETARY-GENERAL
BOUTROS-GHALI

- * Press Pool Coverage (Beginning Only)
- * 7 Attendees

4:15 p.m. THE VICE PRESIDENT and Mrs. Quayle, accompanied by Secretary General Boutros-Ghali and Ambassador Pickering, arrives Secretary General's Suite and participates in Meeting.

U.S. Participants

THE VICE PRESIDENT
Mrs. Quayle
Ambassador Pickering
Mr. Karl Jackson

United Nations Participants

Secretary General Boutros-Ghali
Mr. Alvero de Soto, Senior Political
Advisor to the Secretary General,
United Nations
The Honorable Dick Thornburgh,
Undersecretary for Administration
and Management, United Nations

4:45 p.m. THE VICE PRESIDENT and Mrs. Quayle conclude
Meeting and proceed to motorcade for boarding.

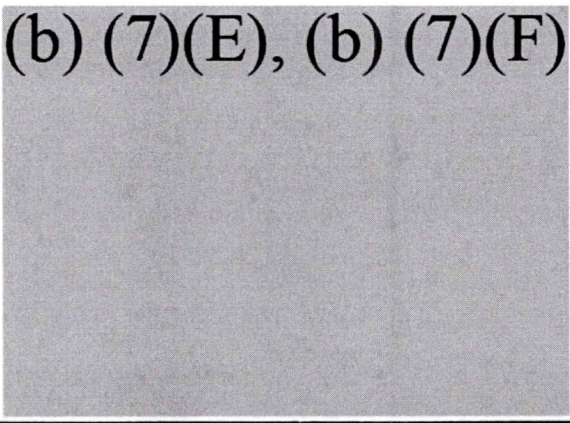
GUEST AND STAFF INSTRUCTIONS

Proceed to motorcade for boarding.

MOTORCADE ASSIGNMENTS

Same as on arrival with the
following exceptions:

(b) (7)(E), (b) (7)(F)



4:50 p.m. THE VICE PRESIDENT and Mrs. Quayle depart United Nations en route New York Hilton.

Drive Time: 15 mins.

5:05 p.m. THE VICE PRESIDENT and Mrs. Quayle arrive New York Hilton and proceed inside to Holding Room.

Met By:

Mr. Arthur Surin, General Manager,
New York Hilton
Mr. Carlo Karim, Director of Catering,
New York Hilton

OFFICIAL PHOTOGRAPHER ONLY

GUEST AND STAFF INSTRUCTIONS

Guests and Staff will be
escorted to Holding Room.

5:10 p.m. THE VICE PRESIDENT and Mrs. Quayle arrive Holding Room.

WASHINGTON WORK/PRIVATE TIME: 20 mins.

5:30 p.m. THE VICE PRESIDENT departs Holding Room and proceeds to Interview Room.

EVENT: ONE-ON-ONE TELEVISION INTERVIEW WITH ERNIE ANASTOS
WCBS-TV, CHANNEL 2 (CBS)
* Live Television Coverage
* 2 Attendees

5:35 p.m. THE VICE PRESIDENT arrives Interview Room and participates in Interview.

5:40 p.m. THE VICE PRESIDENT concludes Interview and proceeds to Holding Room.

4/29/92 8:28 pm

5:45 p.m. THE VICE PRESIDENT arrives Holding Room.

5:50 p.m. THE VICE PRESIDENT and Mrs. Quayle depart Holding Room and proceed to Green Room.

Met en Route By:

Mr. and Mrs. Donald Marron (Catie),
Chairman and CEO, Paine Webber Group
Mr. C. Robert Kidder, Chairman, First
Boston

OFFICIAL PHOTOGRAPHER ONLY

EVENT: BUSH/QUAYLE '92 VIP RECEPTION
* Official Photographer Only
* 30 Attendees
* Photo Opportunity
* Brief Remarks

5:55 p.m. THE VICE PRESIDENT and Mrs. Quayle arrive Green Room and participate in Photo Opportunity.

6:05 p.m. THE VICE PRESIDENT concludes Photo Opportunity and begins Brief Remarks.

6:10 p.m. THE VICE PRESIDENT concludes Remarks, and with Mrs. Quayle, proceeds to Petit Trianon Room.

EVENT: BUSH/QUAYLE '92 GENERAL RECEPTION
* Official Photographer Only
* 270 Attendees
* Photo Opportunity

6:15 p.m. THE VICE PRESIDENT and Mrs. Quayle arrive Petit Trianon Room and participate in Photo Opportunity.

6:40 p.m. THE VICE PRESIDENT and Mrs. Quayle conclude Photo Opportunity and proceed to Holding Room.

6:45 p.m. THE VICE PRESIDENT and Mrs. Quayle arrive Holding Room.

WASHINGTON WORK/PRIVATE TIME: 10 mins.

6:55 p.m. THE VICE PRESIDENT and Mrs. Quayle depart Holding Room and proceed to off-stage announce position, Trianon Ballroom.

EVENT: BUSH/QUAYLE '92 FUNDRAISING DINNER

- * Official Photographer Only
- * 300 Attendees
- * Ruffles and Flourishes
- * Off-Stage Announcement
- * Hail Columbia
- * Remarks
- * Mix and Mingle

7:00 p.m. THE VICE PRESIDENT and Mrs. Quayle proceed onto dais and remain standing.

National Anthem

Invocation by Reverend Monsignor
James J. Murray

Mr. Jack Hennessy, New York State
Bush/Quayle '92 Chairman, makes
welcoming remarks.

Mr. C. Robert Kidder, Dinner Chairman,
Bush/Quayle '92, introduces THE VICE
PRESIDENT.

7:10 p.m. THE VICE PRESIDENT proceeds to podium and begins Remarks.

7:25 p.m. THE VICE PRESIDENT concludes Remarks and is seated.

Dinner is served.

7:55 p.m. THE VICE PRESIDENT and Mrs. Quayle conclude Dinner and participate in Mix and Mingle.

THURSDAY, APRIL 30, 1992

PAGE 14

8:05 p.m.

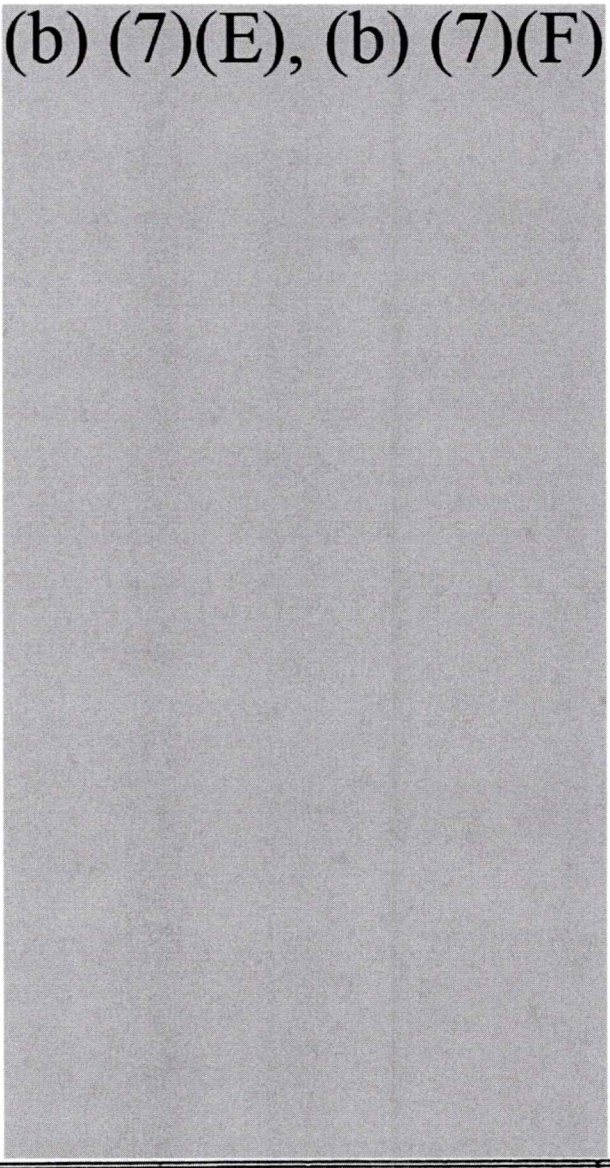
THE VICE PRESIDENT and Mrs. Quayle conclude Mix and Mingle and proceed to motorcade for boarding.

GUEST AND STAFF INSTRUCTIONS

Proceed to motorcade for boarding.

MOTORCADE ASSIGNMENTS

(b) (7)(E), (b) (7)(F)



4/29/92 8:28 pm

THURSDAY, APRIL 30, 1992

PAGE 15

8:10 p.m. THE VICE PRESIDENT and Mrs. Quayle depart New York Hilton en route LaGuardia Airport.

Drive Time: 45 mins.

8:55 p.m. THE VICE PRESIDENT and Mrs. Quayle arrive Marine Air Terminal Ramp, LaGuardia Airport, New York, New York.

OPEN PRESS COVERAGE
CLOSED ARRIVAL

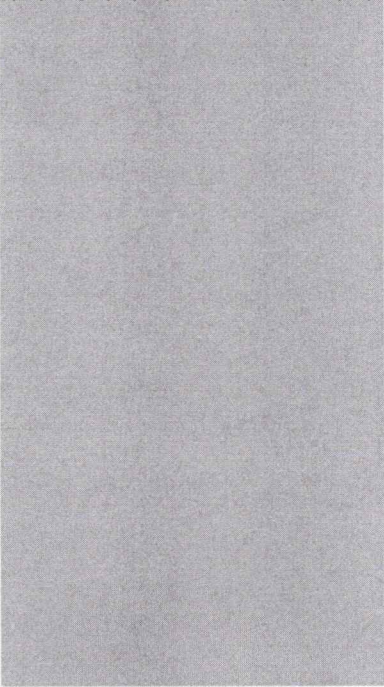
THE VICE PRESIDENT and Mrs. Quayle proceed to Air Force Two for boarding.

GUEST AND STAFF INSTRUCTIONS

Proceed to Air Force Two
for boarding.

AIR FORCE TWO MANIFEST

(b) (7)(E), (b) (7)(F)



4/29/92 8:28 pm

(b) (7)(E), (b) (7)(F)

9:05 p.m. AIR FORCE TWO departs New York, New York en route Andrews Air Force Base.

Flight Time: 55 mins.
Time Change: None
Food Service: Snack

10:00 p.m. AIR FORCE TWO arrives Andrews Air Force Base.

THE VICE PRESIDENT and Mrs. Quayle deplane and proceed to Marine Two for boarding.

GUEST AND STAFF INSTRUCTIONS

Proceed to Marine Two for boarding.

MARINE TWO MANIFEST

(b) (7)(E), (b) (7)(F)

10:10 p.m. MARINE TWO departs Andrews Air Force Base en route Residence.

Flight Time: 10 mins.

10:20 p.m. MARINE TWO arrives Residence.

THE VICE PRESIDENT and Mrs. Quayle deplane and proceed inside.

4/29/92 8:28 pm

THE WHITE HOUSE
WASHINGTON

April 23, 1992

MEMORANDUM FOR THE VICE PRESIDENT

THROUGH: RONALD C. KAUFMAN *RC*
DEPUTY ASSISTANT TO THE PRESIDENT
FOR POLITICAL AFFAIRS

FROM: LYNN LAWSON *ll*
ASSOCIATE DIRECTOR
OFFICE OF POLITICAL AFFAIRS

SUBJECT: NEW YORK POLITICAL BRIEFING

1992 ELECTION OUTLOOK

Presidential Election

The Republican Presidential primary in New York was scheduled for April 7. The petition filing deadline was February 6. **Pat Buchanan** did not submit the required number of petition names of registered Republicans (1,250 per Congressional district) to qualify a delegate slate in any of the 34 Congressional districts. This eliminated the need for the April 7 primary and has committed all 100 state delegates to George Bush. State GOP Chairman Bill Powers is being credited with this "upset" of Buchanan. Powers moved the primary date from June to April and moved the filing date to February 6 to eliminate the possibility of Buchanan using any momentum that he may have gained in later contests. While all of Powers' actions were legal, the developments have caused controversy and the call for New York election law reform.

Controversy developed last week between RNC Chairman Rich Bond and State GOP Chairman Bill Powers over the percentage of female representation in the national convention slate of delegates. Powers holds strong to the fact that he has filed a slate that was previously approved by Bond.

The New York Bush-Quayle campaign is being chaired by **H. Douglas Barclay**. The Bush/Quayle ticket lost New York to Dukakis/Bentsen in 1988 by a 49 - 51 percent margin. New York has 33 electoral college votes.

After months of consistently denying that he would enter the Democrat Presidential primary, **Governor Mario Cuomo** announced on December 20, 1991 that he would not be a candidate. He said that his commitments to the State as Governor prevented him from entering the Presidential race. A Cuomo write-in effort in the New Hampshire primary resulted in only 3 percent of the Democrat vote.

U.S. Senate Election

Republican Senator **Alfonse D'Amato** will face a tough bid for a third term. D'Amato is viewed as vulnerable as a result of a 20-month investigation into his dealings with HUD contracts. D'Amato was cleared of the allegations of misconduct by the Senate Ethics Committee. However, D'Amato's brother was indicted last month by a federal grand jury on charges of fraudulently billing a defense contractor. While Senator D'Amato has refused to speculate on the impact the indictment could have on his own re-election, the indictment is seen as a major political complication.

Former Vice Presidential candidate **Geraldine Ferraro** is a candidate for D'Amato's Senate seat. Recent polls show that she retains good name identification and high approval ratings. However, one third of those polled say they have an unfavorable view of Ferraro. A poll conducted last month showed Ferraro with 38% support and D'Amato with 46%.

New York State Attorney General **Robert Abrams** (D), a four-term AG, is also a candidate for the Democrat nomination for D'Amato's Senate seat. Abrams spent \$2 million in his 1990 AG race. Abrams faced criticism for failing to take a position on the decision to use force in the Gulf. A poll taken last month showed Abrams with 47% of the support over 38% for D'Amato.

New York City Comptroller **Liz Holtzman** (D) has also entered the race for the Democrat nomination to the U.S. Senate. In an effort to galvanize female voters, she has made sexual harassment and the Thomas hearings a campaign issue.

Congressmen **Bob Mrazek** (D-3) withdrew from the Senate race following the disclosure that he wrote 972 bad checks from the House bank, maintaining a negative balance in his account for more than 23 months.

Reverend **Al Sharpton**, a controversial civil rights activist, has also entered the Democrat primary to challenge D'Amato. The Democrat State Party recently drew fire for allowing Sharpton to participate in a candidate forum. Sharpton is facing felony tax-evasion charges and has consistently exacerbated racial tensions in the state. GOP State Chairman Bill Powers has referred to Sharpton as "New York's own David Duke."

New York Democrats will meet at their annual convention in May to endorse a candidate to challenge D'Amato.

Local Elections

A possible Republican challenger in the Senate race was **Rudy Giuliani**, former U.S. Attorney, who lost the race for Mayor of New York City in 1989. However, Giuliani has stated that he will not run for the Senate seat and will concentrate on the 1993 New York City Mayoral race. A recent poll taken among Hispanics indicated that 46% of those polled would lean toward Giuliani in a NYC mayoral race - 35% supported Dinkins.

David Cornstein, a self-made millionaire, has expressed an interest in entering the Republican Mayoral primary in New York City. A challenge is expected against Dinkins from within the Democrat party.

Nelson Rockefeller, Jr., has been mentioned as a possible challenger to Congresswoman Nita Lowey. Rockefeller, 27, is a special assistant at OMB. He has met with party leaders but has said that he has no immediate plans to run.

State Comptroller **Ed Regan** announced that he will not run for Governor in 1994.

The 1992 New York ballot will include the offices of President, Vice President, U.S. Senate, U.S. House and the entire New York State Senate and Assembly.

1991 ELECTION REVIEW

Republican gains were made in seven county executive races in the 1991 elections. The Albany County seat had been controlled by Democrats for more than seventy years.

A term limitation initiative for City Council members was defeated in White Plains.

1990 ELECTION REVIEW

Governor

Cuomo (D)	53%
Rinfret (R)	22%
London (C)	21%
Wein (RTL)	4%

REAPPORTIONMENT OUTLOOK

After missing four self-imposed deadlines in five weeks, legislative officials are at an impasse over how to draw the new Congressional districts. The deadlock between the Democrat-controlled Assembly and the Republican-led Senate increases the likelihood that the issue will be resolved by the courts.

New York is expected to lose three Congressional seats in the redrawing process. One GOP seat and one Democrat seat are expected to be eliminated. The third seat is likely to be drawn so an incumbent Democrat runs against an incumbent Republican. Republicans Bill Paxon and Amory Houghton could face each other. Paxon could also face Louise Slaughter or Nick LaFalce. Democrat Nita Lowey could face Republican Hamilton Fish. Bill Green (R-15) could face Democrat Ted Weiss (D-17) in New York City.

STATE PARTY STATUS/ACTIVITY

Bill Powers, a close friend of Senator D'Amato and former State Director of D'Amato's office, was elected as Chairman in 1991. Powers' initial election was viewed as a deliberate move by D'Amato in posturing for his re-election. Powers has been extremely pro-active in turning the party around and has aggressively countered the Democrats' messages in the state with strong GOP messages. Particularly following what was an embarrassing year last year for NY Republicans with the defeat of the Republican gubernatorial candidate, Powers has restored credibility to the party. His skill as a political operative was evident in the success earlier this month in securing all 100 state delegates as Bush delegates. Powers recently was able to have the New York Republican leadership agree to a "no new taxes" pledge. The State Party was approximately \$1.3 million in debt at the beginning of 1991. Powers has reduced the debt to less than \$300,000.

In a move that has created a great deal of controversy within the Republican party, three high profile New York Republicans have established a group called CHANGE-NY. The group - which includes 1982 gubernatorial candidate Lewis Lehrman; Evan Galbraith, a multimillionaire and former U.S. Ambassador to France; and Herbert London, 1990 gubernatorial primary candidate - has launched an attack on Senate Republican Leader Ralph Marino and the entire GOP-controlled Senate. The attack centers on Senate passage of increased tax packages. The group claims that the tax increases have driven business out of New York. Marino has been described as "furious" over the group's efforts. The strategy is

seen as part of a new effort to spark a taxpayer revolt while laying the groundwork for a conservative-oriented campaign for governor in 1994. In a recent speech to a Conservative Party gathering, Galbraith called for an end to New York City's rent control and rent-stabilization programs which subsidize 1 million apartments.

KEY REPUBLICAN LEADERS

1992 Bush-Quayle Chairman:	H. Douglas Barclay
1988 Bush-Quayle Chairman:	Guy Molinari
State Party Chairman:	Bill Powers
RNC Chairman/NY Native:	Rich Bond
National Committeeman:	Dick Rosenbaum
National Committeewoman:	Eunice Whittlesey
U.S. State Senator:	Alfonse D'Amato
Congresswoman:	Susan Molinari
New York Senate Republican Leader:	Ralph Marino
New York Assembly Republican Leader:	Clarence Rappelyea
State Senator:	Roy Goodman
Nassau County Republican Chairman:	Joe Mondello
GOP Activist:	Jonathan Bush

VOTER REGISTRATION

Democrat	41%
Republican	29%
Independent	20%

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1992 POLITICAL BRIEFING

NEW YORK

STATE PARTY

Committee Members:

Chairman **BILL POWERS**

Elected: January 1991

Next Election: 1993

POWERS, elected Chairman after the resignation of **PAT BARRETT**, serves the Committee on Call for the 1992 Republican National Convention. He is a former top aide to U.S. Senator **ALFONSE D'AMATO** and the chairman of the Rensselaer County Republican Committee. In addition, he was a consultant to the State Senate Republicans.

Committeeman **RICHARD "DICK" ROSENBAUM**

Elected: June 1977

Next Election: 1992

ROSENBAUM, a partner in the law firm of Nixon, Hargrave, Devans & Doyle, served as Party Chairman from 1973 until his election as National Committeeman in 1977. He has worked as General Counsel for the National Republican Senatorial Committee and currently sits on the RNC Rules Committee. Rosenbaum served on the New York Supreme Court in 1970. He was a supporter of **BOB DOLE** until Dole dropped out of the contest.

Committeewoman **EUNICE WHITTLESEY**

Elected: April 13, 1977

Next Election: 1992

During 1988, **WHITTLESEY** served on the National Steering Committee of the Bush for President campaign. She served as Vice Chairman of the New York Party from 1973 until her election to the National Committee in 1977. She currently serves on the Arrangements Committee.

Party Leaders:

RNC Chairman **RICH BOND**

Senator **ALFONSE D'AMATO**

Former NYC Republican mayoral nominee **RUDY GIULIANI**

Former NY State Chairman **PAT BARRETT**

State Senate Majority Leader **RALPH MARINO**

Congresswoman **SUSAN MOLINARI**

Staten Island Borough President and Former Congressman **GUY MOLINARI**

Assembly Republican Leader **CLARENCE "RAPP" RAPPELYEA**

Brother of the President **JONATHAN BUSH**
State Senator **ROY GOODMAN**
Nassau County GOP Chairman **JOE MONDELLO**
1982 GOP Gubernatorial candidate **LEW LEHRMAN**
Bush-Quayle '92 Chairman **H. DOUGLAS BARCLAY**

State Party Overview:

The state party hopes to re-elect Senator **ALFONSE D'AMATO**, carry the state for President **BUSH**, maintain control of the New York Senate, and increase the number of Republican Congressmen in 1992. Chairman **BILL POWERS** has done an excellent job of getting the state party "back on its feet," and has forged an excellent working relationship with the RNC.

1991 Convention: There was no State Convention in 1991. The State Committee held a meeting in September, 1991 where **POWERS** was re-elected.

Financial Status:

The New York Republican Party was approximately \$1.3 million in debt at the beginning of 1991. However, Chairman **POWERS** has done an excellent job of shrinking the debt by raising money and negotiating debt reduction with vendors and individual debtors. The hard debt now lies at less than \$300,000. The state party ended 1991 with a surplus.

The state party has instituted a 1-900 number which is being advertised on radio and television for viewers. The contribution is \$10.

Former Chairman **CLAYTON YEUTTER** visited New York and attended an Empire Club Dinner on May 13, 1991. The event reached its goal of \$60,000 net. On November 14, 1991, Yeutter attended a fundraiser for the New York GOP at the Fort Orange Club in Albany.

