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OFFICE OF THE VICE PRESIDENT
WASHINGTON

425

Sent to Cele
3/6

February 24, 1992

NOTE TO THE VICE PRESIDENT

FROM: BILL KRISTOL *BK/SS*

Here's an interesting piece on Ted Forstmann -- a very successful and thoughtful businessman who's Jude Wanniski's candidate to be the next Treasury Secretary.

I think it would be worth while to try to meet with him while in New York -- or here.

cc: Al Hubbard
Richard Porter ✓

DEALMAKERS

LOOK WHO'S GOT THE LAST LAUGH NOW

Forstmann Little sat out the LBO frenzy. Now, it's sitting pretty

Just a few years ago, Theodore J. Forstmann's fellow Wall Street dealmen scorned him as an annoying anachronism. In the epic takeover battle fought over RJR Nabisco Inc. in 1988, Forstmann Little & Co. didn't even make a bid, standing on principle, of all things. In the best-selling book *Barbarians at the Gate*, Forstmann came across as a self-righteous blowhard, raging against

the reckless venality of the deal game even as his nemesis, Kohlberg Kravis Roberts & Co., engineered history's largest leveraged buyout. At one point, Forstmann's own banker asked in exasperation: "What are you, a priest?"

Oh, how times have changed. Today, it's evident not only that KKR overpaid but that the RJR deal marked the peak of 1980s deal mania. Teddy Forstmann was

street, though, there's a financial angle to everything. Having avoided the catastrophic deals that now burden so many high-leverage investors, Forstmann Little boasts unequaled rates of return (table). And while many LBO promoters are virtually moribund for lack of financing, Forstmann Little is constrained only by its own investment discipline.

'PHENOMENAL.' The latest evidence of Forstmann Little's prosperity surfaced on Jan. 29. Just two days after R.H. Macy & Co. (LBO, Class of '86) collapsed into Chapter 11, Forstmann Little announced plans to bring public Gulfstream Aerospace Corp. Two years ago, Forstmann Little joined with Allen E. Paulson, Gulfstream's founder, to buy the executive-jet maker from Chrysler Corp. If Gulfstream fetches the \$20 per share it is seeking, the Forstmann

group's \$100 million equity investment will have a market value of \$500 million. That's an imputed return of 123% a year.

A few weeks earlier, Forstmann Little closed the sale of its FL Industries Inc., a manufacturer of electronic components. Forstmann Little now has fully divested 11 of the 18 companies it has acquired since the firm was founded in 1978. On the \$2.67 billion of capital invested in these 11 completed investments, Forstmann has returned 32.2% a year, on average, to its debt investors and 86.4% to its equity investors—or more than double the average equity return claimed by KKR. "Forstmann's numbers are clearly phenomenal," says Steven Gaines, publisher of the *Private Equity Analyst* newsletter.

These astronomic averages are likely to decline somewhat as Forstmann Little divests the seven operating companies still under its control. The group includes the buyout firm's only real clinker, Pullman Co., which manufactures industrial components. With cash flow running 40% below projections, Forstmann decided last fall to defer interest payments on Pullman's \$250 million of subordinated debt. John A. Sprague, the Forstmann partner in closest contact with Pullman, predicts that the company will make good on all its debt payments. As for the \$65 million in equity, however, "the prospect of a positive return is remote," Sprague says.

Forstmann's institutional investors are taking Pullman's troubles in stride. "When you invest in an LBO partnership, you expect two or three deals to be los-

FORSTMANN'S HOLDINGS

GRIMES AEROSPACE

ACQUIRED 1986

\$730 MILLION

PURCHASE PRICE

LEAR SIEGLER

ACQUIRED 1987

\$2,100 MILLION

PURCHASE PRICE

PULLMAN

ACQUIRED 1988

\$670 MILLION

PURCHASE PRICE

GULFSTREAM AEROSPACE

ACQUIRED 1990

\$850 MILLION

PURCHASE PRICE

GENERAL INSTRUMENT

ACQUIRED 1990

\$1,750 MILLION

PURCHASE PRICE

ALDILA

ACQUIRED 1992

\$83 MILLION

PURCHASE PRICE

DATA: FORSTMANN LITTLE & CO.

ers and another five to eight to be just O.K.," says John B. Carroll, president of GTE Investment Management Corp., an investor since the early 1980s. "The fact that Pullman is Forstmann's only problem is quite remarkable. Teddy Forstmann has always walked the way he's talked, and in this business that counts for a lot."

GROWTH MODE. Vindication has mellowed Teddy Forstmann a bit. In five hours of interviews with BUSINESS WEEK, he did not once disparage Kohlberg Kravis—directly, anyway. "I still don't think that winning is doing the deal no matter what," he says. "Winning is making money for your partners."

Forstmann, 51, now is confronted by the traditional challenge of the flamboyantly successful—what to do for an encore. Forstmann's answer: more LBOs, but of a different sort.

With the exception of Pullman, Forstmann Little thrived by paying reasonable prices for mature businesses with steady cash flow and a dominant position in industries less volatile than the economy as a whole. With such straightforward asset plays scarce today, Forstmann has refocused its designs on companies capable of growing faster than the economy. The buyout firm began tilting toward growth in 1990 with the acquisitions of Gulfstream and General Instrument Corp., the dominant supplier of cable-television electronics.

Forstmann's shift in strategy exposes it to new risks. In acquiring Gulfstream Aerospace, for example, Forstmann accepted greater exposure to the swings

of the economy than it willingly accepted in the past. With the executive-jet market in a recession-induced slump, Gulfstream's revenues fell to \$887 million last year from \$1 billion in 1989. Orders are picking up, though, and the numbers suggest that Gulfstream is a more efficient company than it was under Chrysler Corp. Despite a 9% revenue drop in 1991, Gulfstream posted \$21.3 million in operating earnings, compared with a loss of \$4.3 million in 1990.

Then, too, growth companies expose Forstmann Little to the vagaries of big-time research and development. Gulfstream is developing several new models, including a minisupersonic transport in partnership with a Russian group. General Instrument Corp., meanwhile, is a leader in the race to develop high-definition television. Aldila Inc., which Forstmann just acquired, is a pioneer in graphite golf club technology.

"With these companies, clearly there is more volatility in the numbers than we're used to," acknowledges Nicholas C. Forstmann, Teddy's brother and, with Wm. Brian Little, a co-founder of the buyout firm. "I can't tell you for certain whether the HDTV market is going to do this, that, or the other thing."

Forstmann Little has tried to compensate for the added uncertainty by adjusting its financing approach. For one thing, the firm is leveraging less. The buyouts of Gulfstream and General Instrument were financed with \$7.5 of debt for every \$1 of equity, compared with ratios ranging from 10 to 1 to 20 to 1 in most of its past deals.

In addition, Forstmann enjoys a marked financing-cost advantage over its LBO rivals, thanks to its long-standing junk-bond abstinence. During the 1980s, KKR and most major LBO houses grew heavily dependent on the junk-bond underwritings to supply the subordinated debt crucial to large LBOs. Today, such financing is available only in piddling amounts at usurious interest rates.