ELECTION UPDATE

1992 Ballot

President/Vice President
U.S. Senate - **ALFONSE D'AMATO (R)**
U.S. Representative - 21 seats (- 2 from redistricting).
State Senate - all 61 seats.
State House - all 150 seats.
Selected Justices of the Supreme Court

1992 Electoral College Votes: 33

Political Environment/Overview:

On February 1, New Yorker **RICH BOND** was elected Chairman of the RNC. Chairman Bond replaces Clayton Yeutter, who has been named Domestic Policy Czar at the White House. Chairman Bond recently asked Staten Island Borough President **GUY MOLINARI** to serve as the RNC National Political Strategist for the 1992 election effort.

Governor **CUOMO** urged the Democrat-controlled State Assembly to pass legislation to change the ballot access laws for Presidential campaigns, the Assembly complied and the legislation now goes to Senate. Cuomo believes that the electorate is deprived of the opportunity to hear from all potential candidates for President. This will also potentially open the doors for the Buchanan campaign to possibly gain access to the ballot. The Republican-controlled State Senate is the only way to prevent this action taken on behalf of the Governor, however Republicans only have a three vote advantage in the Senate. This action is rather late in the game, the filing deadline was February 6 for the GOP and February 13 for the Democrats, and the ballot is already set.

A budget agreement between the Governor and the state's top legislators is expected to be reached any day. This is the first time in eight years that a budget may be signed on time. Once the budget fiasco is settled, legislators will return to the redistricting and state election law issues.

On March 4, a New Yorkers for New York fundraiser was held in Washington. Approximately \$50,000 was raised, and the entire Congressional delegation was in attendance. Chairman Bond was honored at the event.

The Republican Party of New York and Senate Majority Leader **RALPH MARINO** have been attacked by a group of conservatives called "Change New York." Former gubernatorial candidates **LEW LEHRMAN** and **HERB LONDON**, as well as former U.S. Ambassador to France **EVAN GALBRAITH**, are attempting to organize a grass-roots taxpayer revolt that will help fuel a conservative gubernatorial candidacy in 1994. Former Chairman **BARRETT** also joined Change New York.

1991 County Executive:

Several important judicial, county, municipal and town races were on the November 5, 1991 ballot. Albany, Suffolk, and Monroe counties had elections for County Executive that were targeted by the state committee.

Voters in Albany County elected Republican **MIKE HOBLOCK** as County Executive -- the seat which is in **CUOMO'S** backyard and has been controlled by Democrats for over seventy years. Republican State Assemblyman **BOB KING** defeated incumbent Democrat County Executive **TOM FREY** in Monroe County (Rochester). In Suffolk County, Republican **BOB GAFFNEY** ran an aggressive race for the County Executive seat. All three candidates tied their opponents to Governor **MARIO CUOMO**.

Also, in Dutchess County, Republican **WILLIAM STEINHAUS** defeated Democrat incumbent **DOMINICK CANNIZZARO** for County Executive.

President:

On February 6, the Bush-Quayle '92 campaign filed a full slate of delegates for the April 7 primary. Delegates and alternates were filed for every Congressional district in the state. **PAT BUCHANAN'S** campaign did not file a single delegate for the primary. The President has garnered 100 delegates in New York for the Republican National Convention without a single vote being cast.

The Democrat primary was held on April 7. **CLINTON** won by a large margin; however, a strong "un-Clinton" vote remains. The following is the vote break down with 99% reporting:

Clinton	393,903	41%
Tsongas	279,637	29%
Brown	252,383	26%

The results were a blow to the Brown campaign. Both Clinton and Brown campaigned heavily in the Empire state. Tsongas made several appearances and stated on Sunday that depending on the Tuesday outcome he may return to the race. He also had volunteers working throughout New York City. Tsongas held a press conference two days after the primary and said he would not re-enter the race.

Exit polls showed that voters are still not happy about their choices for the Democrat nominee. Nearly 2/3 of those polled are not satisfied by the field of candidates.

Clinton won nearly 60-70% of the African-American vote. Brown had seriously courted this coalition during the past weeks. He also campaigned with Jesse Jackson, but Jackson remained neutral in the primary. Both Clinton and Brown met with Cuomo prior to the primary, Cuomo endorsed neither candidate. An attempt was made to downplay the rift between Clinton and Cuomo.

In their post-election speeches last night, both Clinton and Brown praised the other candidates in the race; however, during the weeks preceding the primary, Clinton and Brown were at each other throats, and the campaign had taken a very negative turn. Tsongas expressed his gratitude to the voters of New York, but said "I am not in this business to be a spoiler."

Tsongas survived a petition challenge from the New Alliance Party for the Democrat nomination and his name will appear on the ballot for the April 7 primary. The New Alliance Party is now challenging the New York State Board of Elections decision on placing Tsongas on the ballot.

Governor **MARIO CUOMO** shocked everyone with his pre-Christmas announcement that he would not seek the Presidency. In addition, he recently shut down a "favorite son" effort by New York Democrats to place him on the April 7, 1992 Presidential Primary ballot. However, Cuomo's stature as a "frontrunner" in the Democrat primary might allow him to enter the presidential race at any time prior to the Democrat Convention in New York City.

1992 U.S. Senate Race:

Senator **ALFONSE D'AMATO** will be up for reelection in 1992. He faces a tough re-election campaign, particularly if the Democrats nominate Attorney General **BOBBY ABRAMS**. However, D'Amato received a big boost when the Senate Ethics Committee ruled, after a lengthy investigation, that the Senator did not violate any Senate regulations. The Senator's brother, **ARMAND D'AMATO**, was indicted on March 11 for mail fraud, these are part of the charges that the Senator was investigated for, but was found innocent of any wrongdoing.

Former U.S. Attorney and former NYC Mayoral candidate **RUDY GIULIANI** announced he will not run against D'Amato in the primary.

Attorney General **BOBBY ABRAMS**, former Democrat Congresswoman **GERALDINE FERRARO**, Congressman **BOB MRAZEK** and Democrat New York City Comptroller **ELIZABETH HOLTZMAN**, who challenged D'Amato in 1986, announced their candidacies for the Senate seat. On January 16, 1992, Reverend **AL SHARPTON** also announced his candidacy for the Democrat nomination. This should make for a more interesting primary since Abrams twice indicted Sharpton for state tax evasion.

On April 9, Rep. Mrazek withdrew from the primary race. He blamed the media for most of his recent troubles. He is not expected to run for a Congressional seat. Exit polls during the April 7 primary showed that Rep. Mrazek trailed Rev. Sharpton by 3%.

Rep. Mrazek was named as one of the worst perpetrators of the House "Rubbergate" scandal. He has challenged the House Ethics Committee findings. He held a serious fundraising edge over the other candidates, and purchased a \$400,000 media buy in mid-March to increase his name I.D. Mzarek had initially agreed to release his banking records, he reneged on that promise and instead released a report from his attorneys stating that his overdrafts were nothing more than salary advances. Mzarek said that this has been a privilege of the House for over 150 years.

A poll conducted March 27-29, 1992 showed Ferraro leading the Democrats with Abrams in second.

Ferraro	37%
Abrams	30%
Holtzman	14%
Sharpton	3%
Mrazek	2%

In head-to-head matchups, D'Amato trails two of the candidates.

D'Amato	34%	D'Amato	39%	D'Amato	40%
Abrams	45%	Ferraro	46%	Holtzman	37%

The Democrats held their Western New York regional convention during the second week of January. A surprise upset occurred when Mrazek outpolled the other Dems in the field.

Mrazek	59%
Abrams	26%
Ferraro	13%
Holtzman	0%

Congressional Races:

Reps. **SOLARZ** and **TOWNS** have been named as some of the worst offenders of "Rubbergate", both Democrat members represent Brooklyn districts. Democrat Rep. **SCHEUER** was dropped from the initial list of check-kitters after he appealed to the Ethics Committee.

In CD-2, Republican City Legislator **RICK LAZIO** has announced his candidacy against Rep. **THOMAS DOWNEY**. Lazio will not face any primary opposition. In an April 9 *Washington Post* article, Downey was listed with several other members as having family members on the Congressional payroll. His wife Chris worked as an Assistant to the Sergeant-at-Arms **JACK RUSS**. She resigned her \$40,000-a-year job

about the same time he did. Downey is attempting to diffuse the nepotism allegations by reminding the media he issued a press release when she was hired.

Redistricting Update:

New York will lose 3 seats. New York's congressional and legislative redistricting plans must be passed by the legislature as standard bills. The governor can veto the bills and the legislature needs a 2/3 vote in each house to override.

There is no statutory deadline for the plans. On Monday, March 9, the state Legislature passed redistricting lines for the state Senate and Assembly, both votes were sufficient to be "veto proof". Once the budget agreement is met, debate in the Legislature will begin to focus on the drawing of the Congressional lines. A decision is not expected until sometime in May.

A federal court ruled on April 9 that the legislature has until April 27 to agree on a plan or else they "risk losing control" of the remap process to the courts.

4/23/92 5:04 PM



OFFICE OF THE VICE PRESIDENT
WASHINGTON

April 29, 1992

MEMORANDUM FOR THE VICE PRESIDENT AND MRS. QUAYLE

FROM: ZELDA J. NOVAK *ZJN*
SPECIAL ASSISTANT TO THE VICE PRESIDENT FOR
POLITICAL AFFAIRS

BARBARA J. SCHLEIBAUM *BJS*
SPECIAL ASSISTANT TO THE VICE PRESIDENT FOR
POLITICAL AFFAIRS

SUBJECT: BUSH/QUAYLE '92 FUNDRAISING DINNER

Date of Event: April 30, 1992
Location: The New York Hilton
New York, New York
Time: 5:40 p.m.

I. Purpose

To participate in a New York Bush/Quayle '92 VIP photo op/receiving line (35 table sellers @ \$10,000 per person), general reception and photo opportunity (300 people @ \$1,000 per person), and fundraising dinner (300 people). You will make remarks at the VIP reception and at the dinner.

II. Background

C. Robert Kidder, Chairman of the Board of Duracell International Inc., is the Event Chairman (biography attached). He will introduce you. Kidder and his wife Mary will be seated at the dais.

The three Co-Chairs of the event are **Georgette Mosbacher**; **Joseph Shuchert**, CEO & President of Kelso Corporation; and **Robert Schwartz**, CEO of Metropolitan Life.

NOTE: Tom Evans, Partner in the law firm of Mudge, Rose will attend the VIP reception. He has worked with Mrs. Quayle's law student mentor program.

NEW YORK BUSH/QUAYLE '92:

The Republican Presidential primary in New York was scheduled for April 7. The petition filing deadline was February 6. **Pat Buchanan** did not submit the required number of petition names of registered Republicans to qualify a delegate slate in any of the 34 Congressional districts. This eliminated the need for the April 7 primary and has committed all 100 state delegates to Bush/Quayle. State GOP Chairman **Bill Powers** is being credited with this "upset" of Buchanan. Powers moved the primary date from June to April 1 and moved the filing date to February 6 to prevent Buchanan from making it onto the ballot. While all of Powers' actions were legal, the developments have caused controversy and the call for New York election law reform.

The New York Bush/Quayle campaign is being chaired by **H. Douglas Barclay**, CEO of Hicock and Barclay. He will not be in attendance. The Finance Chairman is **Jack Hennessy** of 1st Boston Corporation. Hennessy and his wife **Margarita** will attend the event.

H. Ross Perot's campaign is opening an office in New York city, the first campaign office outside of Dallas, Texas. According to the New York Times (4/28), Perot workers will "deal with the intricacies of the NY ballot law -- long considered the most arcane and difficult in the nation for insurgents to overcome."

The Bush/Quayle campaign is hopeful that the Liberal Party will endorse **Perot's** candidacy. This could split the vote, and ensure victory for the Bush/Quayle ticket.

The Bush/Quayle ticket lost New York to Dukakis/Bentsen in 1988 by a 49 - 51 percent margin. New York has 33 electoral votes.

The Democrat primary was held on April 7. The results were as follows:

Clinton	41%
Tsongas	29%
Brown	26%

NEW YORK POLITICAL BRIEFING:

State Party Status:

Bill Powers, Chairman of the New York Republican State Committee, will not be in attendance. He is attending a GOP event in Queens County. Powers was elected in January of 1991 after the resignation of **Pat Barrett**. He is a former top aide to U.S. Senator **Alfonse D'Amato** and the chairman of the Rensselaer County Republican Committee. In addition, Powers was a consultant to the New York State Senate Republican Campaign Committee.

According to the WH, **Powers** recently was able to have the New York Republican leadership agree to a "no new taxes" pledge. The State Party was approximately \$1.3 million in debt at the beginning of 1991. Powers has reduced the debt to less than \$300,000.

Senate '92:

In 1992 Senator **Alfonse D'Amato** (an early Dole supporter) will face a tough bid for a third term. He is viewed as vulnerable as a result of a 20-month investigation into his dealings with HUD contracts. D'Amato was cleared of the allegations of misconduct by the Senate Ethics Committee. However, D'Amato's brother was indicted by a federal grand jury on charges of fraudulently billing a defense contractor.

Former Vice Presidential candidate **Geraldine Ferraro** is a candidate for the Senate seat. Recent polls show that she retains good name identification and high approval ratings. However, one third of those polled say they have an unfavorable view of Ferraro.

Four-term Attorney General **Robert Abrams** is also a candidate for D'Amato's seat. Abrams spent \$2 million in his 1990 AG race. Abrams faces criticism for his statement that he "did not have enough information" to decide whether he supported U.S. intervention in the Gulf conflict.

New York Comptroller **Liz Holtzman** has also entered the race for the Democrat nomination to the U.S. Senate. In an effort to galvanize female voters, she has made sexual harassment and the Thomas hearings a campaign issue.

Reverend **Al Sharpton**, a controversial civil rights activist, has also entered the Democrat primary. The Democrat State Party recently drew fire for allowing Sharpton to participate in a candidate forum. Sharpton is facing felony tax evasion charges and has consistently exacerbated racial tensions in the state. GOP State Chairman Bill Powers has referred to Sharpton as "New York's own David Duke."

Congressman **Bob Mrazek** (D-3) withdrew from the Senate race on April 9, following the disclosure that he wrote 972 bad checks from the House bank, maintaining a negative balance in his account for more than 23 months. He held a fundraising advantage over the other Democrat candidates, and was the favorite of the Western New York regional convention in January. According to the RNC, Mrazek has initially agreed to release his banking records, but reneged on that promise and instead released a report from his attorneys stating that his overdrafts were nothing more than salary advances. Mrazek is not expected to run for a Congressional seat.

According to the New York Post (4/27), key Democrat insiders say **Abrams** and **Ferraro** are now "running neck and neck to be the state Democrat Party's officially designated candidate. Mrazek's upstate New York support now appears to be going to Ferraro, according to party insiders. New York's Liberal Party has endorsed Abrams's candidacy. Democrats fear that a likely scenario will be that Abrams will lose the Democrat primary, but still run on the Liberal line, guaranteeing a split vote that could assure **D'Amato's** re-election. In 1980, when NYC Comptroller **Liz Holtzman** (D) won the Democrat primary and **D'Amato** beat then-Senator **Jacob Javitz** (R) in the Republican primary, Javitz ran on the Liberal line in November, drawing enough votes from Holtzman to let **D'Amato** win by a 45%-44% margin.

A poll conducted March 27-29, 1992 showed Ferraro leading the Democrats with Abrams in second:

Ferraro	37%
Abrams	30%
Holtzman	14%
Sharpton	3%
Mrazek	2%

In head-to-head matchups, **D'Amato** trails Abrams and Ferraro:

D'Amato	34%	D'Amato	39%	D'Amato	40%
Abrams	45%	Ferraro	46%	Holtzman	37%

New York Democrats will meet at their annual convention in May to endorse a candidate to challenge D'Amato.

Congressional Reapportionment:

New York will to lose 3 Congressional seats.

After missing four self-imposed deadlines in five weeks, legislative officials are at an impasse over how to draw the new Congressional districts. The deadlock between the Democrat-controlled Assembly and the Republican-led Senate increases the likelihood that the issue will be resolved by the courts. The Democrat-controlled State Court has set a May 4 deadline for a completed redistricting map. The Federal Court's deadline is May 5. Republicans hope that redistricting will go to the Federal Court, and fear that the State Court will accept the Democrat plan before May 5.

The Senate Republican plan would do the following:

- 1) Leave all Republican incumbents safe.
- 2) Put three pairs of Democrats together:
 - Rep. Gary Ackerman (D-7) and Rep. Tom Manton (D-9)
 - Rep. Eliot Engel (D-19) and Rep. Nita Lowey (D-20)
 - Rep. John LaFalce (D-32) and Rep. Louise Slaughter (D-30)
- 3) Do away with Rep. Bob Mrazek's (D-3) district.
- 4) Creates two Hispanic district.

The Democrat Assembly plan would do the following:

- 1) Pit Rep. Bill Green (D-15) and Rep. Ted Weiss (D-17) against each other.
- 2) Pit Rep. Bill Paxon (R-31) and Rep. John LaFalce (D-32) against each other.
- 3) Pit Rep. Norman Lent (R-4) and Rep. Raymond McGrath (R-5) against each other.
- 4) Do away with Rep. Bob Mrazek's (D-3) district.

Legislative Redistricting:

On March 9, the Legislature passed redistricting lines for the state Senate and Assembly. Both votes were sufficient to be "veto proof."

State Senate 35R
 26D

State Assembly 55R
 95D

III. Participants

The Vice President

Mrs. Quayle

Secretary Robert and Georgette Mosbacher

Jack Hennessy (Margarita), Bush/Quayle '92 Finance Chairman,
CEO & President of First Boston, Inc.

Robert Kidder (Mary), Event Chairman, CEO Duracell
International

IV. Follow-Up

Notes and photos will be sent to participants.

V. Press Plan

VIP Reception -- Official and political photographer only.

General Reception -- Official and political photographer
only.

Dinner -- Open press.

Attachments:

1. List of VIP reception participants.
2. Dais list.
3. Biography of Robert Kidder
4. Biography of Jack Kennessy

TO: JEFF ROGOFF

FROM: TAMARA HALLISEY

RE: VICE PRESIDENT 'S VIP RECEPTION

CARTER, JOHN MACK

Editor/Publisher Good Housekeeping

COLEMAN, JIM

COWELL, JACK

DILENSCHNIDER, ROBERT

DURKIN, PATRICK

EVANS, LOIS

EVANS, THOMAS

HARMON, WILLIAM

HEARST, RANDOLPH

HEARST, VERONICA

HENNESSY, JACK

HENNESSY, MARGARITA

KLEIN, GEORGE

KIDDER, ROBERT

KIDDER, MARY

LAMBERT, PAUL

LAMBERT MRS. PAUL

MARRON, DONALD

MARRON, CATIE

MOSBACHER, GEORGETTE

MOSBACHER, ROBERT

MURRAY, JAMES REV. MONSGR.

SHUCHERT, JOSEPH

SHUCHERT, KARALYN

SCHWARTZ, ROBERT

STEINBERG, SAUL

WACHNER, LINDA

First Boston, Inc.

President, The Dilenschneider Group

First Boston, Inc

President, ASI

Partner, Mudge, Rose

Morgan Stanley

Hearst Publishing

Hearst Publishing

Chairman & CEO First Boston, Inc

President Park Tower

CEO Duracell International Corporation

Chairman & CEO PaineWebber

CEO & President Kelso Corporation

CEO, Metropolitan Life

Chairman, Reliance Holding Inc

Chairman & President, Warnaco, Inc

TO: JEFF ROGOFF

FROM TAMARA HALLISEY

DIAS LIST-

MRS. MARY KIDDER

MR. TOM KEYOS

MRS. KARALYN SHUCHERT

MR. ROBERT SCHWARTZ
CEO & PRES OF METROPOLITAN LIFE

MRS. GEORGETTE MOSBACHER

MR. ROBERT KIDDER
CEO DURACELL INTERNATIONAL

VP

MR. JACK HENNESSY
CEO & PRES OF FIRST BOSTON INC.

PODIUM

MR. DONALD B MARRON
CEO PAINWEBBER

MRS. DAN QUAYLE

MR. SAUL STEINBERG
PRESIDENT RELIANCE HOLDINGS

MRS. CATIE MARRON

MR. ROBERT MOSBACHER

MRS. MARGARITA HENNESSY

MR. JOSEPH SCHUCHERT
CEO & PRESIDENT KELSO CORPORTATION

REV MONSGR JAMES J. MURRAY

STAGE DOOR

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
04. Biography	Re: C. Robert Kidder; 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: New York 4/30/92

Date Closed: 8/26/2025	OA/ID Number: 21805-036
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

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(b)(9) Release would disclose geological or geophysical information concerning wells

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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]

C. ROBERT KIDDER

C. Robert Kidder, Chairman of the Board, President and Chief Executive Officer of Duracell International Inc., joined Duracell as Vice President, Finance and Administration for Duracell Europe in June 1980; became Vice President, Sales and Marketing, Duracell U.S.A., in August 1981; President, Duracell U.S.A. in March 1982; President, Duracell Inc. in August 1984; and, in June 1988, when Duracell became an independently owned company, assumed the position of President and CEO of Duracell Holdings Corporation. Duracell Holdings has been renamed Duracell International Inc. as a result of the recent public sale of common stock. Shortly thereafter Mr. Kidder was named Chairman of the Board for Duracell International Inc.

Prior to joining Duracell, Bob served as Vice President, Planning and Development, for Dart Industries in Los Angeles; worked with McKinsey & Company as a General Management Consultant for six years; spent two years with the Ford Motor Company and served as an officer in the U.S. Navy Civil Engineer Corps.

He presently serves as a member of the Board of Directors for the Danbury Health Systems Corporation, the Kent School, and the National Urban League, as well as Duracell International Inc.

He received a B.S. in Industrial Engineering from the University of Michigan and a graduate degree in Industrial Economics from Iowa State University. Bob lives in Ridgefield, Connecticut with his wife, Mary and their two children - (b)(6) year old Kevin and Karin, who is (b)(6) years old.

JOHN M. HENNESSY

BUSINESS:

- 1974 - Present CS First Boston, Inc., New York
- President and Chief Executive
 - Vice Chairman, First Boston (1982)
 - Chairman and Chief Executive, CSFB London (1982)
 - Managing Director (1974)
- 1970 - 1974 US Department of Treasury, Washington, DC
- Assistant Secretary International (1972)
 - Deputy Assistant Secretary (1970)
- 1958 - 1968 CitiBank, New York
- General Manager - Corporate and Investment Banking

EDUCATION:

- 1968 - 1970 • MIT - PHD program, Business & Finance
- 1958 • A.D. Little (part time consulting)
- B.A. (High Honors) - Harvard College

OUTSIDE ACTIVITIES:

- Director - Corning Inc.
- Director - MIT Corporation
- Member - The President's Export Council
- Chairman - CARE Corporate Council
- Member - Visiting Committee - Harvard College
- Trustee - Roxbury Latin School, Mass.

POLITICAL ACTIVITIES:

- 1991 Chairman - Bush-Quayle 92', New York
- 1987 - 1988 Co-Chairman - Bush - 88', United Kingdom
- 1983 - 1984 Chairman - Reagan-Bush 82', United Kingdom

November, 1991



OFFICE OF THE VICE PRESIDENT
WASHINGTON

April 29, 1992

MEMORANDUM FOR THE VICE PRESIDENT AND MRS. QUAYLE

FROM: BARBARA J. SCHLEIBAUM *BJS*
SPECIAL ASSISTANT TO THE VICE PRESIDENT FOR
POLITICAL AFFAIRS

Date of Event: April 30, 1992
Location: New York Hilton
New York, New York
Time: 12:15 pm

I. Purpose

To attend a private luncheon hosted by Don Marron. This luncheon is intended to give you a closer relationship with key New York "players". Some of the luncheon attendees will also be attending the Bush/Quayle fundraiser. You will participate in a photo opportunity and then have a roundtable luncheon with attendees.

II. Background

Marron is the Chairman & CEO of PaineWebber Group, Inc. Mr. Marron attended the Team 100 roundtable in New York on Monday. He serves as the Regional Finance Chairman for Bush/Quayle '92.

III. Participants

The Vice President
Mrs. Quayle
Please see attached list.

IV. Press

Official Photographer Only

V. Follow up

Notes and photos will be sent to participants.

VI. Attachments

Biographies of attendees (when available)
List of attendees

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
05. Biography	Re: Jose (Pepe) Fanjul; 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: New York 4/30/92

Date Closed: 8/26/2025	OA/ID Number: 21805-036
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AR Disposition Date:	MR Disposition Date:

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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]

Jose (Pepe) Fanjul

Jose (Pepe) Fanjul is a graduate of Villanova University (B.S. Economics) and New York University (M.B.A.)

He is Vice Chairman, President and Chief Operating Officer of Flo-Sun Incorporated, principal holding company for the "Fanjul" companies. He is also Vice Chairman and President of Okeelanta Corporation. These companies are principally engaged in the production and refining of sugar on approximately 170,000 acres of owned sugar cane land in Palm Beach County, Florida. He is also Vice Chairman of Central Romana Corporation Limited in La Romana, one of the largest privately held companies in the Dominican Republic and largest sugar producing unit in the world, owning 240,000 acres of land and also engaged in the raising of beef cattle and horses, foundry and cement operations and three major resort hotels, including the well-known Casa de Campo and Hotel Santo Domingo. The Fanjul group of companies produce approximately one million tons of sugar annually.

In addition, he is Chairman of the Board of FAIC Securities, Inc., principally engaged in the brokerage and banking business, and President of Florida Atlantic Investments, Inc., the group's real estate arm.

Pepe Fanjul is the Honorary Vice Consul of Spain for Palm Beach County. He is a Member and Director of the Knights of Malta serving as Area Chairman for Florida. He is also a Director of the Palm Beach Civic Association, the Americas Society and Chairman of the Board of Directors of New Hope Foundation, Inc. He serves on the Advisory Board of Intercontinental Corp., Arlington, Virginia, and is past Chairman of the Board of Trustees of St. Thomas University in Miami and a past Director of Canterbury School in New Milford, Connecticut.

His professional affiliations include Director and President of the Florida Sugar Cane League which represents the vast majority of the Florida sugar industry and a Director of the Florida Molasses Exchange, Inc.; Florida Sugar Marketing and Terminal Association; Sugar Association, Inc. of Washington, D.C. and the World Sugar Research Organization, Ltd., London, England. He is also a member of the United States Senate Agricultural Advisory Committee.

Mr. Fanjul is a direct descendent of the Gomez-Mena and Rionda families who were major producers of sugar in Cuba for over 100 years. He was born on (b)(6), and is the son of Mrs. Alfonso Fanjul and the late Alfonso Fanjul (Founder of the "Fanjul" companies in the United States), of Palm Beach, Florida, formerly of Havana, Cuba. He married the former Emilia May in 1968, and they have two children; Jose (Pepe) Fanjul, Jr., age (b)(6) years and Emilia Helena, age (b)(6) years.

January 1992

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
06. Biography	Re: Robert F. Greenhill; 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: New York 4/30/92

Date Closed: 8/26/2025	OA/ID Number: 21805-036
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P-2/P-5 Review Case #:	Disposition Date:
AR Case #:	MR Case #:
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ROBERT F. GREENHILL

Robert F. Greenhill was named President of Morgan Stanley Group Inc. on January 1, 1991. Mr. Greenhill joined Morgan Stanley in 1962 and became a partner in 1970. In 1972, Mr. Greenhill was named Director of Morgan Stanley's newly formed Mergers and Acquisitions Department. In 1980, Mr. Greenhill was named Director of Morgan Stanley's Investment Banking Division, responsible for domestic and international corporate finance, mergers and acquisitions, merchant banking, capital markets services and real estate. He was named Vice Chairman of Morgan Stanley Group Inc. in January, 1989. In addition, Mr. Greenhill is a member of the firm's Management Committee, which is the policy-making group of the firm and a director of Morgan Stanley Group Inc.

Mr. Greenhill was born in Minneapolis on (b) (6). A 1958 graduate of Yale University, Mr. Greenhill served on active duty in the U.S. Navy in the Pacific until June 1960, with a final rank of Lieutenant Junior Grade (USNR). Upon completion of his tour of duty, Mr. Greenhill entered Harvard Business School graduating in 1962 with a Masters of Business Administration with high distinction as a Baker Scholar.

Mr. Greenhill is a trustee of the Whitney Museum of American Art, a trustee of the American Enterprise Institute for Public Policy Research, a member of the International Advisory Board of The British-American Chamber of Commerce and also a member of the Advisory Board of the Academy of Finance of New York City. Mr. and Mrs. Greenhill have three children and reside in Connecticut.

November 1991

C. ROBERT KIDDER

Chairman of the Board
Chief Executive Officer

Duracell International, Inc.

C. Robert Kidder has guided Duracell during a period of explosive growth and significant organizational change. His tenure as the head of the world's largest and most respected battery company has seen Duracell grow from sales of \$800 million in 1984 to \$1.5 billion today, while solidifying its position as one of the few truly global brand names. During that time, the company evolved from a subsidiary of Dart & Kraft, to one of the nation's largest LBO companies, to its current status as a publicly-traded company.

Kidder joined Duracell as Vice President, Finance and Administration for Duracell Europe in June 1980, became Vice President, Sales and Marketing, Duracell U.S.A., in August 1981, President, Duracell U.S.A. in March 1982 and President, Duracell Inc. in August 1984. In June 1988, when Duracell became an independently owned company, he assumed the position of President and CEO of Duracell Holdings Corporation, renamed Duracell International Inc. as a result of a May 1991 public sale of common stock. Shortly thereafter Kidder was named Chairman of the Board for Duracell International Inc.

Kidder's experience runs the gamut, from military service, to consulting, and finally, to marketing and manufacturing. Prior to joining Duracell, Bob served as Vice President, Planning and Development for Dart Industries in Los Angeles; worked with McKinsey & Company as a General Management Consultant for six years; spent two years with the Ford Motor Company and served as an officer in the U.S. Navy Civil Engineer Corps.

He presently serves as a member of the Board of Directors for the Danbury Health Systems Corporation, the Kent School, and the National Urban League.

He received a B.S. in Industrial Engineering from the University of Michigan and a graduate degree in Industrial Economics from Iowa State University. Bob lives in Ridgefield, Connecticut with his wife, Mary and their two children, Kevin and Karin.

HENRY R. KRAVIS

Henry Kravis, 48, was born and raised in Tulsa, Oklahoma. He graduated from the Eaglebrook School in Deerfield, Massachusetts and the Loomis School in Connecticut. He went on to Claremont Men's College in California where he earned a B.A. degree in Economics in 1967. He then came to New York, where he earned an M.B.A. from the Columbia Graduate School of Business in January, 1969.

Mr. Kravis was with the corporate finance department of Bear Stearns from 1970-1976, and became a partner of Bear Stearns in 1975. In 1976, he and two partners founded Kohlberg Kravis Roberts & Co., a merchant banking firm that pioneered the development of the leveraged buyout.

He currently serves on numerous corporate boards of directors including RJR Nabisco Inc., Duracell Holdings Corp., Safeway, Owens Illinois, Jim Walter Corporation and Stop & Shop Companies. He also serves on the boards of trustees of the Metropolitan Museum of Art, Central Park Conservancy, where he is the Capital Campaign Chairman for the Central Park \$50 million drive, Mount Sinai Hospital, New York City Ballet, Channel 13/New York, where he was recently named as the new Chairman of the Board, Claremont-McKenna College, the Fund for New York City Public Education, and the Vail Valley Foundation.

Post-It™ brand fax transmittal memo 7671		# of pages ▶ 2
To <u>Ken Traub</u>	From <u>Kelly Smith</u>	
Co.	Co.	
Dept.	Phone #	
Fax #	Fax #	

Donald B. Marron
Biographical Summary

PaineWebber

Donald Marron, 57, is chairman and chief executive officer of PaineWebber Group Inc. and of its major operating subsidiary, PaineWebber Incorporated.

Mr. Marron started his business career in 1951 with the New York Trust Company, and in 1956 he joined the investment counseling firm of Lionel D. Edie. In 1959, he formed D.B. Marron & Co., Inc., an investment banking firm. In 1966, after the firm had merged with Mitchell Hutchins & Co., Inc., Mr. Marron was named executive vice president and subsequently president of the merged firm at the age of 34. Between 1969 and 1977, Mitchell Hutchins became widely acknowledged as one of the leading institutional research firms on Wall Street.

In addition to heading Mitchell Hutchins in 1969, Mr. Marron and the late Dr. Otto Eckstein co-founded Data Resources, Inc., an organization which became the largest non-government source of economic data in the world. Mr. Marron served as chairman of the board and co-ceo of Data Resources during the first three years of its operation and then as chairman of the board until it was sold to McGraw-Hill in 1979.

In May 1977, Mitchell Hutchins merged with PaineWebber, and Mr. Marron became president of PaineWebber Incorporated, the parent company. In June 1980, he was appointed to the additional post of chief executive officer and a year later he was elected chairman.

Mr. Marron served as a director at the New York Stock Exchange from 1974 to 1981 and also served as governor of the Securities Industry Association from 1974 to 1977. He was vice chairman of the SIA in 1985 and a member of its executive committee.

A member of the President's Committee on The Arts and The Humanities, Mr. Marron completed a five-year term in 1991 as president of the Board of Trustees of the Museum of Modern Art and is currently vice chairman. He also serves on the board of the Trust for Cultural Resources of the City of New York. Mr. Marron is a collector of 20th century art.

PaineWebber

PaineWebber is one of the nation's leading full-service securities firms, serving the investment and capital needs of a global client base. The firm employs approximately 13,000 people, including 4,800 investment executives in 250 offices nationwide. PaineWebber's international offices are located throughout the world including Tokyo, London and Paris.

On December 31, 1991, PaineWebber's assets totaled \$22.7 billion and its total capital was \$1.87 billion, making it one of the strongest independent firms in the industry. Total revenues for 1991 were \$3.2 billion.

PaineWebber Group Inc. is the parent company of PaineWebber Incorporated, the firm's major operating subsidiary, and PaineWebber International. Mitchell Hutchins Asset Management is the money management subsidiary of PaineWebber Incorporated. The common and preferred stock of PaineWebber Group Inc. is traded on the New York and Pacific Stock Exchanges.

February 1992

Selected Organizational Affiliations

Vice Chairman of the Board of Trustees, The Museum of Modern Art
Trustee, Dana Foundation
Member, President's Committee on the Arts and the Humanities
Director, Business Committee for the Arts, Inc.
Trustee, Trust for Cultural Resources of the City of New York
Council on Foreign Relations, Inc.
Governor's School and Business Alliance Task Force (New York)

Honors and Awards

Honorary Doctor of Law Degree from Long Island University, Southampton Campus (1986)
Skowhegan Gertrude Vanderbilt Whitney Award for significant contributions to the arts (1985)
Special Service Award from the Citizens' Union of the City of New York (1984)
Honorary Doctor of Law Degree from Baruch College of the City University of New York (1983)
Named by *Institutional Investor* magazine as one of the 100 individuals who most influenced the securities industry in the preceding decade (1977)
Named by *Time* magazine as one of the 200 outstanding leaders in America under 45 years of age (1974)

Former Affiliations

Co-founder and Chairman of the Board, Data Resources, Inc.
President of the Board of Trustees, The Museum of Modern Art
Director, The New York Stock Exchange
Vice Chairman, Securities Industry Association
Vice Chairman of the Board, California Institute of the Arts, Valencia, California
Chairman, National Car Rental System, Inc.
Executive Committee, The President's Private Sector Survey, the Grace Commission
Governor's Council on State Priorities (New York)
Independent Commission of the Future of SUNY
National Market Advisory Board

Withdrawal/Redaction Sheet

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E. JOHN ROSENWALD, JR.
BIOGRAPHICAL DATA

Born in New York City --

(b) (6)

Graduated Deerfield Academy, Deerfield, Massachusetts - 1948

Received B. A. degree cum laude from Dartmouth College - 1952;

M.B.A. degree from Amos Tuck School of Business Administration - 1953

Following graduation in 1953 joined Bear, Stearns & Co. Worked in the International and Research Departments before joining the Institutional Sales Department, which he headed for 20 years. In 1962, he was elected a General Partner and shortly thereafter was elected to The Executive Committee.

For the past seventeen years Mr. Rosenwald has served as Senior Managing Director in the Corporate Finance Department.

In October 1985, The Bear Stearns Companies Inc. went public. At that time Mr. Rosenwald was elected to the position of Member of the Office of the President. In May 1988, Mr. Rosenwald was elected to the position of Vice Chairman.

Mr. Rosenwald serves as a member of the Board of Directors of the following public corporations:

The Bear Stearns Companies Inc.
Frequency Electronics, Inc.
Hasbro, Inc.
Orion Pictures Corporation

Mr. Rosenwald serves as a Trustee of the following non-public organizations:

New York University Medical Center
Dartmouth College
Central Park Conservancy
United Way of New York
Metropolitan Museum of Art

Mr. Rosenwald resides in New York City and Rye, New York with his wife Patricia.

Post-It brand fax transmittal memo 7871		# of pages 1
To: <i>Jeff Kozoff</i>	From: <i>E. John Rosenwald</i>	
	Co.	
Dept.	Phone #	<i>212-3829</i>
Fax # <i>319-1705</i>	Fax	

JOSEPH S. SCHUCHERT

Chairman & Chief Executive Officer
KELSO & COMPANY
350 Park Avenue, 21st Floor
New York, NY 10022
(212) 751-3939

Mr. Schuchert, Chairman and Chief Executive Officer of Kelso & Company, was a co-founder of the firm in 1970, and became its chief executive in 1977. Under Mr. Schuchert's direction, Kelso has completed 39 acquisitions since 1980 having an aggregate consideration of more than 8.0 billion.

Mr. Schuchert has been a leader in the development of financing techniques involving Employee Stock Ownership Plans (ESOPs). Previously, Mr. Schuchert specialized in corporate, securities and tax law.

Mr. Schuchert earned a B.S. in electrical engineering from Carnegie Mellon University and an LL.B. from the University of Pittsburgh Law School. Mr. Schuchert is a director of American Standard Inc., Arkansas Best Corporation, and Earle M. Jorgensen Co. He also is a trustee of Carnegie Mellon University.

* * *

KELSO & COMPANY

One of the most experienced firms specializing in corporate buyouts, Kelso & Company has been involved in acquisitions both as principal and as financial advisor since 1971. Kelso makes equity investments for its own account and on behalf of the investment partnerships which it manages. Since 1980, Kelso has acquired 39 companies with total capital of more than \$8.0 billion. *

Among the companies Kelso owns are: American Standard Inc., Americold Corporation, Arkansas Best Corporation, Club Car, Inc., Earle M. Jorgensen Company and King Broadcasting Company.

Kelso is acknowledged as the preeminent firm responsible for the creation and development of the Employee Stock Ownership Plan (ESOP) and related financing techniques which have evolved over the years.



One Madison Avenue
New York, NY 10010

February 1991

ROBERT G. SCHWARTZ

Robert G. Schwartz is chairman of the board of directors, president and chief executive officer of the Metropolitan Life Insurance Company. With its affiliated companies, Metropolitan is a multiline insurance and financial services organization with over \$128 billion of assets under management.

Mr. Schwartz joined Met Life in 1949 upon graduating from Penn State University with a degree in business administration. A year later he was given a leave-of-absence to serve with the U.S. Army during the Korean Conflict. When he returned to the company in '53 he trained as an auditor, and began matriculating at the graduate business school of New York University.

Upon receiving an M.B.A. degree from N.Y.U. in 1956, Mr. Schwartz joined the company's securities investments operation, and was appointed an officer in 1962. Following numerous assignments in Met Life's various investment activities, he was appointed senior vice-president in charge of the corporate investments department in 1975. Four years later he was promoted to executive vice-president and given responsibility for the company's entire investment portfolio.

In 1980 Mr. Schwartz was elected to Met Life's board of directors as vice-chairman and was also named chairman of the investment committee. In 1983 he was elected chairman of the board, and in that capacity directed all investment activities and pensions operations. He was subsequently elected to the additional posts of president and chief executive officer effective September 1, 1989.

Mr. Schwartz presently serves on the boards of directors of CS First Boston, Inc., Communications Satellite Corporation (COMSAT), Lowe's Companies, Inc., Mobil Corporation, Potlatch Corporation, The Reader's Digest Association, Inc. and is a member of the board of trustees of Consolidated Edison Company of New York. He is a member of The Business Council, The Business Roundtable and is on the boards of the American Council of Life Insurance and The Business Council of New York State, Inc. He is a trustee of the Committee for Economic Development, the Economic Club of New York and The Foundation for the Malcolm Baldrige National Quality Award, Inc. From 1982 to '84 he served as a member of the President's Export Council.

- 2 -

Mr. Schwartz is on the board of overseers of the Leonard N. Stern School of Business at New York University and serves on the board of directors of the American Quality Foundation. Other business affiliations include the Urban Land Institute and the Pennsylvania Society.

In addition to being the 1981 recipient of the Alumni Achievement Award from New York University's Graduate School of Business Administration, Mr. Schwartz received in 1983 Penn State's Distinguished Alumni Award, its highest honor for alumni achievement.

Mr. Schwartz resides with his wife, Caroline, in Princeton, New Jersey. They have three grown children.

* * * * *

CLIFFORD M. SOBEL
40 Dorsan Drive
Short Hills, New Jersey 07878
Telephone: (201) 584-9141

Summary of Qualifications:

- Chief Executive Officer of national and international manufacturing and trading companies.
- Extensive experience in finance, management, administration, and marketing.
- Expertise and involvement in community and political activities.
- Skilled communicator, decision maker and facilitator.

**Employment
Record
1971-
Present**

DVMI & BON-ART INTERNATIONAL, Newark, New Jersey
Founder/Chief Executive Officer

- Majority stockholder of company that designs, manufactures, imports and exports display fixtures for retail stores. Company operates nationally and in the Far East.
- Managed and expanded the organization to its present position in the marketplace, with current employment exceeding 250. Directed company to its premier position as one of the fastest growing and innovative in the industry.
- Selected clients include K-Mart, Sears, Kinney, et al.

**1981-
resent**

BAUCHET INTERNATIONAL, INC., Los Angeles, California
Chairman/Chief Executive Officer

- Majority stockholder of this company holding extensive overseas licenses, specializing in the manufacture, importation, and exportation of display products.
- Company employs more than 200 personnel.
- The firm is actively establishing field organizations, joint ventures and licensing agreements throughout Europe and Southeast Asia.
- Selected clients include J.C. Penney, Sears, Nordstroms, The Limited, et al.

**1980-
Present**

CMS REALTY (AND RELATED COMPANIES),
President

- Holder/owner of commercial properties in California and New Jersey.

**1985-
1991**

NORCROWN BANK OF ROSELAND, Roseland, New Jersey
Director (Charter)

- 1991 - Chairman Senior Advisory Board.

Education

NEW YORK UNIVERSITY SCHOOL OF COMMERCE, New York, N.Y.
Bachelor of Science degree with concentration in Accounting, Foreign Trade, Management and Marketing
Honors Graduate

UNIVERSITY OF VERMONT, Burlington, Vermont
Studied Economics/Liberal Arts (1967-1968)

Professional Affiliations:

- Membership (pending) to Y.P.O. (Young President's Organization)
- Former Vice President, Visual Merchandising Center, N.Y.C.
- Former Secretary, National Association of Display Industries (N.A.D.I.)
- Member, Gamma Sigma Honor Society for Management

Community Experience:

- Director, Children's Institute, Livingston, New Jersey
- Sponsored with Larry Bathgate and Ray Chambers a Children's Symposium, "Children in Crisis", East Brunswick, New Jersey (1989)
- Trustee, Metrowest Federation, UJA
- Trustee, B'nai Abraham, Livingston, New Jersey
- Sponsored a Fellowship for Gastroenterology Department, Mt. Sinai Medical Center, New York (1988-1990)

Political Activities:

- 1991 - Republican State Finance Chairman of the State of New Jersey
- 1991 - Member of the Republican State Executive Committee
- 1990 - 1991 - Finance Chairman Republicans for Choice
- 1990 - Member Executive Committee, Representative Dick Zimmer
- 1985 - 1990 - Member, Executive Committee, Courter for Congress
- 1989 - Sponsored and traveled on a fact finding mission to Israel with Congressman Jim Saxon, Congressman Dean Gallo, Congressman Jim Courter, and Congressman Donald Payne
- 1989 - Finance Chairman for Primary and Gubernatorial Campaign for Jim Courter
- 1984 - 1989 - Republican Eagle
- 1988 - Active Republican New Jersey "Assembly Majority Campaign". Worked on fund-raising with Larry Bathgate and State Chairman, Bob Franks
- 1988 - Sponsored and traveled on a fact finding mission to Moscow with Congressman Dean Gallo and Congressman Jim Courter
- 1988 - Jewish Coalition Board of Directors
- 1988 - Bush Campaign - sponsored, at home, educational forums and home fund-raisers with Dennis Ross and Frank Lavin.
- 1988 - Board of Directors of the Republican Party during President Bush's campaign
- 1986 - Present - Fund-raiser and Executive Committee member, Representative Dean Gallo, New Jersey
- 1985 - Fund-raiser for "Fund for America's Future", event held in Asbury Park, New Jersey
- Major contributor, The Fund for Americas Future

International Activities:

- Appointed to, Industry Sector, International Trade Advisory Board. 1987 - resigned in 1989
- 1988 - Present - Appointed by Governor Kean to New Jersey Israel Commission
- 1986 - Participated in CSIS Conference with Peoples Republic of China delegation, Williamsburg, Virginia
- Former member, Center for Strategic & International Studies
- Former member, Washington Quarterly Roundtable, Center for Strategic & International Studies

ID.... History.....