Instead of playing the junk-bond

Finance

game, Forstmann Little in 1983 decided to approach its equity investors, mainly the pension funds of such blue-chip corporations as Boeing, Eastman Kodak, and AT&T. A dozen of them not only agreed to invest \$250 million in a new subordinated-debt partnership controlled by Forstmann Little but accepted a rate of interest well below market levels. In return, these investors were given an option to buy a 37% equity stake in each future buyout. Since 1983, Forstmann has raised four additional debt funds on identical terms.

Today, LBO loans are as scarce as communists in the Kremlin, and Forstmann Little is beginning to make more aggressive use of its financing advantage. With \$2 billion in debt financing locked in at a rate only one percentage point higher than the U.S. government itself pays, the buyout firm famous for shunning junk bonds has decided it no longer necessarily needs banks, either.

In mid-January, Forstmann Little made the first wholly self-financed bid in LBO history, offering about \$600 million for the Cessna Aircraft Co. subsidiary of General Dynamics Corp. On Jan. 16, Teddy Forstmann and a General Dynamics executive shook hands on a deal. However, their preliminary agreement unraveled as Forstmann Little's review of the fine print prompted it to refuse to assume open-ended liability for Cessna's past operations. Enter Textron Inc., which on Jan. 20 announced its acquisition of Cessna for \$600 million.

The financial structure of Forstmann Little's Cessna bid suggests that it can compete with most any corporate acquirer. Except for a small contribution from Cessna executives, all \$600 million would have come from partnerships run by Forstmann Little—\$175 million in equity and \$425 million in debt borrowed at 7.125%. Forget Forstmann's LBO rivals: not even a corporation rated AAA could have borrowed at lower cost.

'QUALITY ASSETS.' To Teddy Forstmann, though, the overriding advantage of self-financing is freedom from burdensome loan covenants and amortization schedules. Under Forstmann Little's agreement with its institutional lenders, the companies it acquires need not begin repaying the LBO debt for 11 years. These days especially, banks are not nearly as patient. Had the buyout firm taken out a bank loan, Cessna would have had to begin principal payments after one year and repay the full sum in five or six years.

Ever the contrarian, Teddy Forstmann sees abundant LBO opportunities even with stock prices at record levels. Growth companies in particular are trading at lofty multiples. As Forstmann

notes, though, generally high stock prices prove little relief to the numerous large corporations struggling to cope with the double whammy of protracted recession and the basic structural changes transforming many U.S. industries. "If I told you the names of the companies that have come through here looking for capital, you'd faint," says Forstmann. "There are quality assets available, believe me."

SCUTTLED DEAL. While LBOs are Forstmann's preference, he is warily open to other investments. Last September, he preliminarily agreed to pay \$350 million for a one-third stake in Whittle Communications, a diversified media company. A month later, though, the deal was off, scuttled by Forstmann's skepticism over Whittle's optimistic growth forecasts.

"Teddy will not get into a deal that is anything far from 99.9% risk-free," says Chairman Christopher Whittle. Yet Whittle remains hopeful of working something out: "I will be very surprised if we don't do business together in some way."

When Teddy Forstmann raised his last debt fund a year and a half ago, he told his investors that he would remain with Forstmann Little until all the money is invested. After that, who knows? "I'm definitely not going to spend my whole life doing this," says Forstmann, who says he can envision retiring in five years or so. Don't bet on it, though. That's a gamble Forstmann himself would never take.

By Anthony Bianco in New York, with Chuck Hawkins in Atlanta

STRIKING IT RICH AT FORSTMANN LITTLE

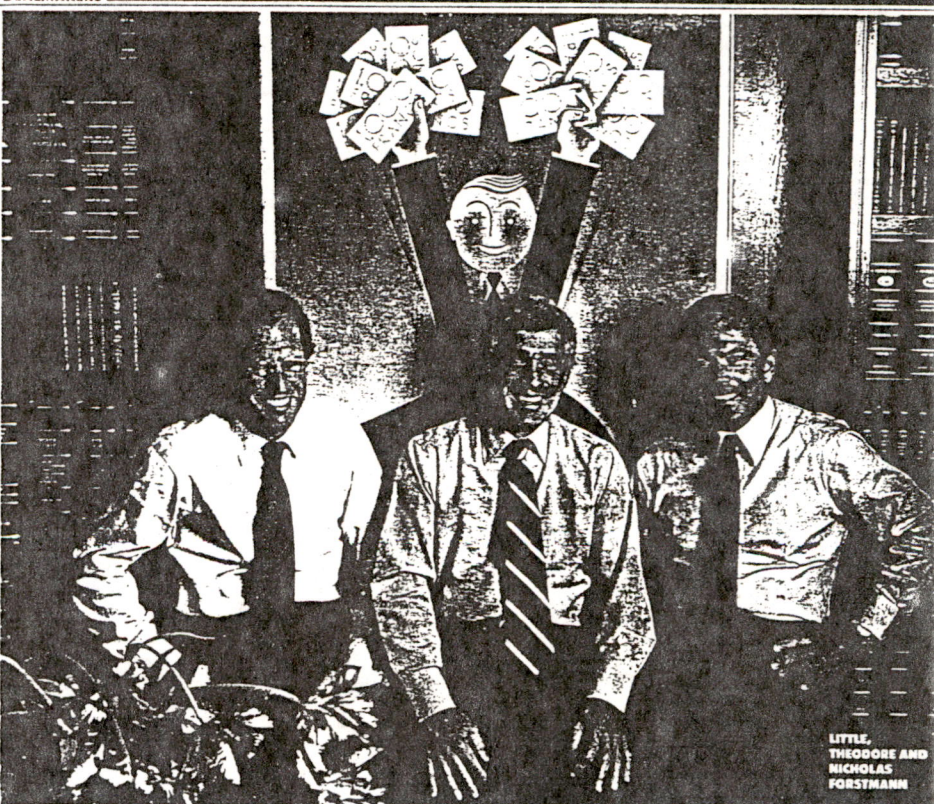
ALL 11 COMPLETED DEALS		ANNUAL RATE OF RETURN					
TOTAL CAPITAL INVESTED \$2,665 MILLION		FIVE MOST RECENT COMPLETED DEALS	PURCHASE PRICE MILLIONS	YEAR ACQUIRED	YEAR SOLD	PARTNERSHIP I DEBT + EQUITY	PARTNERSHIP II EQUITY ONLY*
DOLLAR-WEIGHTED AVERAGE ANNUAL RETURN PARTNERSHIP I DEBT + EQUITY 32.2% PARTNERSHIP II EQUITY ONLY* 86.4%		TOPPS	\$98	1984	1991	59.2%	108.2%
		DR PEPPER	650	1984	1986	35.3	116.4
		FL INDUSTRIES	408	1985	1992	20.5	55.6
		SYBRON	335	1986	1988	69.9	269.7
		MOEN	845	1988	1990	29.0	92.0

*AFTER 20% TAKE-OUT BY FORSTMANN LITTLE AS CO-OWNERS

SOURCE: FORSTMANN LITTLE & CO.