2687 Allen, Robert (Bob)

Mr. Robert Allen
AT&T
550 Madison Avenue
New York, NY 10022

(202) 457-3810
(908) 221-5151

OFFICE
NJ

Chairman & CEO

Other addresses:

Entered: 07/09/91 - CMS

Last Updated: 03/30/92

Categories

BUS	business
RACE/CURE	race for the cure
PERSONAL	personal
MAIL	personals to recieve mail in some form regularly
DINNER	personals to be invited to dinner
CEO	ceo
HOLIDAY-91	Invited to a holiday party in 1991

Contacted by

1435 06/28/91 MAIL Sammet, Jacque

The VP and Marilyn sent letters to all those acted as sponsors in the 1991 Race for the Cure that took place on Saturday, June 15th. Laurence Tisch proposed that individual atten (NYC) luncheon.

9574 02/27/92 INVLU Quayle, Dan

Mailings

13 03/09/40 THANK SPONSORS

Notes

Washington Office: 1120 20th Street, N.W., Suite 1000, Washington, D.C. 20036

6248 Gargano, Charles

The Honorable Charles Gargano
69 Lawrence Lane
Bayshore, NY 11706

(516) 968-0460

Other addresses:

Entered: 02/10/92 - JR

Last Updated: 02/11/92

Categories

POLITICAL	political
PERSONAL	personal

Contacted by

7608 01/14/92 EVENT Quayle, Dan

VP addressed B/Q '92 National Finance Meeting

JW Marriott.

ID.... History.....

Notes

02/10/92 11:11AM - Nat'l Vice Chair B/Q92 Nat'l Finance Committee
(New York)
130 East Main Street
Bayshore NY 11706

8286 Greenhill, Robert (Bob)

Mr. Robert Greenhill
Morgan Stanley Group, Inc.
1251 Avenue of the Americas
New York, NY 10020

(212) 703-4000 OFFICE

President

Other addresses:

Entered: 02/28/92 - INT Last Updated: 04/14/92

Categories

PERSONAL	personal
PHONE	personals to receive phone calls
DINNER	personals to be invited to dinner
BUS	business

Contacted by

9530 02/27/92 VISIT Quayle, Dan

Attended luncheon honoring VP at CBS(NYC) hos
by Laurence Tisch.

9630 02/27/92 MAIL Quayle, Dan

VP wrote personal notecard as follow up to Ti
Luncheon.

1893 Kravis, Henry (Henry)

Mr. Henry Kravis
Kohlberg, Kravis and Roberts
71 East 71st Street
New York, NY 10021

(212) 230-9430 OFFICE
(212) 750-8300 OFFICE

Partner

Other addresses:

office address

Suite 4250
9 West 57th Street
New York, NY 10019

Entered: 06/05/91 - CMS Last Updated: 03/23/92

Categories

POLITICAL	political
TEAM 100	team 100



BUS
PERSONAL

business
personal



Report of NAMES HISTORY Sorted by Last Name, First Name for 29 APR 1992

ID.... History.....

7500	01/14/92	EVENT	Quayle, Dan	VP addressed B/Q '92 National Finance Meeting JW Marriott.
10930	03/12/92	MAIL	Porter, Richard	Recieved mailing from RWP containing recent V speeches & articles.
11152	03/09/92	MAIL	Quayle, Dan	VP sent a personal notecard after NYC trip (h not get to see him).

Notes

Served as Chairman for 1990 Eagles naugural. Gala and Honorary Chairman for 1991 Inaugural Gala.
01/15/92 04:10PM - HRK is a National Finance Committee Co-Chairman. B/Q '92

1910 Marron, Donald (Don)

Mr. Donald Marron
PaineWebber Group, Inc.
1285 Avenue of the Americas
14th Floor
New York, NY 10019

(212) 713-2105 OFFICE

Chairman and CEO

Other addresses:

Entered: 06/05/91 - CMS Last Updated: 04/10/92

Categories

PERSONAL	personal
PHONE	personals to receive phone calls
DINNER	personals to be invited to dinner
POLITICAL	political
TEAM 100	team 100
CEO	ceo
BUS	business

1861	08/05/91	VISIT	Quayle, Dan	Accompanied the VP on his visit to South Amer with eight other CEO's.
7502	01/14/92	EVENT	Quayle, Dan	VP addressed B/Q '92 National Finance Meeting JW Marriott.
9535	02/27/92	VISIT	Quayle, Dan	Attended luncheon honoring VP at CBS(NYC) hos by Laurence Tisch.
9633	02/27/92	MAIL	Quayle, Dan	VP wrote personal notecard as follow up to Ti Luncheon.
9981	02/27/92	EVENT	Quayle, Dan	Sat on Lower Dais at Economic Club of New Yor event.
10931	03/12/92	MAIL	Porter, Richard	Recieved mailing from RWP containing recent V speeches & articles.

Notes

National Regional Chairman for B/Q'92. Region 2 (NY,NJ,CT,PA)

ID.... History.....

6382 Mosbacher, Georgette (Georgette)

Mrs. Georgette Mosbacher
31 West 52nd Street
16th floor
New York, NY 10019

Other addresses:

Entered: 02/10/92 - VGS Last Updated: 02/10/92

Categories
POLITICAL political
PERSONAL personal

Contacted by
7519 01/14/92 EVENT Quayle, Dan VP addressed B/Q '92 National Finance Meeting
JW Marriott.

1939 Perelman, Ronald

Mr. Ronald Perelman
36 East 63rd Street
New York, NY 10021

(212) 572-5060 OFFICE

Other addresses:

Entered: 06/05/91 - CMS Last Updated: 02/04/92

Categories
POLITICAL political
TEAM 100 team 100
BUS business
PERSONAL personal

Notes
Investor who specializes in leveraged buyouts

4176 Schuchert, Joseph (Joseph)

Mr. Joseph Schuchert
Kelso and Company
770 Park Avenue
Apartment 16D
New York, NY 10021

Other addresses:

Entered: 10/01/91 - CMS Last Updated: 02/27/92

Categories

RES/000015

residence guests

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
08. Report	Re: Report on Names History; Personally Identifiable Information redacted. (1 pp.)	04/29/92	(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: New York 4/30/92

Date Closed:	8/26/2025	OA/ID Number:	21805-036
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]

Report of NAMES HISTORY Sorted by Last Name, First Name for 29 APR 1992

ID.... History.....

Contacted by
3286 09/25/91 VISIT Sammet, Jacque Reception at the residence "Friends of the Vi
President's Residence"

Notes
Karalyn is a member of the board of directors for the "Vice President's
Residence Foundation"

8320 Schwartz, Robert (Robert)

Mr. Robert Schwartz (212) 578-2221 OFFICE
Metropolitan Life Insurance
One Madison Avenue
New York, NY 10010

President and Chairman

Other addresses:

Entered: 02/28/92 - INT Last Updated: 02/28/92

Categories
CEO ceo
BUS business

Contacted by
9559 02/27/92 INVLU Quayle, Dan Laurence Tisch proposed that individual atten
(NYC) luncheon.

4540 Sobel, Clifford (Cliff)

Mr. Clifford Sobel (201) 623-6615 OFFICE
DVMI & Bon-Art International (201) 564-9141 HOME
40 Dorison Drive
Short Hills, NJ 07078

CEO

Personal Info: Full Name: Mr. Clifford Sobel
SSN: (b) (6) DOB: (b) (6)

Other addresses:

Entered: 10/17/91 - CMS Last Updated: 02/25/92

Categories
POLITICAL political
RES/GUESTS residence guests
PERSONAL personal
DINNER personals to be invited to dinner

Contacted by

435 12/12/91 DINNER

Quayle, Dan

Attended dinner in honor of Prime Minister
Mitsotakis of Greece.

Report of NAMES HISTORY Sorted by Last Name, First Name for 29 APR 1992

ID.... History.....

3705	10/09/91	MAIL	Quayle, Dan	VP sent a letter following his trip to New Je "You have a great family-See you Vail"
4625	12/31/91	VISIT	Quayle, Dan	The Sobel family (Cliff, Barbara & Scott) rod AFII from Washington to Vail with the VP
5102	12/31/91	PARTY	Quayle, Dan	Attended party in Vail hosted by VP/MTQ.
5145	01/07/92	MAIL	Quayle, Dan	VP wrote follow up note to guests that attend his Vail parties.
8543	10/09/91	EVENT	Quayle, Dan	Attended New Jersey GOP Fundraiser with VP on 10/09/91.
10919	03/12/92	MAIL	Porter, Richard	Recieved mailing from RWP containing recent V speeches & articles.

Notes

Son - Scott



OFFICE OF THE VICE PRESIDENT

WASHINGTON

April 29, 1992

Tour and Roundtable at NYU Medical Center

Date: Thursday, April 30, 1992
Location: New York City
Time: 2:00 p.m. (55 minutes)
From: John J. Cohrsen

I. Purpose

To tour the Neuroradiology Service and Pediatric Department and meet with hospital officials to discuss FDA drug approval, problems of excessive regulation, and malpractice and civil justice reforms.

II. Background

NYU Medical Center is a world class teaching and research institution with a budget of over \$.5 billion and serving more than 25,000 patients per year. The hospital provides a full range of medical services.

The Neuroradiology Department uses "state-of-the-art," nonsurgical techniques to treat brain, neck, and head disorders as a less traumatic alternative to surgery.

The Pediatric Department provides a full range of medical services. It has neonatal intensive care, pediatric intensive care, and units for infants toddlers, pre-school children and children up to 18 years old.

The roundtable discussion will center on:

- o FDA approval of drugs and biotechnology products
- o The costs of excessive regulation
- o Liability/malpractice concerns

III. Participants

Laurence Tisch, Chairman, NYU Board of Trustees
Saul J. Farber, M.D., Provost and Dean
Peter J. Hughes, Deputy Provost and Executive V.P.
Theresa Bischoff, V.P. Finance Officer
Margaret McClure, V.P. Hospital Operations

Martin Begun, VP for External Affairs
Alejandro Bernstein, M.D., Director Neuroradiology
Wade Parks, M.D., Chief of Pediatric Department
Jerry Shupack, M.D., Dermatologist
Ronald Blum, M.D., Oncologist

IV. Sequence of Events

You will be greeted at the car by Dr. Saul Farber and escorted into the building where you will be met by:

Laurence Tisch, Chairman, NYU Board of Trustees,
Peter Hughes, Deputy Provost and Executive V.P.,
Martin Begun, VP for External Affairs.

You will be escorted to a holding room.

Dr. Farber, Larry Tisch and Dr. McClure will escort your tour. At the Neuroradiology unit you will be met by Dr. Alejandro Bernstein and briefly tour the unit. At the Pediatric unit you will be met by Dr. Wade Parks and briefly tour the unit.

You return to the conference room for the roundtable. The participants are listed above. Larry Tisch is on your immediate right with Peter Hughes next to him. On your left is Mrs. Quayle, to her left, Dr. Farber.

V. Press Plan

Tour--Official Photographer
Roundtable--Press Pool

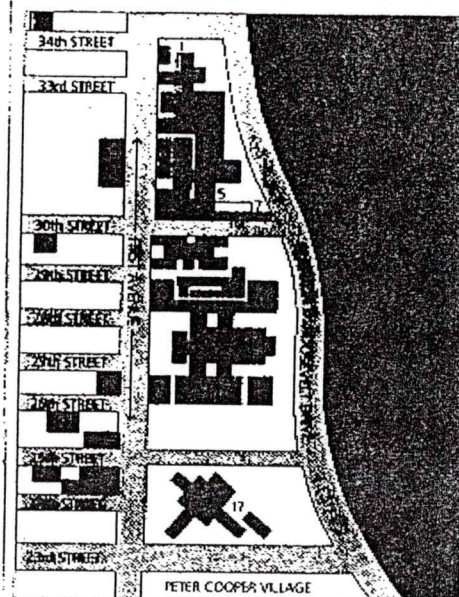
VI. Follow-up

Follow-up correspondence and photos to be forwarded.

Attachments

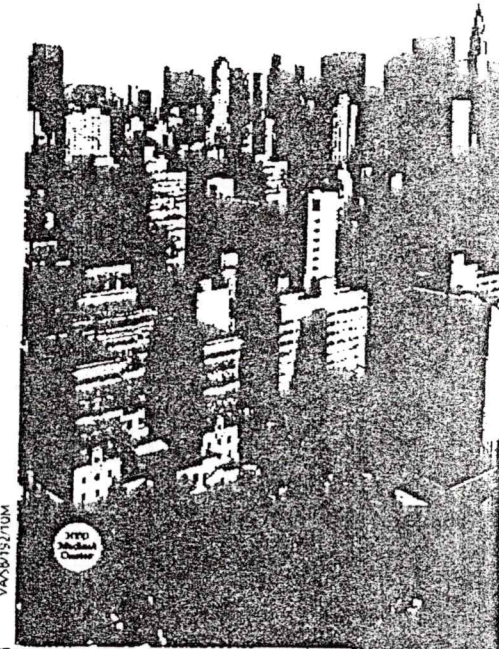
Information about NYU Medical Center
Descriptions of the Neuroradiology and Pediatric Departments
Resumes
Summary of the President's Comprehensive Health Care Reforms

1. Rusk Institute of Rehabilitation Medicine
2. Tisch Hospital
3. NYU School of Medicine
Post-Graduate Medical School
Medical Science Building
4. Alumni Hall
5. Kaufmann Court
6. Arnold and Marie Schwartz Health Care Center
(Cooperative Care)
7. William B. and Cele H. Rubin Hall of Residence
8. Office of the Chief Medical Examiner
9. Henry W. and Albert A. Berg Institute for Experimental Physiology, Surgery, and Pathology
10. Arnold and Marie Schwartz Lecture Hall
11. Bellevue Hospital Center
12. Twenty-sixth Street Graduate Apartment Residence
13. Old Public Health Laboratories
14. Dental Apartments
15. K.B. Weissman Clinical Science Building
16. David B. Kraser Dental Center
17. Department of Veterans Affairs Medical Center
18. Kips Bay Hall
19. Office of Public Affairs
Office of Development
20. Hassenfeld Children's Center for Cancer and Blood Disorders
21. Skirball Institute of Biomolecular Medicine and Residential Tower (under construction)
22. New York City Department of Health
Public Health Laboratories
Aaron Diamond AIDS Research Center



General Information	263-7300
Patient Information	263-1999
Emergency Service	263-5550
Security	263-3000
Provost and Dean	
Saul J. Farber, M.D., MACP	263-5372
Deputy Provost and Executive Vice-President	
Peter J. Hughes	263-5111
Vice-President, External Affairs; Associate Dean	
Martin S. Bequin	263-5370
Vice-President, Development	
Lawrence R. Lynn	263-8133
Vice-President, Finance	
Theresa A. Bischoff	263-6664
Vice-President, Hospital Operations and Executive Director, Nursing	
Margaret L. McClure, Ed.D.	263-5507
Vice-President, Human Resources	
Joseph N. Miniace	263-7990
Vice-President, Industrial Liaison	
Isaac Kohlberg, Esq.	263-8191
Vice-President, Program Development and Planning	
Ellen Krasik	263-7995
Associate Dean	
David S. Scotch, M.D.	263-5375
Director, Alumni Relations	
Arthur H. Rubin	263-5390
Director, Public Affairs	
John R. Deats	263-5488

Highlights 91-92



NYU Medical Center

New York University Medical Center is one of the nation's leading biomedical resources, combining excellence in patient care, research, and medical education.

Operating Budget	\$572,683,000
Philanthropic Income	\$34,020,448

Affiliated Institutions

Bellevue Hospital Center	1,232 beds
Department of Veterans Affairs Medical Center	851
Goldwater Memorial Hospital	944
Booth Memorial Hospital	487
Hospital for Joint Disease/Orthopaedic Institute	220
Gouverneur Hospital	210

NYU School of Medicine and

Post-Graduate Medical School

Faculty	
Full-Time	1,315
Part-Time	2,098
Endowed Professorships	23
Degrees Granted	151
Medical Students	588
Residents/Fellows	904
M.D./Ph.D. Candidates	49
Post-Graduate Registrants	3,078
Tuition and Fees	\$20,665
Financial Aid	\$2,977,704
Biomedical Research Funding	
Federal	\$64,808,556
Nonfederal	\$22,083,451
Total	\$86,892,007
Library Volumes	177,566

Tisch Hospital

The University Hospital of NYU

The New York Post-Graduate Hospital, founded in 1882, became part of NYU Medical Center in 1947 as University Hospital. Rebuilt on its present site in 1963, it was renamed Tisch Hospital in 1989. An acute-care facility and a major center for specialized procedures, Tisch Hospital includes the Cooperative Care Unit and the Day Surgery Unit, which, along with the Faculty Practice Offices, are housed in the Arnold and Marie Schwartz Health Care Center.

Beds	726
Occupancy Rate	89%
Total Admissions	26,444
Average Stay	8.9 days
Patient Days	235,778
Outpatient Services	
Day Surgery	7,131 visits
Emergency Service	13,764 visits
Harris Skin and Cancer Unit	22,503 visits

Howard A. Rusk Institute

of Rehabilitation Medicine

Founded in 1948, it is the largest university based center of its kind. It is the pioneer and model for rehabilitation centers in the United States and worldwide.

Beds	151
Occupancy Rate	89%
Inpatient Admissions	1,143
Average Stay	43.6 days
Patient Days	49,450
Outpatients	8,034
Outpatient Visits	57,785

NEURORADIOLOGY

DESCRIPTION OF SERVICES

The angiographic room, within the Diagnostic Radiology Suite, is a vital component of the Radiology Department, necessary to the performance of interventional neuroangiographic procedures. These procedures include endovascular embolization, which is a nonsurgical technique of occluding abnormal blood vessels found in a variety of vascular lesions of the brain, spine, and spinal cord. In addition, the equipment is utilized for interventional angiographic procedures of the head and neck in order to occlude arteriovenous malformations, arteriovenous fistulas, aneurysms, and vascular tumors.

For patients with complex vascular problems, these procedures offer the only form of treatment available and, often, can be curative. Current techniques involve the introduction of an embolic agent through a catheter into the blood vessels involved. The patient is hospitalized during the course of the treatment and for several days afterward. In some cases, endovascular embolization has replaced conventional surgery with significant reductions in hospital costs. As a preoperative measure, this intervention is used to devascularize tumors or malformations. This may permit the performance of surgery on patients who were previously not candidates and make surgery safer and easier.

NYU Medical Center had spent considerable time and effort in selecting suitable modifications to the present angiography suite and equipment in order to maximize patient safety, operational efficiency, and existing space. The equipment, operational in April, 1992 includes:

- 1) A biplane Philips Poly-Diagnostic System, which permits proper patient positioning, allowing universal rotation as well as positioning for fluoroscopy and radiography.
- 2) A film changer in all axes and biplane capabilities. The system enables Digital Subtraction Angiography examination which also significantly reduces radiation doses, expedites the procedure, and decreases the cost of film.

The Neuroradiology Division performs approximately 1,318 procedures per year.

Pediatric Department
Description of Services

The Pediatric department at Tisch Hospital is a 59 bed acute care service inclusive of a 4 bed neonatal intensive care unit, a 6 bed pediatric intensive care unit, a 19 bed unit for infants, toddlers and pre-school children and a 30 bed unit for school aged children up to age 18. The neonatal intensive care unit provides all necessary services to premature, low birth weight and medically complicated newborns. The pediatric department provides the sophisticated technology, medical and nursing expertise necessary to care for children with multi-system problems or medically complicated diagnoses. It is especially noted for its neurosurgical, cardiovascular and oncology services. All medical care is supervised by a medical director for the department as well as a department chair that oversees both Tisch Hospital and Bellevue Pediatric departments.

Tisch Hospital Pediatric department is committed to providing maximum quality of life for the hospitalized child. The professional nursing staff integrates a myriad of services in achieving this goal. Recognizing the parents as an integral part of the quality of any child's life, parental participation is solicited and fostered into the plan of care for every child. Recreational needs of the children are met by the Child Life Program with planned activities such as arts and crafts, parties, movies and music. Educational needs of children are met by two teachers that are on site Monday through Friday. A classroom setting is offered to those children well enough to attend and bedside instruction is available for the more acutely ill patient. A pediatric library offers age appropriate reading material to children who can visit the library on the ninth floor or will provide a cart with books to go to the bedside.

ELECTED TO THE UNIVERSITY BOARD

Chairman, 1978 to Present
Member, 1966 to Present

MEDICAL CENTER BOARD ACTIVITIES

Joint Trustee Committee

EDUCATION

New York University, B.S. (cum laude), 1942
University of Pennsylvania, M.A., 1943
Harvard University Law School, 1946

MARITAL STATUS

Married: Wilma (Billie) Stein

CHILDREN

Andrew, Daniel Richard, James and Thomas

BUSINESS

CBS Inc., Chairman, President and CEO
Loews Corporation, Chairman

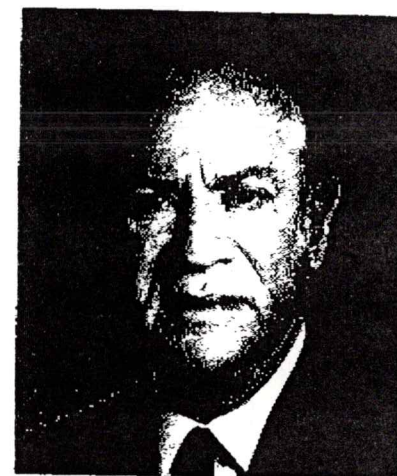
CURRENT AFFILIATIONS

Automatic Data Processing Corp., Director
Bulova Watch Company, Director
Carnegie Corporation, Director
CNA Financial Corporation, Chairman
CNA Insurance Company, Director
Federation of Jewish Philanthropies,
Trustee-at-Large
Legal Aid Society, Trustee
R. H. Macy & Co., Inc., Director
Metropolitan Museum of Art, Director
New York Public Library, Director
New York Stock Exchange, Director
Petrie Stores Corporation, Director
Tisch Hotels, Inc., President

PREVIOUS AFFILIATIONS

Franklin National Bank Corporation, Director
Grand Union Corporation, Director
Suffield Academy, Trustee
Sun Chemical Corporation, Director
Whitney Museum of American Art, Trustee

**Laurence A. Tisch, Chairman
New York University
Board of Trustees**



CURRENT RESIDENCE

980 Fifth Avenue
New York, NY 10021

CURRENT BUSINESS ADDRESS

CBS Inc.
51 West 52nd Street, 35th Floor
New York, NY 10019
(212) 975-5100

■ AWARDS AND HONORS

American Society for Techninn.