Finance

DEALMAKERS



LITTLE, THEODORE AND NICHOLAS FORSTMANN

ALBERTO MENA/BW



DAN QUAYLE

2-27-92

Dan -

I thoroughly enjoyed lunch.

Bill Schreyer is a big Penn State fan. I told him it may be rough sledding in the Big 10 -
See you soon

Dan Quayle

THE VICE PRESIDENT
WASHINGTON, D. C. 20501



Ann, 3/2

Copies of
follow up
for Tisch
luncheon.

-Subs

Mr. Daniel Tully
President & CEO
Merill Lynch & Co.
World Financial Center
New York, New York 10281



DAN QUAYLE

2-27-92

John -
I enjoyed our lunch -
I'll continue to work
on the FDA - We're
making real progress

Dan Quayle

THE VICE PRESIDENT
WASHINGTON, D. C. 20501



Mr. John Stafford
Chairman of the Board
American Home Products Corp.
685 Third Avenue
New York, New York 10017



DAN QUAYLE

2-27-92

Steve -

I certainly enjoyed lunch -
I hope the economy begins
to turn - We need it -

Dan Quayle

THE VICE PRESIDENT
WASHINGTON, D. C. 20501



Mr. Stephen Robert
Chairman & CEO
Oppenheimer & Company
Oppenheimer Tower
World Financial Center
New York, New York 10281



DAN QUAYLE

2-27-92

Dick -
I'm going to go to
work again on the regulators.
I hope we can turn it
around. Stay in touch with
me and my competitiveness council -
Dan Quayle

THE VICE PRESIDENT
WASHINGTON, D. C. 20501



Mr. Richard Parsons
Chairman & CEO
Dime Savings Bank
589 Fifth Avenue
New York, New York 10017



DAN QUAYLE

2-27-92

Don -

Great to be with you
again. We had a good
full day in NYC. We'll
help you - just let me
know - Dennis's revenge

Dan Quayle

THE VICE PRESIDENT
WASHINGTON, D. C. 20501



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



DAN QUAYLE

2-27-92

George -
I hope you're wrong
about the community. We
can't let go the other way -
you're a dear friend
Dan Quayle

THE VICE PRESIDENT
WASHINGTON, D. C. 20501



Mr. George Klein
President
Park Tower Realty
499 Park Avenue
New York, New York 10022



DAN QUAYLE

2-27-92

Bob -
I enjoyed lunch. I'm
hopeful things are beginning
to turn around. When you
are in D.C., come see
me - Dan Quayle

THE VICE PRESIDENT
WASHINGTON, D. C. 20501



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



DAN QUAYLE

2-27-92

Jack -
You do great for us.
We'll be in to help
soon. I hope things begin
to turn around
Dan Quayle

THE VICE PRESIDENT
WASHINGTON, D. C. 20501



Mr. John Hennessy
President & CEO
First Boston
55 East 52 Street
New York, New York 10055

SENT BY: OLIVETTI FX 1500

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ECONOMIC CLUB DINNER
HONORING VICE PRESIDENT DAN QUAYLE
Thursday, February 27, 1992

Burson-Marsteller Guest List

TABLE 6

Mrs. Bette Burson

Mr. James E. Murphy
Chairman & CEO
Burson Marsteller-NY

Ms. Linda Gay Blanc
Executive Vice President
Burson-Marsteller

Mr. Tony Hughes
Executive Vice President
Burson-Marsteller

Mr. Ray O'Rourke
Executive Vice President
Burson-Marsteller

Mr. Hobson Brown
President
Russell Reynolds Associates, Inc.

Mr. Rob Glenn
First Vice President
Prudential Securities, Inc.

Mr. Vic Han
Director, Communications
Philip Morris/USA

Mr. Tom Moran
President
Mutual of America

Mr. Richard Porter
Counsel to Vice President Dan Quayle
or

TABLE.

McIntosh - #12
Scully - #15
Mitchell - #55
KYHOS - #8

Retired chmn - UNION Pacific
Mrs Bales

Bill Powers #46



OFFICE OF THE VICE PRESIDENT
WASHINGTON

BRIEFING MEMORANDUM FOR THE VICE PRESIDENT'S
ADDRESS TO THE ECONOMIC CLUB OF NEW YORK

Date: February 2, 1992
Time: 6:25 - 9:30 p.m.
Location: New York Hilton
Grand Ballroom
New York, New York

I. PURPOSE

To address the Economic Club of New York, and participate in a Q & A session.

II. BACKGROUND

The Economic Club was founded in 1907 and currently has some 700 members. The program for this event will announce that the Club is in its 85th year, and that this is its **335th meeting**. The Club's membership is culled from the very top tier of our nation's businesses -- with a strong tilt toward the legal and financial industries. Its Trustees include: John Welch (Chairman, G.E.), John Phelan, Jr. (Chairman, N.Y. Stock Exchange), Dennis Weatherstone (Chairman, J.P. Morgan & Co.), Maurice Greenberg (Chairman, American International Group), etc.

The Club is non-partisan and, while its membership is mainly drawn from New York and the Northeast, it does have members from around the country and around the world. Both Nick Brady and Alan Greenspan have served in the Club's hierarchy. The organization hosts four or five of these black-tie events each year; its last three speakers were President Bush, Margaret Thatcher, and President Salinas of Mexico.

By tradition, the guest of honor gives remarks for about half an hour, and then takes questions for about 20 minutes from two representative members of the Club. The two members chosen to question you are Richard Ravitch, President and CEO of the Player Relations Committee of Major League Baseball, and Harold Burson, Founder and Chairman of Burson-Marsteller (the world's largest public relations firm). Bios of both men are attached as well as potential Q's and A's.

During the dinner portion of the event, Mr. Voell sits to the right of the Vice President and Bill Schreyer, Chairman of Merrill Lynch, sits on his left. While Mr. Schreyer is an avid fan of Penn State football and is normally happy to talk about Joe Paterno for prolonged periods of time [FYI: Penn State is joining the Big 10 soon], he will most likely bring up one of the provisions in the Administration's budget that changed the

current asset valuation method used by securities dealers. If enacted, this provision may cost Merrill Lynch some \$180 million in the first year alone. In total, the "mark-to-market" tax increase carries a five-year price tag of \$4 billion. (A brief discussion of the issues is attached)

III. PARTICIPANTS (partial list)

Richard Voell, Chairman of the Economic Club of New York -- also Chairman of the Rockefeller Group.
Ray Price, President of the Economic Club of New York
Richard Ravitch, Trustee of the Economic Club and President, Player Relations Committee of Major League Baseball
Harold Burson, Trustee of the Economic Club and Chairman of Burson-Marsteller
Rep. Bill Green, Congressman from New York
Maurice Greenberg, Chairman, American International Group
John J. Phelan, Jr., Former Chairman, New York Stock Exchange
David Koch, Executive Vice President, Koch Industries, Inc.

IV. SEQUENCE OF EVENTS

THE VICE PRESIDENT, accompanied by Mr. Voell, attends a "guest of honor" reception from 6:30 to 7:00 p.m. (Guest list attached).

Upon arrival at the Ballroom, THE VICE PRESIDENT proceeds to the dais and takes a seat. Dinner is served from 7:15 p.m. to 8:25 p.m. At the conclusion of dinner, Mr. Voell makes welcoming remarks and introduces THE VICE PRESIDENT. (Head table list attached).

At 8:30, THE VICE PRESIDENT proceeds to the podium and makes remarks. At the conclusion of remarks, Mr. Ravitch and Mr. Burson open the Question and Answer Session.

After the Q & A session ends, Mr. Voell makes closing remarks and thanks THE VICE PRESIDENT. At 9:20, THE VICE PRESIDENT concludes program and proceeds to motorcade for boarding.

V. PRESS

Open press (possible C-span).

Potential Q's & A's

Q: Why didn't the Administration provide for a reduction in the capital gains rate for corporations?

A: There are a lot of good arguments supporting a capital gains cut for corporations -- and for that matter for indexing capital gains. As you all know, currently corporate income is subject to a "double tax" (once at the corporate level and a second time at the shareholder level when an individual sells his stock and incurs a capital gains tax). I think that clearly we need to do something to provide some relief. I think we held back this time because of the deficit weighing in at roughly \$400 billion.

Q: Are you aware that the Administration's position on the alternative minimum tax adversely affects capital gains?

A: Well, that point has been raised to me once or twice. And, again, I think concern over the deficit lies at the root of why publicly traded securities are not excluded from the minimum tax -- I understand exclusion would "cost" some \$6 billion over the next five years. Overall, the Administration's capital gains proposal would reduce capital gains rates to their lowest point in 50 years.

Q: The Administration's position on annuities, prohibiting so-called "inside build-ups," will layer another \$4 billion tax on the insurance industry. What was the Administration's rationale when this proposal was drafted?

A: While this is not my area of expertise, my understanding is that we support the favorable tax treatment provided life insurance products. The proposal was intended to reach only certain investment contracts disguised behind the "annuities" label and to create a level playing field for economically equivalent savings arrangements. Having said this, I know that concerns about the proposal have been raised and that the proposal is currently under review.

Q: Why did the Administration change the current asset valuation methods ("mark-to-market" issue)? This, too, amounts to a 5-year tax of about \$4 billion. How are the tax-writing Committees on the Hill responding to it?

A: Treasury's rationale, I believe, was to eliminate a situation where securities dealers can take their year-end tax losses, but do not recognize their year-end tax

gains. With respect to Congressional action, our position is quite clear. We want the seven items included in our fast-track growth package enacted by March 20th. And, we want them paid for with spending cuts, not tax increases.

Q: The Administration proposes to disallow the deduction for interest paid by corporations on loans secured by the cash value of life insurance policies. Isn't this another hit to the insurance industry? What was the Administration's rationale?

A: This provision is not included in our fast-track growth package which we want enacted by March 20. But let me make it clear, the proposal does not prevent corporations from purchasing corporate-owned life insurance policies. The proposal was intended to stop tax arbitrage that serves no economic or business purpose. However, because of concerns that have been raised, I believe we are reconsidering this provision.

Q: This election campaign has turned into a referendum on leadership. How is the Bush/Quayle Administration going to restore strength and flexibility to our nation's economy?

A: First, we are going to do a comprehensive overhaul of our regulatory structure aimed at reducing the cost of regulation wherever possible by law. Second, we are going to hold Congress to President Bush's demand that they pass his growth package by March 20.

- Cutting the capital gains rate to 15.4% for taxpayers now subject to a 28 percent cap. gains rate and to 8.25% for those now subject to a 15 percent rate;

- The investment tax allowance;

- The easing of passive loss restrictions on real estate developers;

- The \$5000 credit for first-time homebuyers;

- The waiver of penalties on IRA withdrawals by first-time homebuyers; and,

- The proposals to facilitate real estate investment by pension funds and others.

Civil Justice Reform

Q: Critics of the Administration's Civil Justice Reform effort have alleged that it is based on faulty premises. For example, the ABA has contested your assertions that the

civil justice system costs \$300 billion annually and that the United States has 70 percent of the world's lawyers. How do you answer your critics?

A: Our numbers are basically correct.

- I'm not surprised: lawyers get paid to attack the other side's numbers.
- The total costs of the system are astronomical and would include not only attorney fees, but the time and lost opportunities caused by litigation
- Whatever the costs, it can be reduced.
- Whatever the number of lawyers, there are too many lawsuits in the system that shouldn't be brought.

Talking points: Annuities Proposal

Background

Unlike other investments, income earned on annuity contracts is not taxed until annuity distributions are made. In recent years, insurance companies have been marketing so-called annuities with no meaningful life contingency features.

- > More than 90% of taxpayers purchasing these so-called annuity products elect a lump sum or fixed term payment option that has nothing to do with how long they live.

These products are marketed in direct competition with CD's, money market funds, and other savings vehicles where income is taxed currently. (Copies of sample brochures are attached.)

Because these so-called annuities have no true insurance feature, Treasury proposes that they be taxed like all other pure investment vehicles.

Questions

Q: Won't this change discourage savings and cause a loss of jobs.

A: No. It will create a level playing field for economically equivalent savings arrangements. This will benefit consumers and generate additional savings over time.

Q: Is the "level playing field" argument the only justification for this provision that will discourage savings and cost jobs.

A: No. Congress enacted so-called after-tax IRA's into law several years ago. Under those rules, taxpayers can put away up to \$2,000 each year in investments that are taxed as annuities (with limitations on distributions prior to age 59-1/2). Congress put contribution and distribution limits on after-tax IRA's -- these limits are being circumvented by the so-called annuities covered by the Treasury proposal.

Program

PRESIDING OFFICER

RICHARD A. VOELL
Chairman of the Club

GUEST OF HONOR

THE HONORABLE DAN QUAYLE
Vice President of the United States

QUESTIONERS

HAROLD BURSON
*Chairman
Burson-Marsteller*

RICHARD RAVITCH
*President of the Player Relations Committee
Major League Baseball*

The Question Period follows
immediately after the speech.

HEAD TABLE

LOWER DAIS

(Left to Right facing the Dais)

RAYMOND K. PRICE, JR.*President**The Economic Club of New York***RICHARD RAVITCH***Trustee, The Economic Club of New York**President, Player Relations Committee of Major League Baseball***J. CARTER BACOT***Trustee, The Economic Club of New York**Chairman, The Bank of New York***JOHN J. PHELAN, JR.***Trustee, The Economic Club of New York**Former Chairman, The New York Stock Exchange***JONI LYSETT NELSON***Trustee, The Economic Club of New York**Chairman, The Sabre Group, Inc.***MAURICE R. GREENBERG***Chairman**American International Group***DAVID ROCKEFELLER***Chairman**The Rockefeller Group, Inc.***DWAYNE O. ANDREAS***Former Chairman, The Economic Club of New York**Chairman, Archer Daniels Midland Company*

Podium

THE HONORABLE DAN QUAYLE*Vice President of the United States*

ND

RICHARD A. VOELL*Chairman, The Economic Club of New York**President, The Rockefeller Group, Inc.***WILLIAM A. SCHREYER***Trustee, The Economic Club of New York**Chairman, Merrill Lynch & Co., Inc.***LEONARD GARMENT***Trustee, The Economic Club of New York**Senior Partner, Dickstein, Shupiro & Morin*

ND

DONALD B. MARRON*Trustee, The Economic Club of New York**Chairman, PaineWebber Group, Inc.***HAROLD BURSON***Trustee, The Economic Club of New York**Chairman, Burson-Marsteller***DAVID HARTMAN***Trustee, The Economic Club of New York**President, Rodman-Downs, Ltd. Inc.*

I enjoyed the
evening at the
N.Y. Econ. Club -

You have
a tremendous
group of folks.