Honorary Degree, 1989

Beta Gamma Sigma Award, 1969

Commerce Student Societies.

Honorary Membership in Sphinx and in Arch
and Square, 1969

New York University, Leonard N. Stern School
of Business (BPA), Madden Memorial
Award, 1962

■ NAMED NYU CONTRIBUTIONS

New York University

Tisch School of the Arts

Tisch Hall

NYU Medical Center

Tisch Hospital

ACADEMIC APPOINTMENTS

NYU School of Medicine, 1949 to Present
 Dean, 1987 to Present
 Acting Dean, 1963-66, 1979-81, 1982-87
 The Frederick H. King Professor of Internal
 Medicine, 1978 to Present
 Dean for Academic Affairs, 1978 to Present
 Chairman, Department of Medicine,
 1966 to Present
 Professor of Medicine, 1962 to Present

HOSPITAL APPOINTMENTS

NYU Medical Center, 1949 to Present
 Director of Medicine, 1966 to Present
 Bellevue Hospital Center, Director,
 Department of Medicine
 Veterans Affairs Medical Center, Consultant,
 Research and Education Committee

EDUCATION

New York University, B.A., 1938; M.D., 1942

POSTGRADUATE TRAINING

Sinai Hospital, M.D., Medical Intern, 1942-43
 Goldwater Memorial Hospital, Resident,
 Third (New York University) Medical
 Research Division, 1946-47
 Bellevue Hospital, Assistant Resident,
 Third (New York University) Medical
 Division, 1947-48
 NYU School of Medicine, Fellow in Nephrology,
 Department of Medicine, 1948-49

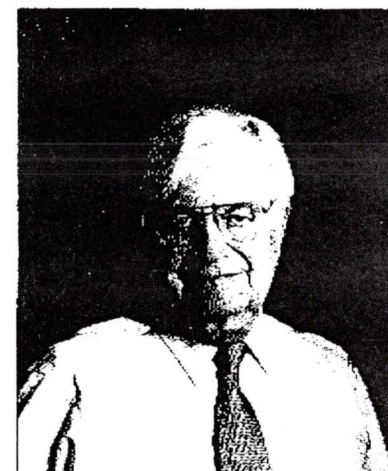
BOARD CERTIFICATION

American Board of Internal Medicine, 1955

PROFESSIONAL AFFILIATIONS

American Association for the Advancement of
 Science, Fellow; Former Chairman,
 Section on Medical Sciences
 American Board of Internal Medicine,
 Former Chairman and Executive
 Committee Member
 American Board of Medical Specialties,
 Former Delegate

Saul J. Farber, M.D., MACP



CURRENT BUSINESS ADDRESS
 Office of the Dean
 NYU School of Medicine
 550 First Avenue
 New York, NY 10016
 (212) 263-5372, (212) 263-6394
 FAX: (212) 225-2140

PROFESSIONAL EXPERIENCE

NYU Medical Center, Deputy Provost and Executive Vice President, 1987 to Present
 Memorial Sloan-Kettering Cancer Center, Memorial Hospital for Cancer and Allied Diseases, Sloan-Kettering Institute for Cancer Research, SKI Realty, Inc.
 Executive Vice President, 1981-87
 Board of Overseers and Board of Managers (Memorial Sloan-Kettering Cancer Center), 1981-87
 NYU Medical Center, Senior Vice President, 1963-80
 Deloitte Haskins & Sells, 1958-63

CURRENT RESPONSIBILITIES

Management and Operation of all Components of NYU Medical Center

MARITAL STATUS

Married: Eileen Barry

CHILDREN

Kevin, Craig and Sean

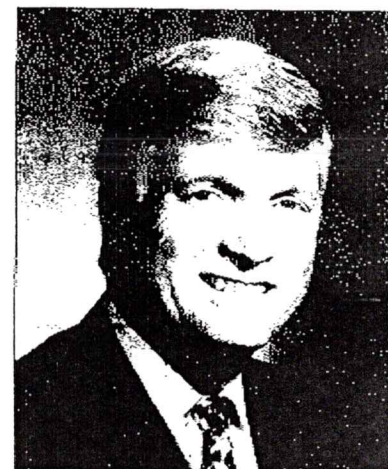
EDUCATION

St. John's University, B.B.A., 1959

PROFESSIONAL ACTIVITIES

American Hospital Association
 House of Delegates
 Regional Policy Board 2
 Association of American Medical Colleges
 Council of Teaching Hospitals
 Member, Various Task Forces
 Empire Blue Cross/Blue Shield, Vice Chairman and Member, Board of Directors
 Greater New York Hospital Association, Member of the Board of Governors, Former Chairman
 Health Systems Agency of New York City, Director
 Hospital Association of New York State, Trustee
 National Institutes of Health, Joint Clinical Research Centers, Former Consultant
 Welfare Research, Incorporated, Director
 United Way of Tri-State, Former Chairman, Hospital Division

Peter J. Hughes



CURRENT BUSINESS ADDRESS

NYU Medical Center
 550 First Avenue, MSB 153
 New York, NY 10016
 (212) 263-5111
 FAX: (212) 515-8846

PROFESSIONAL EXPERIENCE

NYU Medical Center

Vice President, Finance, 1988 to Present
 Acting Senior Administrator, Hospital
 Operations, 1990 to Present
 Senior Director for Accounting Services,
 1984-87

Squibb Corporation

Director, Accounting Practices, 1983-84
 Manager, External Reporting, 1981-83

Great Northern Nekoosa Corporation, CT.

Manager of Corporate Accounting, 1979-81

Arthur Andersen & Company, Audit Senior, 1975-79

CURRENT RESPONSIBILITIES

Finance
 Information Systems
 Medical Insurance
 Purchasing
 Housing
 Clinical Laboratories
 Physical and Occupational Therapy
 Building Services
 Materials Management

MARITAL STATUS

Married: Paul E. Bischoff

CHILDREN

Craig

EDUCATION

University of Connecticut, B.S.
 (cum laude), 1975
 New York University, M.B.A., 1990

PROFESSIONAL ACTIVITIES

American Association of Medical Colleges,
 Group on Business Affairs
 American Institute of Certified Public
 Accountants
 Combined Coordinating Council, Director,
 Malpractice Consortium
 Connecticut Society of Certified Public
 Accountants

Theresa A. Bischoff, CPA



CURRENT BUSINESS ADDRESS

NYU Medical Center
 550 First Avenue, MSB 153
 New York, NY 10016
 (212) 263-6664
 FAX: (212) 545-8846

PROFESSIONAL EXPERIENCE**NYU Medical Center**

Vice President, Hospital Operations and
Executive Director of Nursing, 1990 to Present
Executive Director of Nursing and
Administrator for Hospital and Institute
Affairs, 1979-90

New York University

Professor, School of Medicine, 1982 to Present
Adjunct Professor, Division of Nursing,
1982 to Present

United States Army Nurse Corps Reserve,
1960-66, 1981 to Present**Columbia University Teachers College**

Adjunct Associate Professor, 1977-82
Adjunct Assistant Professor, 1974-77

Downstate Medical Center (SUNY), College of
Nursing, Adjunct Associate Professor, 1972-76**Maimonides Medical Center**

Director of Nursing, 1972-79

Lankenau Hospital, Philadelphia, PA, 1960-69**United States Army Nurse Corps, 1958-60****CURRENT RESPONSIBILITIES**

Administration of Tisch Hospital and the
Rusk Institute of Rehabilitation Medicine

MARITAL STATUS

Single

EDUCATION

Lankenau Hospital School of Nursing,
Diploma, 1957

Moravian College, B.S., 1961

Columbia University, M.A., 1965; Ed.D., 1972

PROFESSIONAL ACTIVITIES

Adelphi University College of Nursing, Advisory

Board Member, Former Chairperson

American Academy of Nursing, Fellow

Former Chairperson, Task Force on Nursing
Practice in Hospitals

**Margaret L. McClure, R.N., Ed.D.,
F.A.A.N.**

**CURRENT BUSINESS ADDRESS**

NYU Medical Center
550 First Avenue, TH 181
New York, NY 10016
(212) 261-5507
FAX: (212) 261-5460

ACADEMIC APPOINTMENTS

NYU School of Medicine, The Pat and E. John
Rosewald Professor and Chairman,
Department of Pediatrics, 1989 to Present
University of Miami School of Medicine,
1978-89
Professor of Pediatrics and Microbiology,
1982-89
National Institutes of Health (DHHS), National
Cancer Institute, 1973-77

HOSPITAL APPOINTMENTS

NYU Medical Center,
Director of Pediatrics, 1989 to Present
Bellevue Hospital Center,
Director, Department of Pediatrics

EDUCATION

University of Texas, B.A., 1963
Baylor University, Ph.D. (cum laude), 1967;
M.D., 1969

POSTGRADUATE TRAINING

University of Minnesota,
Intern in Pediatrics, 1969-70
National Institutes of Health (DHHS), National
Cancer Institute, Staff Associate, 1970-73
University of Miami School of Medicine,
Residency in Pediatrics, 1977-78

BOARD CERTIFICATION

American Board of Pediatrics, 1979
American Board of Allergy and
Immunology, 1980

PROFESSIONAL AFFILIATIONS

American Association of Immunology
American Pediatric Society
American Type Culture Collection Viral and
Rickettsial Registry Committee,
Former Member
Food and Drug Administration, Bureau of
Biologics, Former Panel Member

Wade P. Parks, M.D., Ph.D.



CURRENT BUSINESS ADDRESS

Department of Pediatrics
NYU School of Medicine
550 First Avenue
New York, NY 10016
(212) 263-6400
FAX: (212) 263-6400

CURRICULUM VITAEJerome L. Shupack, M.D

Birth Date: 4/3/39

New York University Medical Center
Department of Dermatology
562 First Avenue
New York, NY 10016

Home Address:
15 Washington Avenue
Lawrence, NY 11559

Education:

Columbia College
1959, A.B. (Chemistry), New York, NY

Columbia University College of Physicians and Surgeons
1963, M.D., New York, NY

Post Doctoral Training:

Internship:
1963-1964, Mt. Sinai Hospital, New York, NY

Residencies:
1964-1965, Mt. Sinai Hospital, Internal Medicine, New York, NY
1967-1971, NYU Dermatology-Research Training Fellow and Resident,
New York, NY

Graduate Student:
1967-1971, NYU, Pharmacology Department, New York, NY

Licensure and Certification:

Diplomate of the National Board of Medical Examiners
Diplomate of the American Board of Dermatology
Licensed in the states of New York, New Jersey, and California

Academic and Hospital Appointments:

1965-1967, LCDR, USNR, Medical Corps, Internal Medicine
1970, Instructor in Clinical Dermatology, NYU
1971-1978, Assistant Professor, Dermatology, NYU
1973-1978, Head, Skin and Cancer Pavilion, NYU
1976-1979, Director, Seminar-in-Depth - "How Drugs Work" -
Annual Academy of Dermatology
1978-present, Associate Professor of Clinical Dermatology, NYU
1978-present, Director, Dermatopharmacology Section, Department of
Dermatology, NYU
1990 Professor of Clinical Dermatology, NYU

-2-

Awards and Honors:

College - Phi Beta Kappa, Summa Cum Laude, Class Valedictorian,
1959, A.S. Green Award for Best Record in Mathematics
and Science

Major Committee Assignments:

Member, NYU Pharmacy and Therapeutics Committee, 1972-present
Chairman, NYU Pharmacy and Therapeutics Committee, 1974-1979
Member, FDA Advisory Committee for Dermatology, 1975-1978
Member at Large, Medical Board, NYU Medical Center 1987-89
Member Elect, FDA Advisory Committee for Dermatology 1989

Professional Societies:

Member of New York Academy of Sciences, 1969-present
Society for Investigative Dermatology, 1970-present
Diplomate of the American Board of Dermatology, 1970
American Academy of Dermatology (Fellow), 1971
International Society of Tropical Dermatology, 1971-present
Medical Society of the State of New York, 1971-present
Dermatologic Society of Greater New York, 1972-present
National Program for Dermatology - Division of Education of
Communications, 1973
Liaison, Committee on Research, National Program for
Dermatology, 1974
AMA, 1979-present
Derm/Pharm Task Force, American Academy of Dermatology -
1985-present
Task Force on Therapeutic Agents, American Academy of
Dermatology - 1986-present
N.Y. Dermatological Society - 1987-present
Skin Pharmacology Society - 1988
American Society of Clinical Pharmacology and Therapeutics - 1989
Editorial Board, Journal of Cutaneous Aging and Cosmetic
Dermatology, 1989-present
Chairman, Committee on Health Industry Liaison, American Academy
of Dermatology - 1990
Member, American Society of Dermatologic Surgery - 1991
Member, Hair Research Society - 1992

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
09. Vitae	Re: Alejandro Berenstein; 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: New York 4/30/92

Date Closed: 8/26/2025	OA/ID Number: 21805-036
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:

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(b)(4) Release would disclose trade secrets or confidential or financial information
(b)(6) Release would constitute a clearly unwarranted invasion of personal privacy
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(b)(8) Release would disclose information concerning the regulation of financial institutions
(b)(9) Release would disclose geological or geophysical information concerning wells

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C(2) Closed by statute or by the agency which originated the information
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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]

CURRICULUM VITAE

NAME: Alejandro Berenstein, M.D.

ADDRESS: 1725 York Avenue, Apt. 22F
New York, New York 10128

DATE OF BIRTH: (b) (6)

PLACE OF BIRTH: Mexico City, Mexico

CITIZENSHIP: Mexican
U.S. Immigration Status: Permanent
Resident, U.S., February, 1979

MARITAL STATUS: Married

SOCIAL SECURITY NO. (b) (6)

EDUCATION:

COLLEGE: 1961-1964 Escuela Secundaria y Preparatoria
de la Ciudad de Mexico
B.S. Degree

MEDICAL SCHOOL: 1965-1969 Universidad Nacional Autonoma de
Mexico
Medical Surgeon

POST DOCTORAL TRAINING:

INTERNSHIP: 1/70-2/71 Tel Hashomar Hospital
Tel Aviv, Israel
Pre-graduate Rotating Internship

7/72-6/76 Mount Sinai Hospital
Hartford, Connecticut

RESIDENCY: 7/72-6/76 Mount Sinai Hospital
New York, New York
Surgical Internship

7/75-6/76 Chief Resident - Radiology
Mount Sinai Hospital
New York, New York

FELLOWSHIP: 7/76-6/78 New York University Medical Center
New York, New York
Neuroradiology

The President's Comprehensive Health Care Reforms

Summary

The Administration is proposing reforms to health care consistent with economic growth, limiting costs, and improving efficiency--maintaining private sector care and patient choice.

Reforms are needed because of:

- o Rapidly rising health care costs,
- o Uneven access to health care,
- o The 35 million uninsured, and the worried insured.

Reforms must:

- o Contain costs,
- o Improve access,
- o Maintain quality.

Rapidly Rising Costs

Annual US health care costs:

- o \$750 billion, 13% of the GNP, up from 6% in the early 60's.
- o US costs are higher than per capita expenditures in other modern industrialized nations.

The high rate of health expenditures is not sustainable.

- o Unchecked, health care costs will consume 16% of GNP by year 2000, and 26% by the year 2030.
- o Federal health care entitlement (Medicare and Medicaid) will soon surpass Social Security as the single largest component of mandatory spending in the US budget.

-Medicare part B is now 3% of the federal budget, Medicare parts A & B total about 9% today and are projected to exceed 27% of the federal budget by 2025.

- o Business spending on health premiums has already risen substantially as a percent of compensation and wages and is now in excess of 100% of after-tax profits.

Why Costs Have Increased

- o Aging population
- o New medical technologies
- o Blank-check medicine--paid by third party payers
- o Tax deductibility of employer-paid health insurance
- o Rising administrative costs
- o Medical malpractice

Uneven Access to Health Insurance

35 Million Are Uninsured

- o 29% are poor
- o 9% near poor
- o 22% low income
- o 27% middle income
- o 12% high income
- o Uninsuredness is not particularly age-related

The Uninsured

- o A financial risk to themselves and their communities,
- o Receive half the medical services as the insured,
- o Only pay for half of the services received, the rest is paid by higher prices for the insured, charitable contributions, tax subsidies, etc.
- o Often receive more expensive emergency-room care and are less likely to receive office, clinic or regular inpatient care

The Worried Insured

- o Job loss or change could mean loss of insurance

The President's Comprehensive Health Reform Program

Expanding Access for the Poor

- o Transferrable credits (voucher) and/or medicaid
 - * \$3750 for a family
- o All poor are covered
- o 12 million newly insured

Expanding Access for Low Income and Middle Class

- o Some new financial assistance
 - * New tax deductions for many
 - * 100% deduction of premiums for the self-employed
- o More affordable insurance
 - * More affordable insure for small firms to offer
 - * About 80 million helped

Health Security for the Worried Insured

- o Job lock eliminated
- o Guaranteed and renewable health insurance coverage
- o Eliminates "pre-existing conditions" requirements

The President's Program is Good for the Economy

Encourages Economic Growth

- o No new taxes
- o No job loss
- o No government-imposed costs on employers
- o No mandated benefits for small employers
- o Employees take increases in productivity as wages, not benefits.

Contains Health Care Costs and Improves Efficiency

- o Increased emphasis on coordinated care programs
- o Malpractice reform
- o Improved consumer information & choice
- o Reduced administrative costs

Next Steps

- o Proceeding with initiatives not requiring legislation
- o Submission of first installment in early-to-mid May

PREVIOUS TRAVELS OF THE VICE PRESIDENT
TO NEW YORK

<u>DATE</u>	<u>CITY</u>	<u>EVENT</u>
1989/03/09	NEW YORK	MAYORS CONFERENCE ON DRUG TRAFFIC
	WESTCHESTER	WESTCHESTER CHAIRMAN'S DINNER
1989/05/18	NEW YORK	FATHER OF THE YEAR LUNCHEON
	NEW YORK	VISIT NAZARETH DAY NURSERY
	WEST POINT	ADDRESS US MILITARY ACADEMY
1989/09/08	NEW YORK	NY TIMES EDITORIAL BOARD
	NEW YORK	ADDRESS BIB LUNCHEON
1989/12/10	NEW YORK	YESHIVA U. CONVOCATION
	NEW YORK	WIESEL HOLOCAUST DINNER
1990/02/14	NEW YORK	NY LINCOLN DAY DINNER
	NEW YORK	BOND CLUB OF NY
	NEW YORK	KEYBOARD TRAINING CENTER
1990/03/06	BALDWIN	LUNCH F/LENT & McGRATH
	LONG ISLAND	NEWSDAY ED. BOARD
	MALVERNE	MAMA'S HOUSE/LIFE AWARDS
	NEW YORK	MTG. W/M. HOENLEIN
	NEW YORK	BUS. ROUNDTABLE DINNER
1990/05/11	GLEN COVE	BILDERBERG MEETINGS
1990/05/20	NEW YORK	UNION ORTHODOX JEWISH DINNER
1990/06/18	NEW YORK	GOP SENATE CAMPAIGN FUND
1990/09/09	ELLIS ISLAND	RE-DEDICATION OF ELLIS ISLAND
1990/09/18	NEW YORK	MTG. W/RINFRET AND GOP
1990/09/18-19	NEW YORK	RECEP. F/DAUB/KOLSTAD/SMITH
1990/09/18	NEW YORK	GOP AND RINFRET RECEP.
	NEW YORK	NRSC RDTB MTG & PHOTO OP
	NEW YORK	BILL KOEPEL FR REPORT
1990/09/19	BUFFALO	PRESS RDTB/TV/INTERVIEW
	BUFFALO	REP PAXON FR RECEP
1990/11/29	NEW YORK	SPORTSCASTERS DINNER
	NEW YORK	MTG. W/ED KOCH
	NEW YORK	PRIVATE MEETING
	NEW YORK	LUNCH AT CBS NEWS
	NEW YORK	MANHATTAN INSTI. MTGS.
1991/04/23	NEW YORK	WALL ST. JOURNAL ED. BRD.
	NEW YORK	BRADEMAS RECEPTION
	NEW YORK	TEAM 100 TNDTBL/PHOTO
6/17/91	NEW YORK	U.S. MERCHANT MARINE ACAD.
		COMMENCEMENT
	ROCHESTER	TOUR, ADDRESS XEROX EMPLOYEES
		MONROE CO. GOP MAJOR DONOR
		RNDTB AND ANNUAL DINNER
	ALBANY	COURTESY CALL GOV. CUOMO
		MAJOR DONOR RCPT.
		NY GOP FNDR

7/12/91

NEW YORK

BKFT, RMKS ASSOC FOR BETTER NY
NY POST EDIT'L BOARD RNDTB
OPENING CEREMONIES, 1991
VICTORY GAMES U.S. ORG. OF
DISABLED ATHLETES

2/27/92

NEW YORK

PRVT LUNCH, CBS
TOUR, RNDTB AMERICA WORKS
COURTESY CALL U.N. SEC/GEN
ADDRS ECONOMIC CLUB OF NY

RWP/FYI



OFFICE OF THE VICE PRESIDENT
WASHINGTON

April 23, 1992

NOTE TO THE VICE PRESIDENT

FROM ANNE HATHAWAY *anne*
SUBJECT Industry and Business List

Attached is the industry and business list for your travel to New York, New York on April 26, 1992. This list identifies the top five industries for the state and the top five employers in New York city.

Please note, Dr. John Brademas is the former President of New York University (NYU), which is the fifth largest employer in New York City, employing over 15,000 people. The current President of NYU is Dr. L.J. Oliva. Dr. Brademas is currently on leave from NYU and when Brademas returns his new title will be President Emeritus.