I saw
Not only did
I enjoy the
speaking to you
but the question
+ answer period
was most
beneficial -
good format -
Hope to see
you soon -

HEAD TABLE UPPER DAIS

(Left to Right facing Dais)

DAVID R. BAKER
General Counsel, The Economic Club of New York
Partner, Jones, Day, Reavis & Pogue

JOHN R. BURRUS
President
CRT Government Securities, Ltd.

JAMES H. CAVANAUGH
President
HealthCare Investment Corporation

DAVID H. KOCH
Executive Vice President
Koch Industries, Inc.

JAMES R. JONES
Chairman
American Stock Exchange

ALBERTO VITALE
Chairman
Random House, Inc.

JOHN M. HENNESSY
President
CS First Boston, Inc.

C. AUSTIN FITTS
President
The Hamilton Securities Group, Inc.

DAVID TENDLER
Chairman
Tendler Beretz Associates Ltd.

CHARLES A. PARKER
Executive Vice President
The Continental Corporation

LONDON HILLIARD
Secretary, The Economic Club of New York
Partner, Brown Brothers Harriman & Co.

CHARLES W. MORITZ
Chairman
The Dun & Bradstreet Corporation

JOHN A. PANCETTI
Treasurer, The Economic Club of New York
Chairman, The Manhattan Savings Bank

RONALD K. SHELPS
President
New York City Partnership, Inc. and
New York Chamber of Commerce

(7)

HAROLD BURSON
Founder Chairman
Burson-Marsteller

Founder Chairman, Burson-Marsteller; Chief Executive Officer 1953-1987. Burson-Marsteller became world's largest public relations firm 1983. 2200 employees, 50 offices, 28 countries.

Board of Directors Young & Rubicam Inc., parent company of Burson-Marsteller. Member Y&R Executive Committee 1979-85.

Gold Anvil Award, Public Relations Society of America, 1980. (Gold Anvil is PRSA's highest award.)

Arthur W. Page Society Hall of Fame Award, 1991.

Public Relations Professional-of-the-Year, PUBLIC RELATIONS NEWS, 1977 and 1989.

Chairman, Public Relations Advisory Committee, U.S. Information Agency, 1981-present.

Public Relations Advisory Committee, U.S. Postal Service.

Founder and Secretary, Corporate Fund, John F. Kennedy Center for the Performing Arts (Washington), 1977-present.
Director Kennedy Center Productions Inc., 1974-present.

Presidential appointee to The Commission of Fine Arts (Washington), 1981-1985.

White House appointee to Executive Committee, Young Astronauts Council, 1984-1988.

University of Mississippi Alumni Hall of Fame, 1980.

Boston University, Doctor of Humane Letters (Honorary), 1988.

Horatio Alger Award, 1986; treasurer Horatio Alger Association.

Chairman, Joint Council on Economic Education (1980-90).

Trustee, The Economic Club of New York.

Executive Committee, Catalyst Inc., 1977-1988.

Counsellor, National Press Foundation.

/contd.....

- 2 -

Silver Em Award, Mississippi Press Association, 1982.
(First non-active journalist to receive award).

Associate Member, New York Academy of Medicine.

Advisory Council, New York Academy of Science.

Member, New York Society of Security Analysts.

Member Public Relations Society of America, International Public Relations Association, International Association of Business Communicators, Overseas Press Club (New York).
Past chairman, Public Relations Seminar, 1983.

Former international trustee, World Wildlife Fund, Geneva, Switzerland, 1977-1981; former Vice President and member Executive Committee, National Safety Council 1964-1977; former Trustee and member Executive Committee, Foundation for Public Relations Research and Education, 1978-84; former Trustee, Hackley School, Tarrytown, N.Y., 1968-1979.

Garrett Lecturer on Social Responsibility, Columbia University, Graduate School of Business, 1973; Advisory Committee, Medill School of Journalism, Northwestern University, 1985-present; Advisory Committee, Graduate School of Business, Emory University, 1986-present; Trustee, Ray Simon Institute of Public Relations, Utica College of Syracuse University, 1985-present.

Before formation of Burson-Marsteller (1953), operated own public relations firm six years. Previously (1941-43), assistant to president and public relations director, The H.K. Ferguson Company, engineers and builders; reporter for Memphis Commercial Appeal (1940); acting director, Ole Miss News Bureau, 1938-40.

World War II service as non-commissioned officer with 1141st Engineer Combat Group, U.S. Ninth Army, in Europe; correspondent, American Forces Network (reported on Nuremberg Trial).

Graduate, University of Mississippi, 1940.

Married 1947 to Bette Foster Burson; two sons (Scott and Mark). Born Memphis, Tenn., Feb. 15, 1921.

#

RICHARD RAVITCH**Home Address:**

31 East 79th Street, 9-E
New York, N.Y. 10021
(212) 570-1030

Office Address:

350 Park Ave.,
18th floor
New York, N.Y.
(212) 339-7400

PERSONAL

Richard Ravitch was born on July 7, 1933. Mr. Ravitch is a Phi Beta Kappa graduate of Columbia College and Yale University School of Law. He is a member of the Bar of the State of New York and of the Supreme Court of the United States.

Mr. Ravitch resides in the borough of Manhattan in New York City and in Pound Ridge in Westchester County.

CURRENT AFFILIATIONS:**CHAIRMAN**

Aquarius Management Corporation
Citizens Budget Commission
AFL/CIO Housing Investment Trust
Corporation for Supportive Housing

PRESIDENT AND CEO

Player Relations Committee of
Major League Baseball

GENERAL PARTNERSHIPS

Waterside Development Company
North Waterside Redevelopment Company
Stevenson Commons Associates
Manhattan Plaza Associates
Central Westchester Associates

TRUSTEESHIPS

The Kaiser Family Foundation
Twentieth Century Fund

DIRECTORSHIPS

Regional Plan Association
Mount Sinai Medical Center
American Stock Exchange - Board of Governors
A. Philip Randolph Institute

MEMBERSHIPS

Century Club
Council on Foreign Relations
The Economic Club of New York

FORMER AFFILIATIONS**Chairmanships**

The Bowery Savings Bank
 NYC Charter Revision Commission
 MTA (Metropolitan Transportation Authority)
 NYS Urban Development Corporation
 NYS Economic Development Board
 American Stock Exchange-Nominating Committee

General Partner

The Blackstone Group

President

Dalton School - Board of Trustees
 Citizens Housing & Planning Council of NY
 Jewish Community Relations Council of NY

Trustee

Teachers College of Columbia University
 WNET - Channel 13
 Central Synagogue

Director

Coro Foundation
 Citizens Union of the City of New York
 Recruitment & Training Program

U.S. Delegate

United Nations Conference on Building,
 Housing and Planning

Fellow

Kennedy School of Government at Harvard U.