OFFICE OF THE VICE PRESIDENT
WASHINGTON

April 23, 1992

Industry-Business List for New York

Top Five Industries:

1. Services
2. Retail Trade
3. Manufacturing
4. Finance, Insurance & Real Estate
5. Wholesale Trade

(Source: New York State Chamber of Commerce)

Top Five Businesses in New York City:

1. CitiBank (86,000 employees)
212/559-1000
Bank Holding Company
Headquarters: New York, New York (Subsidiary of Citicorp)
Chairman: John S. Reed
2. New York Telephone (42,000 employees)
212/395-2121
Telecommunications Service Company
Headquarters: New York, New York
President & CEO: Richard A. Jalkut
3. Chase Manhattan (38,000 employees)
212/552-2222
Financial Services Corporation
Headquarters: New York, New York
Chairman & CEO: Thomas G. Larecque
4. Con Edison (19,000 employees)
212/614-2100
Electric, Gas, Steam Utility
Headquarters: New York, New York
Chairman & CEO: Eugene R. McGrath
5. New York University (15,092 employees)
212/998-1212
Private Undergraduate & Graduate University
Headquarters: New York, New York
President: L.J. Oliva

(Source: New York City Chamber of Commerce)

RWP



OFFICE OF THE VICE PRESIDENT
WASHINGTON

April 24, 1992

MEMORANDUM FOR THE VICE PRESIDENT

FROM

ANNE HATHAWAY *anne*

SUBJECT

Contact Listing for New York, New York

Mr. Tony Brown

Broadcaster, Tony Brown Productions (PBS)
212/ 925-0876 (O)

You sent Brown a congratulatory note on his decision to switch to the Republican Party on February 8, 1991. Richard Porter recommends this call.

Mr. Jonathan Bush

Chairman, J. Bush, Inc.
212/371-2170 (O)
212/249-5120 (H)
Spouse: Jody

Bush is the President's brother. Bush extended an invitation for you to appear at the NASD International Advisory Board meeting in September 1991. Due to your trip to Africa in September, you wrote Bush to regret for the event. Also, Bush sent you a note praising your address to Lew Rudin's Association for a Better New York on July 12, 1991. Anne Hathaway and Richard Porter recommend this call.

Mr. Arcadio Casillas

Managing Director, Preferred Compensation Corporation
212/207-1160 (O)

Casillas attended the Economic Club of New York reception and dinner. As you may recall, you addressed this dinner on February 26, 1992. Casillas is a member of the Bush/Quayle '92 National Finance Committee and attended the Bush/Quayle '92 National Finance Meeting which you addressed at the JW Marriott on January 14, 1992. Casillas is a Republican Eagle and participated in the Presidential Inaugural Anniversary Gala phone-a-thon that was held on December 10, 1991. You wrote a follow up thank you note to all that participated. As you may recall, Casillas was a Co-Chairman of the Washington, D.C. Bush/Quayle '92 dinner that was held on November 20, 1991. Anne Hathaway and Jim Pitts recommend this call.

The Honorable Alfonse D'Amato

U.S. Senator (R)
202/224-6542 (O)

Please note, D'Amato's office has called about scheduling a golf fundraiser on Long Island in July. Bill Gribbin recommends this call.

Mr. Joseph Fogg, III

Advisory Director, Morgan Stanley & Company, Inc.
212/703-8500 (O)

Fogg is a member of Team 100. Fogg attended the Team 100 National Meeting reception on May 29, 1991. As you may recall, you dropped by this event which was held at the Willard Hotel. Jim Pitts and Richard Porter recommend this call.

Mr. Steve Forbes

Managing Editor, FORBES Magazine
212/620-2281 (O)

As you may recall, Forbes accompanied you on your trip to South America in August 1991. Forbes also attended the dinner you hosted at the Residence in honor of Casper and Jane Weinberger on April 24, 1991. Please note, last fall Forbes extended an invitation for you and Mrs. Quayle to be his guests aboard the FORBES Magazine yacht, the "Highlander." This past fall the Scheduling Office regretted on your behalf. Anne Hathaway recommends this call.

The Honorable Bill Green
Member of U.S. Congress (R)
202/225-2436 (O)

Green attended the Economic Club of New York reception and dinner. As you may recall, you addressed this dinner on February 26, 1992. Bill Gribbin recommends this call.

Mr. Maurice "Hank" Greenberg
Chairman, American International Group
212/770-7140 (O)

As you may recall, you last saw Greenberg at the Economic Club of New York reception and dinner. As you may recall, you addressed this dinner on February 26, 1992. You met with him in your West Wing Office on February 13, 1992. Greenberg was a member of the President's Dinner Leadership Committee. You addressed the Committee's luncheon which was held at the Hay-Adams Hotel on May 7, 1991. Anne Hathaway and Richard Porter recommend this call.

Mr. Eli Jacobs
Owner, E.S. Jacobs & Company
212/688-7110 (O)

As you may recall, Jacobs attended the dinner that you hosted in honor of Rick Mears and Roger Penske at the Residence on October 7, 1991. You and Mrs. Quayle were Jacobs' guests in the owner's box for the last Orioles game that was held at Memorial Stadium. Jacobs extended a recent invitation for you and Mrs. Quayle to attend the Orioles Winter Party buffet dinner at the Metropolitan Club in Washington, D.C. The Scheduling Office regretted on your behalf. Anne Hathaway and Richard Porter recommend this call.

Mr. Robert Kidder
Chairman, Duracell Corporation
203/796-4000 (O)
203/431-3449 (H)

Kidder is the New York City Bush-Quayle '92 Dinner Chairman, you are scheduled to attend this dinner on Thursday evening. Jim Pitts recommends this call.

Mr. George Klein
President, Park Tower Realty
212/355-7570 (O)

Klein is scheduled to attend the Warsaw Ghetto event that you will be attending in New York City Sunday afternoon. As you may recall, he also attended the private luncheon Laurence Tisch hosted in your honor at CBS on February 26, 1992. Klein sent you a note on June 25, 1991 endorsing an invitation for you and Mrs. Quayle to attend a dinner in honor of the American Endowment School in Budapest that was held in New York City on November 13, 1991. Klein is a member of Team 100 and attended the Team 100 National Meeting Reception on May 29, 1991. As you may recall, you dropped by this event which was held at the Willard Hotel. Klein is also a member of the leadership of the National Jewish Coalition: You addressed this group in the Indian Treaty Room on May 26, 1991. Anne Hathaway, Jim Pitts and Richard Porter recommend this call.

Mr. Donald Marron
CEO, PaineWebber Group, Inc.
212/713-2105 (O)

You last saw him during your visit to New York City on February 26, 1992. As you may recall, he accompanied you in the limo from LaGuardia Airport into New York City. Marron also attended the luncheon hosted by Laurence Tisch at CBS and the Economic Club of New York reception and dinner. Marron is the National Regional Chairman (Region 2) for Bush/Quayle '92 and was recently in Washington, D.C. attending the Bush/Quayle '92 National Finance Meeting. You addressed this meeting which was held at the JW Marriott on January 14, 1992. As you may recall, Marron accompanied you on your trip to South America in August 1991. Please note, Marron is scheduled to host a luncheon in your honor on Thursday. He is also one of the New York City Bush-Quayle '92 Dinner Chairman; you are scheduled to attend this event Thursday evening. Anne Hathaway, Jim Pitts and Richard Porter recommend this call.

Mr. Parker Montgomery
Chairman, Cooper Development
212/644-0404 (O)

Montgomery is a member of the Bush/Quayle '92 National Finance Committee and attended the Bush/Quayle '92 National Finance Meeting which you addressed at the JW Marriott on January 14, 1992. Montgomery is a member of Team 100 and attended the Team 100 National Meeting Reception on May 29, 1991. As you may recall, you dropped by this event which was held at the Willard Hotel. Jim Pitts and Richard Porter recommend this call.

Mr. Bill Powers
518/462-2601 (O)
518/732-2996 (H)

Powers is the New York State GOP Chairman and was elected into this position on January 14, 1991. Jim Pitts recommends this call.

Mr. David Rockefeller, Sr.
Chairman, Council of the Americas
212/649-5600 (O)

As you may recall, Rockefeller accompanied you on your trip to South America in August 1991. Please note, David Rockefeller, Jr. will be attended the Economic Club of New York reception and dinner on February 26, 1992. Anne Hathaway and Richard Porter recommend this call.

Mr. Lewis "Lew" Rudin
President, Rudin Management Co.
212/644-8461 (O)
Spouse: Rachel

You last saw Rudin at the luncheon hosted by Laurence Tisch at CBS on February 26, 1992. As you may recall, you addressed a breakfast meeting of the Association for a Better New York on July 12, 1991. This invitation was extended by Rudin who is Chairman of the Association. While visiting New York on July 12, 1991 you also played golf with Rudin at Deepdale Golf Club on Long Island. As you may recall, you participated in a photo opportunity with Rudin's son, Bill, in your EOB Office on December 10, 1991. The Rudins attended the dinner that the Brademas' hosted in your honor on April 23, 1991. Please note, Rudin has issued an open invitation for you to play golf, "weather permitting," anytime. Anne Hathaway recommends this call.

Mrs. Joy Silverman
212/744-1652 (H)

You last saw Silverman at the Economic Club of New York reception and dinner, she was the guest of Richard Voell, Chairman of the Economic Club of New York. She was responsible for forwarding to you the invitation to address the Economic Club of New York Dinner. Silverman is a National Vice Chairman for the Bush/Quayle '92 National Finance Committee and attended the Bush/Quayle '92 National Finance Meeting which you addressed at the JW Marriott on January 14, 1992. Silverman is also a member of Team 100. Please note, Silverman is currently separated from her husband Jeffrey Silverman. Jim Pitts and Richard Porter recommend this call.

Mr. Laurence Tisch
President & CEO, CBS
212/975-5152 (O)
Spouse: "Billie"

You last saw Tisch in New York City when he hosted a private luncheon for you at CBS on February 26, 1992. You also met privately with Tisch prior to the luncheon. Anne Hathaway recommends this call.

The Honorable John Whitehead
Chairman, AEA Investors
212/755-3131 (O)
Spouse: Nancy Dickerson

As you may recall, the Whiteheads attended the "Friends of the Vice President's Residence" reception that you hosted at the Residence on September 25, 1991. Whitehead is a member of Team 100 and attended the dinner in honor of Team 100 at the White House on October 17, 1991. As you may recall, last fall we regretted an invitation from Whitehead for you to participate in an Eagle Scouts event in New York. Also, in January, we regretted an invitation from Whitehead for you to attend a dinner at the Phillips Art Gallery in Washington, D.C. Jim Pitts and Richard Porter recommend this call.

Mr. Frank Zarb
Chairman, Smith Barney
212/ 399-6000 (O)

Zarb was a member of the 1991 President's Dinner Leadership Committee. As you may recall, you dropped by the Committee's luncheon which was held at the Hay-Adams Hotel on May 7, 1991. Anne Hathaway and Jim Pitts recommend this call.

Listed below are additional phone calls you may want to make if you have the time.

Mr. Ernie Anastos

Anchor, WCBS News New York
212/975-4321 (O)

Anastos was invited to the dinner in honor of Prime Minister Mitsotakis on December 12, 1991, but was unable to attend. Anne Hathaway recommends this call.

Dr. John Brademas

New York University (NYU)
212/998-2345 (O)
212/473-6632 (H)
Spouse: Mary Ellen

Brademas is currently on leave from his position as President of NYU. When he returns, his new title will be President Emeritus. As you may recall, the Brademas' hosted a private dinner for you at their home on April 23, 1991. Anne Hathaway recommends this call.

Mr. Robert Johnson, IV

Chairman & CEO, Johnson Company
212/765-8052 (O)
Spouse: Sale

Johnson is a member of Team 100 and attended the dinner in honor of Team 100 held at the White House on October 17, 1991. As you may recall, the Johnsons attended the photo opportunity that you participated in with members of the President's Committee on the Arts in your EOB Office on September 27, 1991. Sale Johnson is a Committee member from New York State. The Johnsons also attended the dinner the Brademas' hosted in your honor on April 23, 1991 at their home. Anne Hathaway, Jim Pitts and Richard Porter recommend this call.

The Honorable Henry Kissinger

Kissinger Associates, Inc.
212/759-7919 (O)
Spouse: Nancy

As you may recall, the Kissingers were your guests for cocktails at the Residence before the State Dinner in honor of King Hassan on September 26, 1991. Kissinger participated in the meeting you had with the Executive Committee of the Citizens Democracy Corps on June 27, 1991. Anne Hathaway and Richard Porter recommend this call.

Mr. William "Bill" Koepfel
Principal, Koepfel and Koepfel
212/751-8334 (O)

Koepfel is a member of the Bush/Quayle '92 National Finance Committee and was recently in Washington, D.C. attending the Bush/Quayle '92 National Finance Meeting. You addressed this meeting which was held at the JW Marriott on January 14, 1992. Koepfel is a Republican Eagle and participated in the Presidential Inaugural Anniversary Gala phone-a-thon on December 10, 1991. You sent follow up thank you notes to all that participated. As you may recall, Koepfel attended the Eagles Dinner in Hot Springs, Virginia, which you dropped by on July 20, 1991. Please note, Koepfel sent you a case of Florida citrus at the beginning of January. Anne Hathaway and Jim Pitts recommend this call.

Mr. L.J. Oliva
Acting President, New York University (NYU)
212/998-2345 (O)

Oliva is currently the Acting President of NYU while John Brademas is on leave. NYU is the fifth largest employer in New York City, employing over 15,000 people. As you may recall, Oliva attended the dinner that the Brademas' hosted in your honor on April 23, 1991. Anne Hathaway recommends this call.

EXECUTIVE SUMMARY

by Ronald S. Lauder, Chairman

Higher taxes or slashed services. That's the dismal choice hard-working New Yorkers have faced from State and local government for too long.

Facing tough times, government here has abandoned the obligations of leadership. Politicians have been content to stick taxpayers with the worst of all combinations: More taxes plus poorer services.

Yet, with creativity, innovation, and some real leadership, there is no need to follow failing policies any longer. Allowing private enterprise to compete with government in providing public services is the fundamental change that can turn things around for all of New York.

That's privatization. And that's how New York can compete for better services.

Privatization means breaking up the government's monopoly on public services. Privatization means using the competition of private enterprise to save tax dollars. Privatization means finding real solutions to the real problems that face New York.

And let there be no doubt that our problems here are all too real. Just ask Gail and Charlie Kinnison in Nassau County. In a Christmas card to a county official, they wrote that high taxes were driving their granddaughter and her family out of Nassau. "I wish you could feel our heartache," they wrote.

The Kinnison's story is repeated across the State. We just can't stand higher taxes and slashed services. And competitive privatization is a much better alternative than either of those dire economic prescriptions for New York.

In privatization, as is often the case, average citizens are way ahead of government in making fresh ideas work. Using competition, some are already providing better public services at lower costs. But, sadly, government is fighting to protect its turf.

Take the case of John, a retired blue collar worker in Brooklyn. For a few hours a day, John uses his car to provide a sort of chauffeur service. Charging less than the Transit Authority, John gives his customers better, safe, and reliable service.

That's the competition of the private sector. Doing the job better for less. But government does not yield easily. John has been harassed by the TA, first with \$600 in fines and finally by having his car impounded.

John's been pushed to the breaking point. His crime is having the audacity to compete with government—having the creativity to do the job better than the bureaucracy.

In these tough times, government should encourage competition, not crush it. Because the record shows privatization benefits taxpayers, consumers, and even workers.

One of the most innovative privatization projects was the 1987 sale of Heathrow and other British Airports to private enterprise.

Since the British Airports have been run as a business, service has improved, costs have been reasonable, and safety has been maintained. And maybe more intriguingly, workers have been protected and have profited from privatization.

There were no lay-offs. And no wage cuts, either. The private enterprise operators used competition to make the airports grow. The dynamic of private sector growth allowed jobs to shift to take up extra capacity.

Moreover, workers didn't just stay stable. They gained from privatization. The airports were sold to a new company that in turn sold stock. With a special buy-in rate, workers were transformed from wage-earners to stockholders.

The Kinnisons' story proves the need. John's experience shows both the solution and the roadblocks. And the British airport workers demonstrate the potential. There is no good reason why New York can't learn these lessons.

What follows is a map that shows paths New York can follow to privatization. And this is not the only map. Privatization opportunities are limited only by the creativity of those who look for solutions. The competitive nature of private enterprise can be counted on to create new opportunities.

Let's give the citizens of New York more for their money. Let's dramatically increase productivity across the board in all government activities. And let's start today.

This isn't just more empty rhetoric from politicians. It's a realistic assessment from businessmen and public policy experts who have studied a real alternative to higher taxes and slashed services.

The privatization proposals outlined here would save New York's state and local taxpayers at least \$10.52 billion annually, while generating one-time sales revenues of over \$3.27 billion.

States, counties, cities, and towns throughout the United States are privatizing many of their activities. New York can no longer afford to ignore their example.

Privatization is not theory. It is fact. The examples and case studies included in this report are drawn from innumerable practical successes found virtually everywhere.

Does privatization work? It does in other countries. It does in other states. And it does in our everyday life.

After all, just ask yourself this question: Whom would you rather trust to supply your bread—your local baker or your local bureaucrat?

It's not idle bureaucrat bashing to acknowledge that with competition and performance incentives, private enterprise can do dozens of jobs better than government.

Privatization encompasses several important methods: contracting competitively for services, awarding franchises to develop infrastructure and provide services, issuing vouchers for services, selling government-owned assets and businesses, and deregulating to allow private enterprises to compete against public agencies.

The means may vary, but, at its core, privatization works because it introduces competition into bureaucratic government activities that are run as monopolies.

Privatization in America is not new: Christopher Columbus was a private contractor hired by the Spanish government. What is new is using privatization broadly and deliberately as a major policy tool to improve government performance.

Implementing the recommendations of this report will require a determined effort but the payoff will be enormous — for taxpayers, for citizens who count on government services, and for the political leaders who take advantage of this unrivalled opportunity.

FINDINGS AND RECOMMENDATIONS

The Report addresses the biggest budget busters and greatest opportunities in the State, New York City, other local jurisdictions, and transportation authorities. It brings to bear the experiences of other states and cities, and the special experiences gained in Britain.

The areas covered are:

- Competitive bidding
- Medicaid
- Airports
- Education
- Bus services
- Infrastructure
- Solid waste management
- Housing in New York City
- Off-track Betting in New York City

Although not every commissioner necessarily endorses every detailed recommendation in this report, there is agreement on the overall thrust.

COMPETITIVE BIDDING

The Opportunity

The purpose of privatization is to provide services to the public while reducing costs. Numerous careful scientific studies, corroborated by surveys of elected officials and reports of government experiences, show that proper competitive contracting produces savings of roughly 25 to 30 percent with no reduction in the level or quality of service nor loss of needed government control.

Privatization is not anti-union or anti-worker. Unions can expect membership to rise in private-sector unions and decline in public-sector unions. Moreover, by matching the rate of privatization to the normal attrition rate and adopting reasonable procedures used elsewhere, no employee need be laid off.

Savings come not from cutting wages or busting unions. No, private-sector savings come from streamlined scheduling, giving managers greater authority, having clearer job definitions, demanding more employee accountability, using more productive equipment, and assigning more workers per supervisor.

Most taxpayers work under these perfectly ordinary circumstances. That's because these rules and business practices are entirely commonplace in any efficiency-seeking, competitive economic environment. But those qualities are too rarely found in government agencies.

A growing trend, therefore, is competitive bidding between private firms and government agencies to perform a portion of the agency's work. The public agency shrinks in size if it fails to win when competing against private firms. Such public-vs-private competitive bidding has been mandatory since 1988 in Britain for many public services.

The Reforms

State legislation should require competitive bidding for specified State and local government activities. Government agencies and private firms should compete fairly against each other.

New York ties itself up more than other states with legal and administrative obstacles to privatization. These obstacles should be identified and eliminated. Laws that might hinder mandatory competitive bidding, including the Taylor Law, should be modified.

The State should implement the recommendation of the New York State Legislative Commission on Public-Private Cooperation, requiring the governor to identify and quantify in his annual executive budget the areas where privatization would result in substantial cost savings or quality improvements.

The Savings

Savings from mandatory competitive bidding at all levels of government would total at least \$3.03 billion statewide, including \$630 million in direct State services and \$2.4 billion in local government services.

MEDICAID

The Opportunity

The Medicaid program costs \$14 billion this year and is growing three times as rapidly as the total State budget. Spending per recipient is \$5,100—twice the national average and three times as much as in California.

In contrast, California served 1.3 million more people, offered more optional services, but spent \$5.3 billion less than New York.

New York's conventional cost-containment efforts, which emphasize central control and micro-management, have generally been unsuccessful and even counterproductive. Successful programs in other states emphasize deregulation, pre-paid managed care, competitive contracting, and per-capita

instead of fee-for-service payments. Together these constitute a privatization strategy that creates market forces to control costs.

The Reforms

The State should promote creation of health maintenance organizations and require Medicaid patients to enroll in them. Payment should be on a per-capita basis. Copayments should be required. Regulations that restrict new construction of health facilities should be eliminated, as they were in California. Cost controls, whose unintended effect is overcrowded hospitals and a shortage of participating physicians, should also be eliminated.

As in California and Illinois, hospitals, HMOs, and other health-care providers should be selected by competitive bidding to serve groups of Medicaid patients for a per-capita fee. Competitive bidding should also be employed for bulk purchases of Medicaid supplies, instead of the current cost-plus-50% method.

Fraud is a major contributor to Medicaid's high costs. The State should substantially improve its Medicaid Management Information System, prevent enrollment of people who hide their assets, introduce photo-ID cards, and re-establish the position of Welfare Inspector General.

The Savings

Implementing these recommendations would generate savings of at least \$1.2 billion per year and improve the quality and availability of needed medical care.

AIRPORTS

The Opportunity

Airports can be operated as income-earning, for-profit businesses. In most cases, therefore, airports are among the most undervalued assets of state and local governments.

LaGuardia, JFK, and Stewart Airports offer great opportunities for privatization, each for different reasons. LaGuardia and JFK are not satisfactorily serving their passengers. These airports are among the most congested in the nation, causing lengthy delays. Terminals are inadequate, ground access is poor, and the air-traffic-control systems are marginal.

JFK is losing market share, and because it is an important contributor to the New York economy this is an ominous turn of events.

Stewart's problem is that it lacks funds under local government for development — development that would boost the economy of the entire mid-Hudson region.

Privatization would go a long way to solving all these problems. It's been done in Britain and is under active consideration in numerous major cities in the United States and elsewhere.

Passengers would benefit from the privatization of LaGuardia and JFK airports. As private airports seek more customers to seek more profits, the private owners have an incentive to reduce congestion and delays.

To expand capacity—and seek still more customers—private owners also have an incentive to enhance safety with the more rapid introduction of additional flight controllers and upgraded control equipment. And finally, private owners seeking profits have a built-in incentive to improve airport terminal services and concessions.