Lecturer

Columbia University School of Law

Lecturer

US Information Agency - Japan/Germany/
 Yugoslavia/Hungary

Member

NYS Council on Fiscal & Economic Problems

Member

National Commission on Urban Problems

AWARDS AND CITATIONS

1986 UJA Annual Award - Banking and Finance Division
 1986 Citizens Budget Commission - High Civic Service
 1983 Robert Moses Special Achievement Award
 1982 American Public Transit Association - Individual
 of the Year Award
 1976 Fiorello H. LaGuardia Award
 1976 NYU Urban Leadership Award
 1976 Jewish Guild for the Blind - Man of the Year
 1976 Citizens Housing & Planning Council of New York
 1976 ASCE Construction Achievement Award
 1976 AIA Award of Merit
 1973 City of New York - Distinguished Service Citation

TO: RICH PORTER

FROM: TOM CARROLL'S OFFICE

SUBJECT:

DATE: FEBRUARY 26, 1992

5 pages including
cover

Here is the press release and 2-page
summary.

The complete report is en route.

CHANGE-NY

FOR IMMEDIATE RELEASE:

Monday, February 10, 1992

CONTACT:

Paul Peter Jesep
(518) 432-6375

CHANGE-NY ISSUES "COUNTER-BUDGET": NO TAX HIKES, \$24.2 BILLION IN STATE AND LOCAL SAVINGS

Dissatisfied with the budget proposed by Gov. Cuomo, which would raise taxes by \$1.3 billion and spending by \$3.2 billion, CHANGE-NY today unveiled a "counter-budget" that includes \$10.2 billion in state spending cut options and no tax hikes. CHANGE-NY is a statewide grassroots organization with over 13,000 members representing every county in the state.

"The governor and the state legislature often claim they are raising taxes because they have no choice," noted Tom Carroll, president of CHANGE-NY. "Hopefully, CHANGE-NY's counter-budget will make them understand that a 'no-tax-hike budget' is not only possible, but hand-delivered to them." Copies of the *CHANGE-NY Counter-Budget* were distributed to the legislature today.

In total, the CHANGE-NY counter-budget includes recommendations that would save state taxpayers \$10.2 billion and local taxpayers \$14.0 billion. To close the projected two-year deficit, only about \$5 billion of these recommendations would have to be adopted.

Under CHANGE-NY's counter-budget, the bulk of the savings would come from sweeping changes in the areas of Medicaid, welfare, education, prisons, economic development, and privatization.

CHANGE-NY's counter-budget also includes a number of controversial proposals including the following:

- MORE -

CHANGE-NY

FOR IMMEDIATE RELEASE

Monday, February 10, 1992

CONTACT:

Paul Peter Jessop
(518) 432-6375

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CHANGE-NY's counter-budget also includes a number of controversial proposals including the following:

- MORE -

- Allowing agency officials to waive civil-service rules if they agree to tie the salaries of top administrators to the actual performance of the agency they head (\$100 million savings for state taxpayers).
- Providing *no* raises to unionized state employees if the union that represents their bargaining unit does not agree to link employee salaries to results (\$100 million savings for state taxpayers due to increased productivity).
- Ending funding for the state council on the arts, leaving support for the arts a local or private responsibility (\$35 million savings for state taxpayers).
- Cutting the state legislature's staff in half, eliminating legislative commissions, abolishing "lulus," selling their luxury cars, and ending other legislative perks (\$60 million savings for state taxpayers).
- Ending the overlap and duplication among local government units (\$441 million savings to state taxpayers, \$3.1 billion savings to local taxpayers).
- Eliminating the borough presidents' offices and the city council president's office in New York City, with any useful functions transferred to the mayor and/or city council (\$30 million savings for New York City taxpayers).

Carroll acknowledged that some of the \$24.2 billion in state and local cuts itemized in CHANGE-NY's counter-budget are "provocative and surely will offend one special-interest group or the other." He said, however: "It's time for elected officials to stand up for taxpayers, not for the special-interest groups pleading for more and more spending each year."

#####

Attachments

CHANGE-NY COUNTER-BUDGET RECOMMENDATIONS

The following cuts, after accounting for any duplication in savings, would save state taxpayers \$10.2 billion (about 20 percent of the size of the state budget) and local taxpayers \$14.0 billion:

- Reforming the state's Medicaid program by bringing service options in line with private-sector health plans, deregulating hospitals, expanding the use of co-payments, and cracking-down on fraud (\$1.2 billion savings for state taxpayers, \$676 million savings for local taxpayers).
- Taking a number of steps to reduce welfare dependency including mandating tougher workfare programs, tying a family's welfare benefits to how often their children attend classes, removing disincentives for marriage, and creating a New York employment incentive tax credit to reduce the tax penalty for those who want to move from welfare to work (\$854 million savings for state taxpayers, \$484 million savings for local taxpayers).
- Adopting additional welfare reforms proposed by the Senate Majority and Assembly Minority (\$200 million more savings for state taxpayers, \$111 million more for local taxpayers).
- Allowing local schools to experiment with innovative approaches without excessive regulatory interference, and empowering parents to choose which school to send their children (\$1.8 billion savings for state taxpayers, \$2.0 billion savings for local school district taxpayers).
- Reducing overstaffing in the state's prisons, increasing double-bunking, warehousing prisoners in large, California-style prisons, and privatizing the management of individual state prisons (\$400 million savings for state taxpayers).
- Eliminating the state's many economic development programs, which often provide grants, loans, and tax abatements to the politically favored and select few as well as interfere with the free-market allocation of capital (\$1 billion savings for state taxpayers).
- Allowing agency officials to waive civil-service rules if they agree to tie the salaries of top administrators to the actual performance of the agency they head (\$100 million savings for state taxpayers).
- Providing *no* raises to unionized state employees if the union that represents their bargaining unit does not agree to link employee salaries to results (\$100 million savings for state taxpayers due to increased productivity).

- Ending funding for the state council on the arts, leaving support for the arts a local or private responsibility (\$35 million savings for state taxpayers).
- Cutting the state legislature's staff in half, eliminating "lulus," legislative commissions, luxury cars, and other legislative perks (\$60 million savings for state taxpayers).
- Ending the overlap and duplication among local government units (\$441 million savings to state taxpayers, \$3.1 billion savings to local taxpayers).
- Eliminating the borough presidents' offices and the city council president's office in New York City, with any useful functions transferred to the mayor and/or city council (\$30 million savings for New York City taxpayers).
- Privatizing a whole array of state and city services including regional OTBs, JFK, LaGuardia, and Stewart airports, and numerous administrative functions (\$3.9 billion savings for state taxpayers, \$6.4 billion savings for local taxpayers).
- Increasing SUNY and CUNY tuition by \$500 and imposing a means-test for students from high-income families (\$220 million savings for state taxpayers).
- Eliminating and consolidating dozens of overlapping and duplicative state agencies, boards, and commissions (\$150 million savings for state taxpayers).
- Eliminating thousands of onerous state mandates on local governments, including restrictive contracting procedures, and converting categorical aid programs into block grants (\$2.1 billion savings for local taxpayers).