The Reforms

Each of the three airports should be transformed into a shareholder-owned company and sold by public offering. Alternatively, each one could be sold to a different investor group that has experience in airport operations.

The Savings

Taxpayers would benefit from privatization. Proceeds and property tax revenues from the sale of LaGuardia and JFK would yield \$3.24 billion for

New York City, when estimated at net present value. That's nearly six times the value of the current lease.

The sale of Stewart Airport, one of the best privatization candidates in the nation, would produce immediate revenue for the State and a tax stream for the future, as the private sector develops it to its full potential as a transportation center and business generator.

EDUCATION

The Opportunity

Even though New York State is second in the nation in per-pupil spending, the State's schools are performing poorly by all measures. Because the public school system holds a virtual monopoly, poorly performing schools stay in business, continue to receive funding, and resist change.

In New York City, the highly centralized, bureaucratic Board of Education is a massive obstacle to improving education. For example, only 32 percent of the money for the City's high schools actually reaches the classroom. The rest is consumed by the Board on overhead and by the administrative apparatus within the schools.

Conventional educational reforms have generally translated into just throwing more money at the problem. And throwing more money just hasn't worked.

Cumulative research findings reveal that successful schools are organized differently. They have strong leadership, clear and ambitious goals, an orderly environment, teacher participation in decision-making, and collegial relationships among school leaders and staff.

The key to better schools, therefore, is more effective school organization. In turn, the key to more effective school organization is greater school autonomy. Finally, the key to greater school autonomy is competition and parental choice. And giving parents more choice in their kids' education is the greatest school reform possible.

Decentralized schools would compete to attract students and would draw financial support from government funds that would accompany each pupil. This competition between schools, when linked to parents' ability to choose the right school for their kids, would ensure accountability.

This approach extends to all parents, including middle- and low-income parents. This means all will enjoy the freedom of educational choice once only upper-income parents could afford.

Results from the first few experiments with competition and choice, including an important one in East Harlem, have been very positive. Student achievement has improved. Moreover, because educational choice empowers teachers as well as parents, teachers like to work in such schools.

Educational choice is gaining ground. In neighboring Pennsylvania, the State Senate voted 28 to 22 for a choice program; the Assembly tabled the measure in December, 1991, but the bill is to be reintroduced this year.

The New York State Board of Regents in 1991 only narrowly rejected a proposed choice experiment. That proposal would have permitted public school children who are seriously at risk of academic failure to switch to private schools. The closeness of the eight-to-six Regents' vote indicates substantial support for genuine systemic reform.

The Reform

The Regents should move forward and authorize a choice program at the earliest opportunity.

The Savings

Although the goal of educational choice is to give our children a better education, it will also eliminate stultifying and expensive educational bureaucracies. This could result in significant budget savings: up to \$1.7 billion for New York City alone and \$4.7 billion for the entire state.

BUS SERVICE

The Opportunity

The cost of local public bus service in New York has been increasing two-and-a-half times as rapidly as costs of the private bus service. If public bus operations had kept cost increases in line with the private sector, \$1.7 billion would have been saved between 1979 and 1989. If New York City's costs had been contained, as in Boston, \$1.2 billion would have been saved in 1989 alone.

Much of the mounting cost is due to comparatively high transit employee wages and benefits along with declining productivity. Neither management nor labor is to blame. Both have acted as one would expect given the monopolistic nature of public transit services in New York. Real improvement will require structural change.

In numerous localities, bus costs have been reduced dramatically without reducing service. First, this has been accomplished by competitive contracting for bus service. Second, many communities have allowed private operators to provide service where they do not directly clash with public operations.

Competitive contracting for conventional bus service has resulted in average savings of about 30 percent, with at least the same quality of service. San Diego, Los Angeles, Denver, St. Louis, Houston, Seattle, San Francisco, Cleveland, Washington, Atlanta, and Chicago use this approach.

The Reforms

State legislation should be enacted to mandate competitive bus contracting in the New York metropolitan area and in Albany, Buffalo, Rochester, and Syracuse. Existing routes should be converted annually to competitive contracting at the same rate as natural attrition — about 5 percent a year, in order to avoid layoffs.

The Savings

Statewide, New York could save \$3.1 billion without layoffs over the next ten years by converting gradually to competitive contracting. The cumulative

savings in New York City would be \$2.67 billion, and would be accruing at an annual rate of \$624 million by the end of the period.

INFRASTRUCTURE

The Opportunity

The private sector provided much of the nation's infrastructure during the colonial period and the first 150 years of independence. Federal, state, and local programs in this century, however, generally displaced the private sector.

Today, another shift is occurring. Lack of funds, combined with the inefficiency of government-developed infrastructure, is spawning renewed interest in privately developed infrastructure supported by user charges.

Such privatization is appealing for a wide variety of reasons. First, it provides new private capital. The private-sector facilities are built more rapidly and are operated more cost-effectively. These private facilities create new sources of tax revenue. And finally, greater customer satisfaction is likely due to the direct financial interest of the private operator.

In New York, additional spending of \$865 million a year is needed merely to maintain the State's highways and bridges. Additional money is needed for prisons, health-care facilities, and environmental protection facilities.

The private sector can help satisfy these needs through a number of innovative programs. First, the government can sell or lease existing infrastructure to a private firm. Or the private sector can develop, finance, and operate a facility, collecting revenue on its investment from users. Next, government can contract with and pay a private firm to operate a facility. Numerous detailed options exist for each of these approaches.

New toll roads, toll bridges, high-speed rail systems, prisons, and wastewater treatment plants are being developed through public-private partnerships in the United States. California authorized four private road projects and the Texas Legislature authorized various forms of highway privatization.

Other transportation infrastructure opportunities exist as well. For example, many of New York's 17,350 bridges are in need of repair. Privatizing some of these bridges could provide private funding for repair and maintenance to be financed with user fees.

But privatization opportunities in infrastructure are not limited to roads and bridges. Developing land along New York's 524-mile canal system; developing high-technology MAGLEV (magnetic levitation system) rail transportation; building wastewater treatment plants and correctional facilities; selling State buildings such as the New York World Trade Center towers; or even privatizing street lighting—all these are possibilities.

The Reforms

The new federal transportation bill gives a big boost to infrastructure privatization. It enables states to lend federal money to private transportation projects, waives certain requirements for repaying federal funds, and allows tolls on federally aided roads and bridges for expansion and reconstruction.

New York should move immediately to take full advantage of this new and unexpected opportunity from the federal government. Legislation should be enacted to promote private-sector involvement in each State agency that deals with infrastructure facilities. To promote privatization, the Legislature should require reports on surpluses and reserves in State-chartered infrastructure authorities.

As a measure to promote investment in these opportunities, the State should exempt private infrastructure projects from State and local taxation of interest on project debt. Following the pattern of the new federal legislation, New York should make private projects eligible for State infrastructure grants—as long as profits and user charges are regulated.

Legislation may also be needed to specifically authorize certain infrastructure projects, as was done in California and Virginia.

The Savings

Opportunities for infrastructure privatization in New York include selling the New York State Thruway for an estimated price tag of more than \$1 billion. The American Trucking Association has already expressed an interest in buying the Thruway. Short of an actual sale, to reduce tolls, the State can contract out operations and maintenance of the Thruway.

SOLID WASTE MANAGEMENT

The Opportunity

Of all municipal services, solid waste management is one of the most extensively privatized. In the United States overall, 31 percent of communities use contracts or franchises with private firms to collect residential solid waste. In New York, only 4 percent use these arrangements.

Overwhelming evidence demonstrates that privatized waste collection is 22 to 30 percent less costly than municipal collection. Yet, only a tiny fraction of New Yorkers receive services under these efficient arrangements.

An analytic comparison of contract collection in Utica and municipal collection in Rochester, under very similar circumstances, shows a striking difference in productivity. The average private employee collected 5.43 times as much waste per unit time as the average municipal employee.

Price-fixing, bid-rigging, and criminal influences are often cited as concerns in contracting out sanitation. But with proper oversight, these problems can be avoided. Fears that contracting will lead to service disruption, low-quality service, or loss of flexibility and control are frequently expressed when a community first considers privatization. But experience shows that simple precautions obviate these fears.

There is a perception of criminal behavior in this industry. For example, Long Island has frequently been cited in reports of collusive behavior or worse. Nevertheless, the Town of Babylon was able to conduct a proper competitive procurement and change its solid waste collection and recycling arrangements. And Babylon taxpayers are achieving lower costs.

Even the white-collar world of Wall Street and savings and loan associations has been guilty of misdeeds. No industry populated by human beings is exempt from possible corruption. But using possible corruption as an argument to block privatization is just a scare tactic.

Labor concerns about privatization are routinely allayed by measures that lead to few or no layoffs. One approach is to privatize a portion of the City at a time, to match the rate of normal attrition. Another is to require that the contractor give first preference in hiring to affected municipal employees. The municipality can also impose a hiring freeze in other departments, starting before the contract takes effect, and gradually absorb the displaceable workers.

The Reforms

New York has much to gain from prudent privatization. The legislature should require competitive bidding for solid waste collection, with municipal agencies and private firms free to compete against each other on a fair basis.

The full cost of municipal services should be certified by an impartial finance official and compared to the full cost of contract service, which includes the contract price plus the municipality's cost of administering and monitoring the contract, minus the taxes that would be paid by the private firm for doing this work.

The Savings

Prudent privatization of residential and commercial collection through competitive bidding for contracts and franchises would save at least \$132 million annually in New York City and \$94 million in the rest of the State, for a total of \$226 million. And these are just the very conservative lower limits on savings.

HOUSING

The Opportunity

New Yorkers have long suffered from a shortage of decent, affordable housing. To a significant degree, this is the result of almost a half-century of well intentioned but misguided policies pursued by the State and City.

Over-regulation has crippled the private housing market. An industry that once built 90,000 dwelling units in a single year and could house millions of impoverished immigrants, now fails to meet the need.

The rationale for New York's housing programs should be that households below the poverty line may require subsidies. To be efficient, effective, and equitable, housing subsidy programs should be targeted to the needy, limited to the necessary level of assistance, and paid for by the public at large.

Above all, public housing should allow housing markets to function. Sadly, New York's existing housing subsidy programs fail to satisfy these criteria.

The City's major housing program is rent regulation. Launched in several cities as an emergency measure during World War II, New York is the only city in the nation with the dubious distinction of having kept it in effect until today.

New York's rent control and rent stabilization have caused a chronic shortage of apartments. And the greatest beneficiaries are those who can afford to pay market rates. Forty-five percent of the \$875 million subsidy goes to the 14 percent of the tenants with incomes above \$40,000 per year. The young, the poor, and the new arrivals get little or no benefit.

New York has consistently betrayed the builders and owners of rental housing by breaking its commitments to exempt new housing from rent regulations. With the City's track record, it's no wonder that so little low- and modest-income housing is being built today.

Builders of Mitchell-Lama and Section 421 housing bargained for tax exemptions in return for rent regulations for a fixed number of years. After those years passed, the buildings were to revert to ordinary market operation. But the City reneged on these agreements, too.

But the City doesn't just handicap the housing market. It gets into the act directly by playing landlord—and playing it badly. The City owns 6,645 buildings, with an estimated 76,000 dwelling units, seized for nonpayment of back taxes. Only 6 percent of the units are in programs intended to restore them to the private, profit-motivated, housing market.

With respect to public housing projects, living conditions would be greatly improved if prospective tenants were screened by tenant groups to keep out troublemakers. Such tenant management has achieved extraordinary successes elsewhere.

Housing vouchers, one of the most-studied social programs, are the most cost-effective form of housing subsidy. Moreover, vouchers give people greater freedom of choice. Because vouchers augment the purchasing power of low-income households, they let people choose where to live. No longer are they relegated to huge public housing projects "for poor people only."

The Reforms

New York State and City should remove rent regulations from vacant units, units occupied by high-income households, units renting for \$1,000 a month or more, and units leased to tenants who have not filed a city-resident's tax return. Future rent regulations should be prohibited.

To directly encourage new construction, the City and State should honor agreements concerning dissolution of Mitchell-Lama housing. And the City should get out of the business of being a landlord by selling its stock of *in rem* properties at public auction to the highest bidders.

In existing public housing projects, responsibility for tenant screening should be transferred to tenant groups. And housing vouchers should be used instead of new construction as the principal form of housing subsidy in the future.

The Savings

With these measures in place, up to \$800 million per year would be realized in increased tax revenue and reduced City expenditures. More

importantly, adopting these recommendations will lead to more and better housing for New Yorkers.

OFF-TRACK BETTING IN NEW YORK CITY

The Opportunity

New York was faced with an irreconcilable conflict when it created OTB and established government-operated betting parlors. On the one hand it regarded gambling as a morally undesirable human frailty exploited by organized crime. On the other hand it wanted to enter the same business, compete with organized crime, and encourage gambling. Moreover, it wanted to monopolize the business.

In any event, the government product is inferior to the private one from the customer's perspective. OTB pays out 76 percent of the handle whereas bookies pay closer to 81 percent and often give credit besides. No wonder illegal bookmaking persists. Moreover, illegal or at least unethical behavior within OTB has also been a problem.

In 1975, New York City started collecting a 5 percent surcharge on winning bets. It also receives the residual income after OTB payments are made and expenses are met.

But residual income is declining and the State Comptroller's Office projects a deficit next year. If that occurs, and one does not count the surcharge, New York City would be in the remarkable situation of subsidizing an organization whose primary purpose is to raise revenue for the City.

With the surcharge the City should net only \$22 million in 1994, down from a peak of \$65 million in 1977 and \$36 million in 1991. The decline in constant dollars is much more pronounced: a 78 percent drop in sixteen years.

OTB costs, especially personnel costs, have escalated continuously. The agency is overstaffed and overpaid.

Horse-race betting is declining as other forms of gambling are growing. Just as a gambler cannot rely on his winnings to finance a profligate life style, New York cannot rely on gambling to support its spending.

Off-track betting is best handled by private businesses. There is nothing inherently "governmental" about this activity. Private firms are much better able to control costs. Entrepreneurs can do a better marketing job and generate much more business — subject to government regulation — and they pay taxes. This has been the approach in England for thirty years.

The Reforms

OTB should be sold at auction to the highest bidder. But monopoly rights should be terminated and competitors should be allowed to enter the marketplace. As in England, government's role should change from being an operator of betting parlors to being a regulator.

The Savings

The New York Racing Association has already offered \$43 million for New York City OTB. In addition to whatever a final sale price may be, New York City would also collect taxes from a privatized legal betting industry. In 1991, the City in effect received 3.9 percent of the total amount bet. It should not be difficult to devise a reasonable tax system that would generate at least as much revenue.

EXPERIENCES IN BRITAIN

Privatization has played a key role in economic reform in Britain. Almost half the state sector and 800,000 jobs have been transferred to the private sector. More than 1.2 million public housing units have been sold to their tenants.

Mandatory competitive bidding for local services went into effect in 1988 and is being phased in methodically over five years. Communities must entertain competitive bids for refuse collection, street cleaning, cleaning of public buildings, vehicle maintenance, grounds maintenance, and meals. Additional

services are being added. Private firms must be allowed to compete against city agencies fairly and equitably to provide these services.

Despite attempts at evasion by recalcitrant city councils, the results have been very impressive. Savings from contracts awarded to private firms averaged 22 percent over previous costs. Savings are realized even if the work is awarded to the city unit and remains "in house." City agencies readily find ways to reduce their costs if they are to compete successfully against private firms.

One interesting result has been a growing number of worker and management buy-outs. City departments are being sold to their staffs, who are becoming increasingly entrepreneurial and enthusiastic converts to private enterprise. This approach could be developed in New York City.

Bus service was privatized even before mandatory competitive bidding. The industry was deregulated so that anyone who complied with the safety regulations could run a bus service.

Large public bus agencies were broken up. Employees were encouraged to buy them and were given a 10 percent advantage over other bidders in the auction of the bus agencies. Competitive contracting was used to assure service on politically desirable but uneconomic routes. These subsidies were very much smaller than they had been under public operation.

Airports in Britain are viewed today as private businesses rather than government-owned utilities. As mentioned in the overview, the five major airports have been sold, including the three London airports.

Landing fees and other charges for aeronautical services are regulated, but other services such as retail sales and parking are not. A high-speed rail link between London and Heathrow airport — never built when the airport was publicly owned — is being built with private financing. The same could be done with a privatized JFK airport.

The world's largest private infrastructure project is nearing completion: the 32-mile, \$12 billion Channel tunnel. This demonstrates that even the largest and most complex projects can be undertaken speedily and efficiently by the private sector, marshaling private funds. Private bridges and roads are also being built.

Privatization in Britain started twelve years ago in a hostile political and ideological climate. As the program progressed from success to success, opposition dwindled, the possibilities expanded, and proponents multiplied. The experience shows that with appropriate political will almost any public service can be privatized. And privatized in a way that benefits both the taxpayer and the citizen-consumer.

CONCLUSION

The case for privatization is overwhelming. It is clearly an idea whose time has come. In fact, it is long overdue.

Savings of \$10.52 billion annually for the State and local governments plus one-time sales revenues of at least \$3.27 billion can be won. And the public would benefit even more by better schools, housing, health care, transportation, airport operations, municipal services, and infrastructure.

Lunch

212 / 713-2865

Kris MANNION

& Names
Address

Document Originally
Attached to
Following Page

VISIT OF THE VICE PRESIDENT & MRS. QUAYLE

TO

NEW YORK, NEW YORK

APRIL 30, 1992

ATTENDEES TO V.P. QUAYLE LUNCHEON
Thursday, April 30, 1992
Empire Suite
N.Y. Hilton

11:45 am

- 1 Mr. Don B. Marron ✓
Chairman Payne Webber
- 2 Mr. Ron Perelman
Chairman Mc Andrews & Forbes
- 3 Amb. Charles Gargano ✓
Frm U.S. Amb. to Trinidad & Tobago
- 4 Mr. Cliff Sobel ✓
- 5 Mr. Robert C. Kidder ✓
Chairman CEO Duracell International
- 6 Mrs. Georgette Mosbacher
President CEO Georgette Mosbacher Enterprises
- 7 Mr. Robert Allen ✓
Chairman CEO ATT
- 8 Mrs Quayle
- 9 Mr. Robert Schwartz
Chairman President CEO
Metropolitan Life Insurance
- 10 Mr. Joseph Schuchert
Chairman CEO Kelso and Company
- 11 Mr. Al Hubbard
- 12 Mr. Jon Rosenwald ✓
V. Chairman Bear Sterns & Co.
- 13 Mr. Robert F. Greenhill ✓
President Morgan Stanley Group Inc.
- 14 Mr. Henry Kravis
Partner Kohlberg, Kravis Roberts & Co.
- 15 Vice President Dan Quayle