#####

Withdrawal/Redaction Sheet

(George Bush Library)

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION	CLASS.
01. Diagrams	Security Diagrams of Vice Presidential Movements (2 pp.)	2/27/92	F-7	
COLLECTION Quayle Vice Presidential Records Richard W. Porter Files				
FILE LOCATION New York, 2/27/92 OA/ID Number 21805 Date Closed 9/8/00				

RESTRICTION CODES

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

- P-1 National Security Classified Information [(a)(1) of the PRA]
- P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P-3 Release would violate a Federal statute [(a)(3) of the PRA]
- P-4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P-5 Release would disclose confidential advise between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P-6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

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

- F-1 National security classified information [(b)(1) of the FOIA]
- F-2 Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
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- F-7 Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- F-8 Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- F-9 Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

THE VISIT OF THE VICE PRESIDENT

TO

NEW YORK CITY, NEW YORK

FEBRUARY 27, 1992CBS, Inc. Luncheon - List of ParticipantsFRANK A. BENNACK, JR.
PRESIDENT & CEO

THE HEARST CORPORATION

MARTIN S. DAVIS
CHAIRMAN & CEO

PARAMOUNT COMMUNICATIONS

PHILIP H. GEIER, JR.
CHAIRMAN & CEO

THE INTERPUBLIC GROUP

ROBERT F. GREENHILL
PRESIDENT

MORGAN STANLEY GROUP

JOHN M. HENNESSY
PRESIDENT & CEO

FIRST BOSTON

GEORGE KLEIN
PRESIDENT

PARK TOWER REALTY

JAY L. KRIEGEL
SENIOR VICE PRESIDENT

CBS INC.

ALEXANDER KROLL
CHAIRMAN & CEO

YOUNG & RUBICAM

DONALD B. MARRON
CHAIRMAN & CEO

PAINEWEBBER

THOMAS MURPHY
CHAIRMAN

CAPITAL CITIES/ABC

RICHARD D. PARSONS
CHAIRMAN & CEO

DIME SAVINGS BANK

PETER G. PETERSON
CHAIRMAN

THE BLACKSTONE GROUP

STEPHEN ROBERT
CHAIRMAN & CEO

OPPENHEIMER & Co.

LEWIS RUDIN
PRESIDENT

RUDIN MANAGEMENT

JOHN R. STAFFORD
CHAIRMAN & CEO

AMERICAN HOME PRODUCTS

FRANK J. TASCO
CHAIRMAN & CEO

MARSH & McLENNAN

LAURENCE A. TISCH
CHAIRMAN, PRESIDENT & CEO

CBS INC.

DANIEL P. TULLY
PRESIDENT & COO

MERRILL LYNCH & Co.

DAVE H. WILLIAMS
CHAIRMAN

ALLIANCE CAPITAL MANAGEMENT

VISIT OF THE VICE PRESIDENT

TO

NEW YORK CITY, NEW YORK

FEBRUARY 27, 1992

EVENT: PRIVATE LUNCHEON AT CBS
LOCATION: 51 West 52nd Street, 35th Floor

Jay L. Kriegel Tom Kyhos

George Klein

Dave H. Williams

Frank J. Tasco

John R. Stafford

Daniel P. Tully

THE VICE PRESIDENT

Thomas Murphy

Robert F. Greenhill

Richard D. Parsons

John M. Hennessy

Lewis Rudin

Philip H. Geier, Jr.

Donald B. Marron

Frank A. Bennack, Jr.

Laurence A. Tisch

Peter G. Peterson

Martin S. Davis

Alexander Kroll

Stephen Robert

Al Hubbard

Withdrawal/Redaction Sheet

(George Bush Library)

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION	CLASS.
02. Diagram	Security Diagram of Vice Presidential Movements (1 pp.)	2/27/92	F-7	
COLLECTION Quayle Vice Presidential Records Richard W. Porter Files				
FILE LOCATION New York, 2/27/92 OA/ID Number 21805 Date Closed 9/8/00				

RESTRICTION CODES

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THE VISIT OF THE VICE PRESIDENT

TO

NEW YORK CITY, NY

FEBRUARY 27, 1992

EVENT: Roundtable Discussion
LOCATION: America Works, 704 Broadway

1. THE VICE PRESIDENT
2. Elizabeth Johnson - Pre Employment
3. Irose Washington - Successful Participant (Roll), Rosenman and Colin
4. Howard Schneider - Managing Partner, Rosenman and Colin
5. Andrew Cantellano - Manager, Marriott Corporation
6. Roy Gainsburg - President and Chief Executive Officer, St. Martin's Press
7. Fania Mambru - Pre Employment
8. Abe Levovitz - President, America Works
9. Dolores Steel - Pre Employment
10. Ronald Heath - President, Crystal Apartments
11. Yvonne Monsegur - Roll, Center Care
12. Dan Biederman - Executive Director, Grand Central Partnership
13. Ken Grohbrugge - Vice President of Operations, Workbench
14. Dominga Young - Roll, AIG
15. Axel Freudmann - Senior Vice President-Human Relations, AIG
16. Peter Cove - Founder, America Works
17. Marvelle Pringle - Pre Employment
18. Richard Baumer - President, Venture Communications
19. Jim Graham - Roll, Lady Lynne
20. Ed Aronoff - Director of Operations, Lady Lynne
21. Stephanie Bradley - Roll, Backer, Spielvolgel, and Bates
22. Nancy Smith - Vice President-Human Relations, Backer, Spielvolgel, and Bates
23. Desiree Williams - Pre Employment
24. Maria Ayala - Pre Employment
25. Ed Evans - Vice President-Human Resources, ARA

26. Ida Smalls - Roll, ARA
27. Lee Bose - Chief Executive Officer, America Works
28. Dorothy Rice - Pre Employment
29. Ellen Slamholz - Vice President-Human Resources, Brownstone Studio
30. Barbara Staton - Roll, Brownstone Studio

THE VISIT OF THE VICE PRESIDENT

TO

NEW YORK CITY, NY

FEBRUARY 27, 1992

EVENT: Roundtable Discussion

LOCATION: America Works, 704 Broadway

THE VICE PRESIDENT

Barbara Staton

Elizabeth Johnson

Ellen Siamholz

Irose Washington

Dorothy Rice

Howard Schneider

Lee Bose

Andrew Cantellano

Ida Smalls

Roy Gainsburg

Ed Evans

Fania Mambru

- Maria Ayala

Abe Levovitz

Desiree Williams

Dolores Steel

Nancy Smith

Ronald Heath

Stephanie Bradley

Yvonne Monsegur

Ed Aronoff

Dan Biederman

Jim Graham

Ken Grohbrugge

Richard Baumer

Dominga Young

Marvelle Pringle

Axel Freudmann

Peter Cove

Entrance

Withdrawal/Redaction Sheet

(George Bush Library)