Liada Wachter -

VISIT OF THE VICE PRESIDENT & MRS. QUAYLE

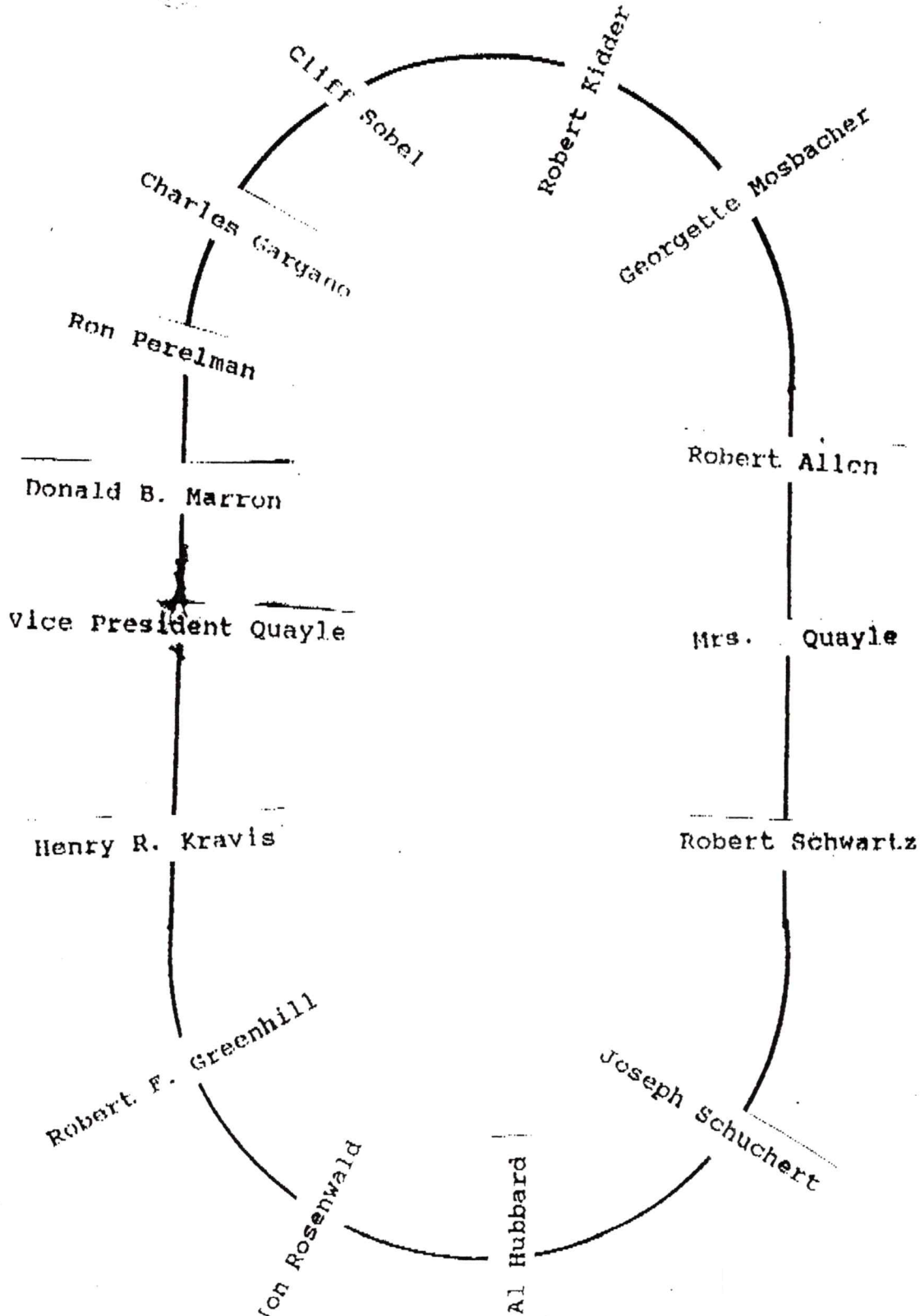
TO

LUNCHEON

EMPIRE SUITE - NY HILTON
11:45 AM

NEW YORK, NEW YORK

APRIL 30, 1992



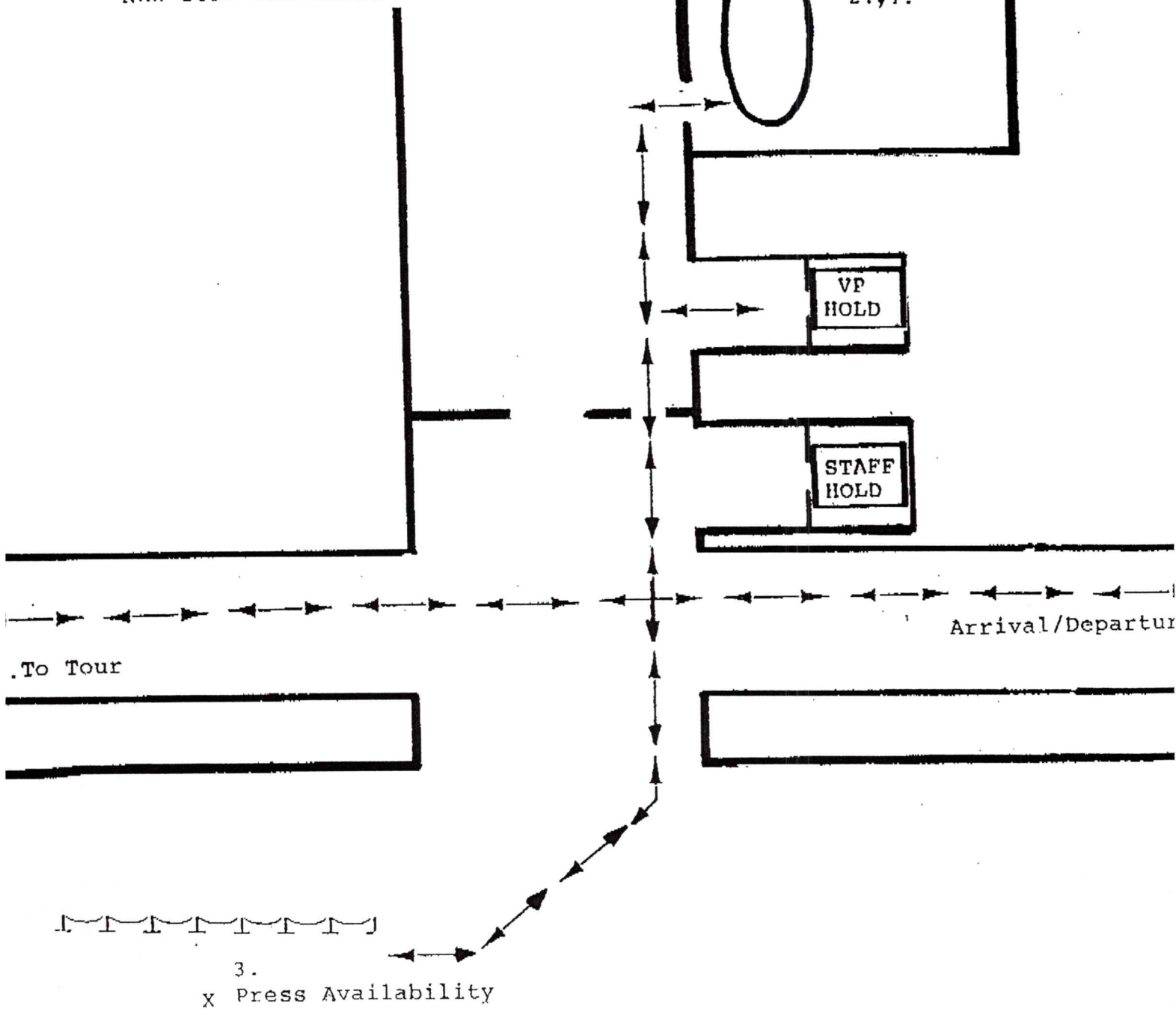
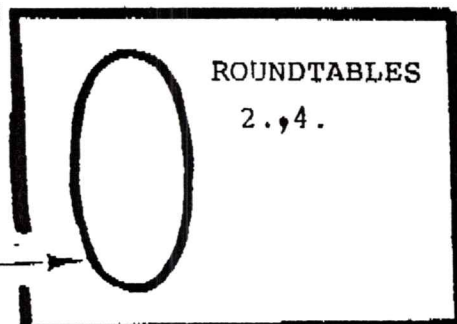
VISIT OF THE VICE PRESIDENT & MRS. QUAYLE

TO

NEW YORK, NEW YORK

APRIL 30, 1992

EVENTS: ROUNDTABLE WITH SENIOR MEDICAL SERVICE
PRESS AVAILABILITY
BUSINESS PRESS ROUNDTABLE
NEW YORK UNIVERSITY MEDICAL CENTER

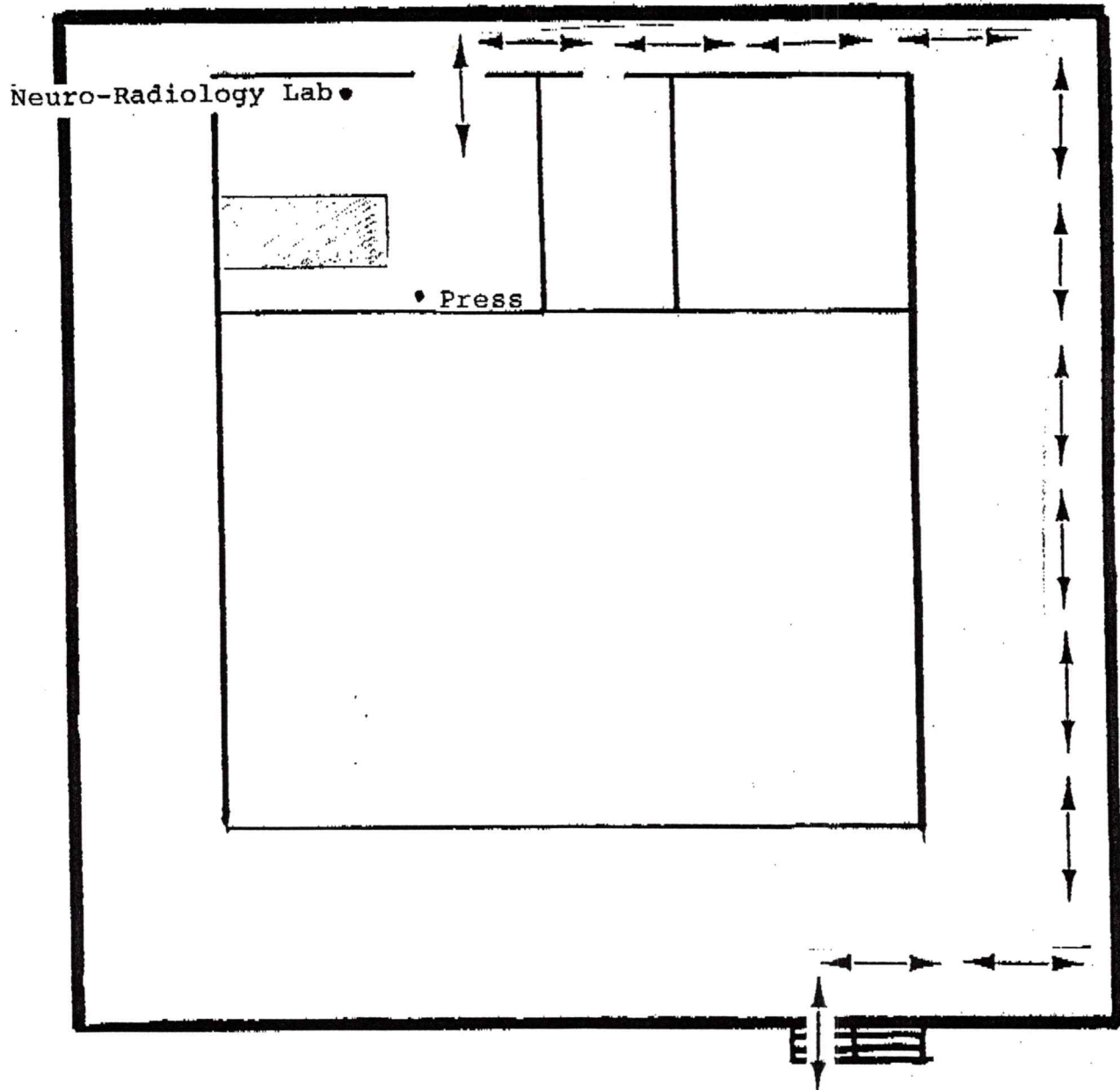


VISIT OF THE VICE PRESIDENT & MRS. QUAYLE
TO

NEW YORK, NEW YORK

APRIL 30, 1992

EVENT: TOUR OF NEURO-RADIOLOGY LAB
2ND FLOOR
NEW YORK MEDICAL CENTER



VISIT OF THE VICE PRESIDENT & MRS. QUAYLE

TO

NEW YORK, NEW YORK

APRIL 30, 1992

EVENT: MEDICAL CENTER PERSONNEL ROUNDTABLE
New York UniversityDr. Alejandro Berenstein
RadiologyDr. Saul Farber
Provost, Dean, Chairman of Medicine

MRS. QUAYLE

THE VICE PRESIDENT X

Larry Tisch
Chairman of the Board, NYU Medical CenterPeter Hughes
Deputy Provost
Executive Vice PresidentDr. Margaret McClure, PHD
Chief Operating Officer
Executive Director of NursingDr. Ronald Blum, MD
Expert on CancersDr. Wade Parks
Chairman, PediatricsDr. Jerome Shupack, MD
Expert on Drugs/FDA Regulation

VP STAFF

Theresa Bischoff
Vice President of Finance
Expert on regulations and cost for Hospitals

VISIT OF THE VICE PRESIDENT & MRS. QUAYLE

TO

NEW YORK, NEW YORK

APRIL 30, 1992

BUSINESS ROUNDTABLE, NEW YORK, APRIL 30, 1992

NEWSDAY

Greg Stelmitz

REUTERS

Dan Cox

TIME MAGAZINE

John Greenwald

THE VICE PRESIDENT

NEWSWEEK

Bill Turque

U.S. NEWS & WORLD REPORT

Scott Minnerbrook

AP

Lisa Gannett

WALL STREET JOURNAL

John Bratcher

NEW YORK POST

Ramsdale Peterson

NEW YORK DAILY MI

Frank Lombardi

BUSINESS WEEK

Steve Sheppard

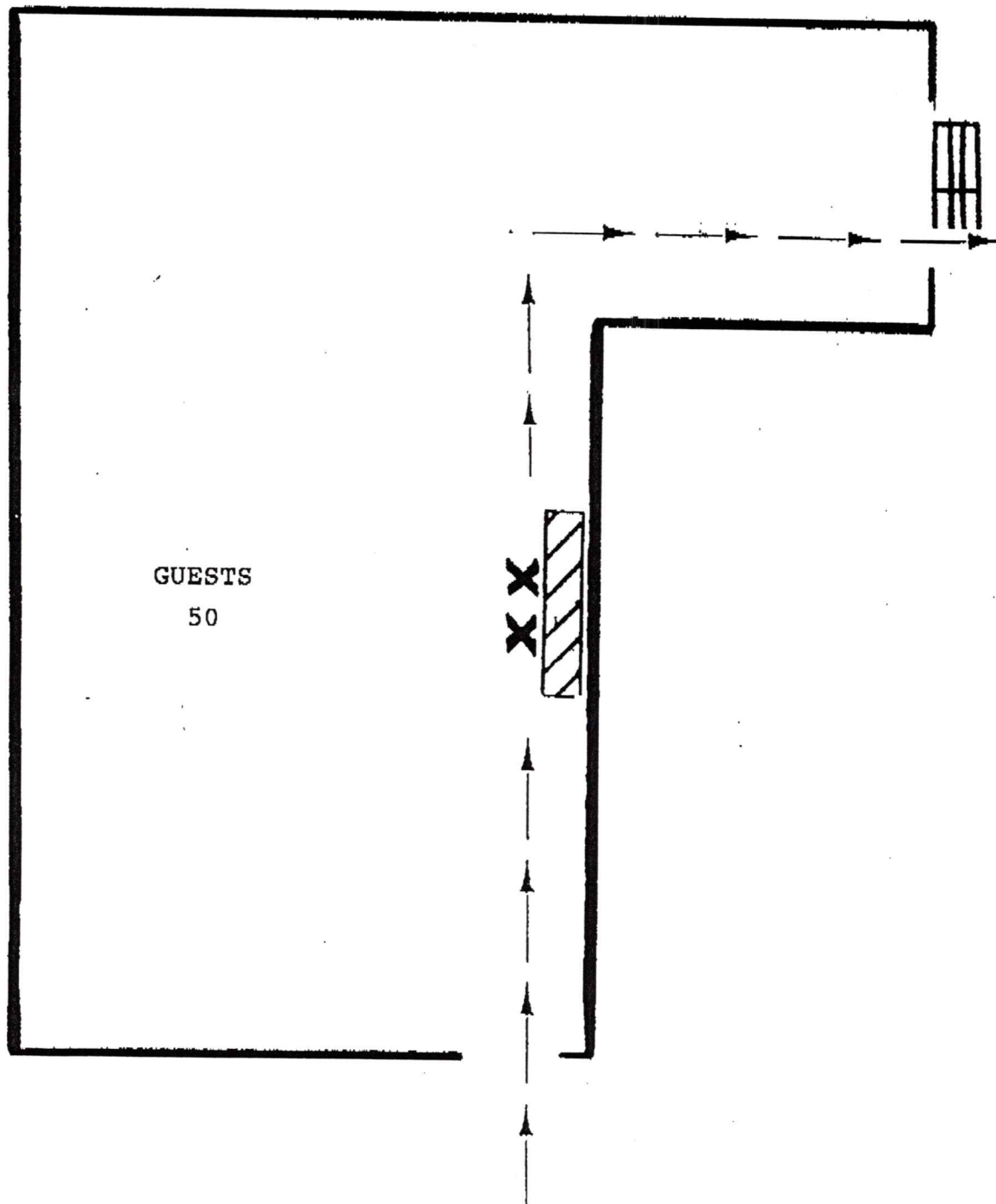
VISIT OF THE VICE PRESIDENT & MRS. QUAYLE

TO

NEW YORK, NEW YORK

APRIL 30, 1992

EVENT: PHOTO OPPORTUNITY, REMARKS
GREEN ROOM, NEW YORK HILTON



VISIT OF THE VICE PRESIDENT & MRS. QUAYLE

TO

NEW YORK, NEW YORK

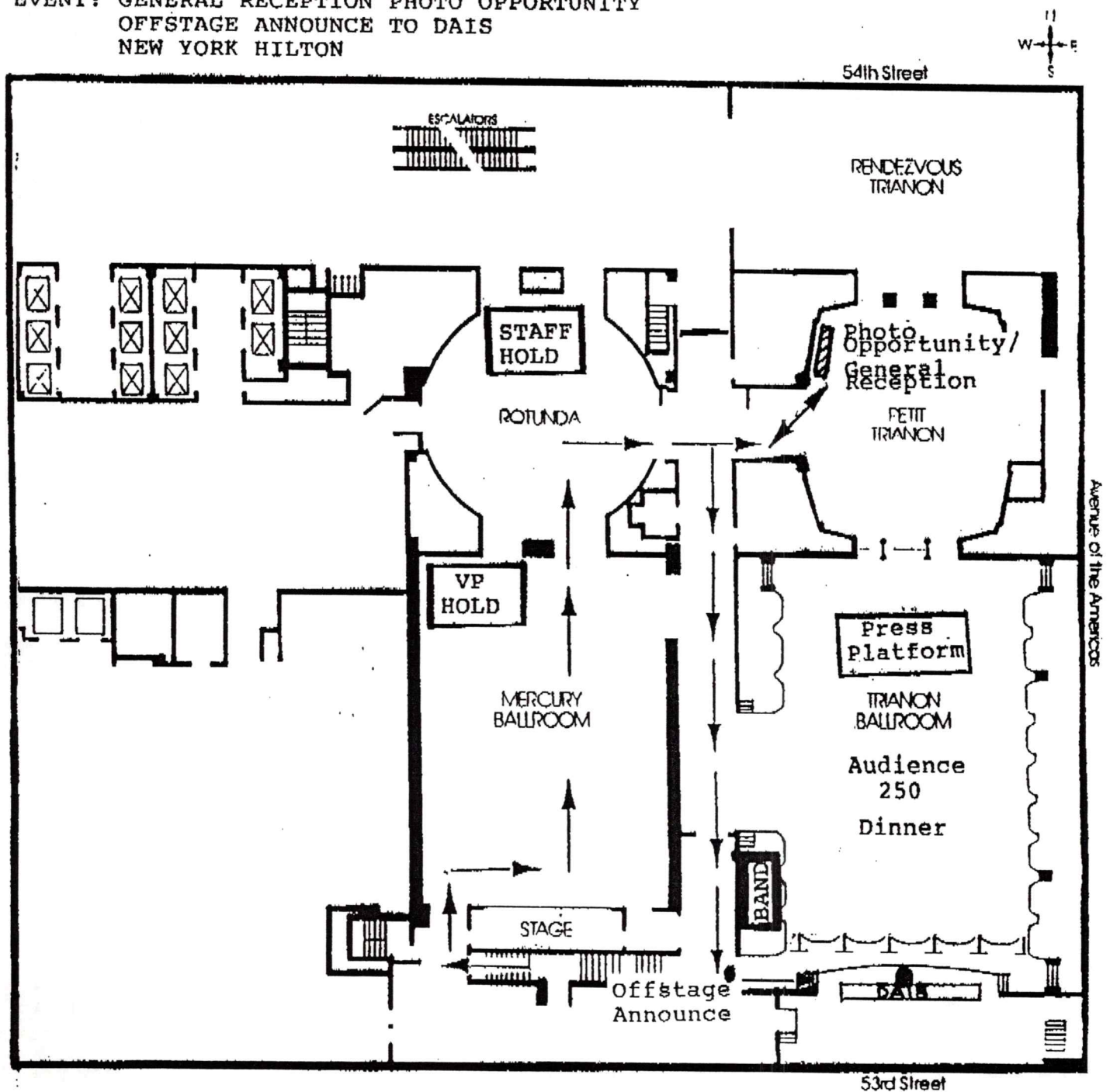
APRIL 30, 1992

EVENT: VIP PHOTO OPPORTUNITY LIST
NEW YORK HILTON, GREEN ROOM

CARTER, JOHN MACK	Editor/Publisher Good Housekeeping
COLEMAN, JIM	
COWELL, JACK	First Boston, Inc.
DILENSCHNIDER, ROBERT	President, The Dilenschneider Group
DURKIN, PATRICK	First Boston, Inc
EVANS, LOIS	President, ASI
EVANS, THOMAS	Partner, Mudge, Rose
HARMON, WILLIAM	Morgan Stanley
HEARST, RANDOLPH	Hearst Publishing
HEARST, VERONICA	Hearst Publishing
HENNESSY, JACK	Chairman & CEO First Boston, Inc
HENNESSY, MARGARITA	
KLEIN, GEORGE	President Park Tower
KIDDER, ROBERT	CEO Duracell International Corporation
KIDDER, MARY	
LAMBERT, PAUL	
LAMBERT MRS. PAUL	
MARRON, DONALD	Chairman & CEO PaineWebber
MARRON, CATIE	
MOSEBACHER, GEORGETTE	
MOSBACHER, ROBERT	
MURRAY, JAMES REV. MONSGR.	
SHUCHERT, JOSEPH	CEO & President Kelso Corporation
SHUCHERT, KARALYN	
SCHWARTZ, ROBERT	CEO, Metropolitan Life
STEINBERG, SAUL	Chairman, Reliance Holding Inc
WACHNER, LINDA	Chairman & President, Warnaco, Inc

VISIT OF THE VICE PRESIDENT & MRS. QUAYLE
TO
NEW YORK, NEW YORK
APRIL 30, 1992

EVENT: GENERAL RECEPTION PHOTO OPPORTUNITY
OFFSTAGE ANNOUNCE TO DAIS
NEW YORK HILTON



VISIT OF THE VICE PRESIDENT & MRS. QUAYLE

TO

NEW YORK, NEW YORK

APRIL 30, 1992

EVENT: HEAD TABLE DIAGRAM
NEW YORK HILTON

A
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C
E

Mary Kidder
Tom Keyos
Karalyn Shuchert
Robert Schwartz
CEO & Pres. Metropolitan Life
Georgette Mosbacher
Robert Kidder
CEO Duracell International
THE VICE PRESIDENT
Jack Hennessy
CEO & Pres. First Boston Inc.
PODIUM
Donald Marron
CEO Paine Webber
MRS. QUAYLE
Saul Steinberg
President, Reliance Holdings
Catie Marron
Robert Mosbacher
Margarita Hennessy
Joseph Schuchert
CEO & Pres. Kelso Corporation
Rev. Monsg. James Murray

LUNCHEON ATTENDEES

ROBERT ALLEN

Chairman & CEO, AT&T

Was a sponsor of the 1991 race for the cure.

Tisch had suggested he be invited to the February lunch.

X PEPE FANJUL *yes*

Vice Chairmna, President & CEO *reception*

Flo-Sun Incorporated

Team 100

✓ CHARLES GARGANO

New York Bush/Quayle '92 Finance Committee.

ROBERT GREENHILL

President

Morgan Stanley Group, Inc.

Attended Tisch luncheon.

✓ ROBERT KIDDER

Chairman and CEO

Duracell, International, Inc.

Chairman of the Bush/Quayle dinner

HENRY KRAVIS

Partner

Kohlberg, Kravis Roberts & Co.

New York Bush/Quayle '92 Finance Committee

~~DON MARRON~~

GEORGETTE MOSBACHER *1 Bob*

Co-Chairman of the New York Bush/Quayle dinner

X *NO* RON PERELMAN

Chairman & CEO

Revlon, Inc.

George Klein wanted him to be included

✓ JON ROSENWALD

Vice Chairman

Bear Stearns & Co., Inc.

JOSEPH SCHUCHERT

Chairman & CEO

Kelso and Company

Co-Chairman of the New York Bush/Quayle dinner

ROBERT SCHWARTZ

Chairman, President & CEO
Metropolitan Life Insurance Co.
Tisch had suggested he be invited to the February lunch.
Co-Chairman of the New York Bush/Quayle dinner

CLIFF SOBEL

Chairman
Bon-Art Corporation
New Jersey GOP Finance Chairman
Hosted event for the Vice President at his Residence.
Will accompany you on AF II to New York.