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION	CLASS.
03. Diagrams	Security Diagrams of Vice Presidential Movements (3 pp.)	2/27/92	F-7	
COLLECTION Quayle Vice Presidential Records Richard W. Porter Files				
FILE LOCATION New York, 2/27/92 OA/ID Number 21805 Date Closed 9/8/00				

RESTRICTION CODES

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

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THE VISIT OF THE VICE PRESIDENT
TO
NEW YORK CITY, NEW YORK

FEBRUARY 27, 1992

Guest of Honor Reception List:

Dwayne O. Andreas
Chairman
Archer Daniels Midland Company

J. Carter Bacot
Chairman
Bank of New York

David R. Baker
Partner
Jones, Day, Reavis & Pogue

Kent Barwick
President
Municipal Art Society

John R. Burrus
President
CRT Government Securities

Harold Burson
Chairman
Burson-Marsteller

Arcadio Casillas
managing Director
Preferred Compensation Corp.

James H. Cavanaugh
President
HealthCare Investment
Corporation

Charles Chapman
President
Tambrands

William H. Chisholm
Chairman
Boardroom Consultants

Batsey Cotter
Guest of Alex Von Summer

Paul Critchlow
Senior Vice President
Merrill Lynch

Martin Emmett
Chairman, CEO
Tambrands

Mr. & Mrs. James Evans
Retired Chairman
Union Pacific Corp.

Thomas Evans
Partner
Mudge Rose Guthrie

Lois Evans
President
Acquisition Specialists

C. Austin Fitts
President
Hamilton Securities Group

Leonard Garment
Senior Partner
Dickstein, Shapiro & Morin

Mario Garraffo
president
Ifint

Mr. and Mrs. Neil Gilliatt
Retired Vice Chairman
InterPublic Group

Roy Goodman
New York Senator

Bill Green
New York Congressman

Maurice R. Greenberg
Chairman
American International Group

Mrs. and Mrs. Charles Harff
Senior Vice President
Rockwell International

David Hartman
President
Rodman-Downs

John M. Hennessy
President
CS First Boston, Inc.

Landon Hilliard
Partner
Brown Brothers Harriman & Co.

David Hurley
President, CEO
Flight Services Group

Richard Jalkut
President, CEO
New York Telephone

Mr. and Mrs. E. Pendelton
James
Chairman
Pendelton James & Company

John J. Johnstone, Jr.
Chairman
Olin Corp.

James R. Jones
Chairman
American Stock Exchange

Dean Kamen
Founder
U.S. First

William Kanaga
Partner
Ernst & Young

Robert Kiley
Chairman, CEO
Fishback Corporation

David H. Koch
Executive Vice President
Koch Industries, Inc.

Jack Lederer
President
Personnel Corp. of America

Elyzabeth Long
Media Relations Coordinator
Susan Davis Companies

Donald B. Marron
Chairman
PaineWebber Group Inc.

Jawell Jackson McCabe
President
Jawell Jackson McCabe
Associates

David Meredith
Chairman
Personnel Corp. of America

Charles Millard
New York Council Member

Joni Lysett Nelson
Chairman
The Sabra Group

Brian O'Connor
Partner
Diserio, Martin & O'Connor

Shaul O'Malley
Chairman, Senior Partner
Price Waterhouse

John A. Pancetti
Chairman
Manhattan Savings Bank

Charles A. Parker
Executive Vice President
The Continental Corporation

John J. Phelan, Jr.
Former Chairman
The New York Stock Exchange

Bill Powers
New York Republican State
Committee

Edmund T. Pratt, Jr.
Chairman
Pfizer, Inc.

Raymond K. Price, Jr.
President
The Economic Club of New York

The Honorable Dan Quayle
Vice President of the United
States

Richard Ravitch
President, Player Relations
Committee of
Major League Baseball

Milton Raymond
Broker
Shearson Lehman

Edward Regan
New York State Comptroller

Mr. and Mrs. Henry R. Roberts
Retired Chairman
CIGNA

David Rockefeller
Chairman
The Rockefeller Group, Inc.

Dorothy Sarnoff
Chairman
Speech Dynamics

Linda Schaller
Broker
Bear Stearns

Mr. and Mrs. William A.
Schreyer
Chairman
Merrill Lynch & Co.

Christopher Shays
Connecticut Congressman

Ronald K. Shelp
President
New York City Partnership and
New York Chamber of Commerce

Joy Silverman
National Vice Chairperson
Bush/Quayle '92

Winfried Spach
Chief Executive, USA
Dresdner Bank

Jerry Speyer
President
Rishman Speyer

Alex Von Summer
Chairman
Alexander Summer Cos.

David Tandler
Chairman
Tandler Beratz Associates

Daniel P. Tully
President
Merrill Lynch & Co.

Alberto Vitale
Chairman
Random House, Inc.

Mr. & Mrs. Richard A. Voell
President
The Rockefeller Group

Gregory Voell
Associate
Graham & James

James Wilbee
President
Ontario Pension Board

THE VISIT OF THE VICE PRESIDENT
TO
NEW YORK CITY, NEW YORK

FEBRUARY 27, 1992

Dais Participants:

1. Mr. Raymond K. Price Jr.
President, The Economic Club of New York.
2. Mr. Richard Ravitch
Trustee, The Economic Club of New York,
President, Players Relations Committee of
Major League Baseball.
3. J. Carter Bacot
Trustee, The Economic Club of New York
Chairman, Bank of New York.
4. Mr. John J. Phelan Jr.
Trustee, Economic Club of New York
Former Chairman of the New York Stock Exchange.
5. Mr. Joni Lysett Nelson
Trustee, Economic Club of New York
Chairman, The Sabre Group, Inc.
6. Mr. Maurice R. Greenberg
Chairman
American International Group.
7. Mr. David Rockefeller
Chairman
The Rockefeller Group.
8. Mr. Dwayne O. Andreas
Former Chairman, The Economic Club of New York
Chairman, Archer Daniels Midland Company.
9. Mr. Richard A. Voell
Chairman, The Economic Club of New York
President, The Rockefeller Group.
10. THE VICE PRESIDENT
11. Mr. William Schreyer
Trustee, The Economic Club of New York
Chairman, Merrill Lynch & Co.

12. Mr. Leonard Garment
Trustee, The Economic Club of New York
Senior Partner Dickstein, Shapiro & Morin.
13. Mr. Donald Marron
Trustee, The Economic Club of New York
Chairman, Paine Webber Group, Inc.
14. Mr. Harold Burson
Trustee, The Economic Club of New York
Chairman, Burson - Marsteller.
15. Mr. David Hartman
Trustee, The Economic Club of New York
President, Rodman - Downs, Ltd. Inc.
16. Mr. David R. Baker
General Counsel, The Economic Club of New York
Partner, Jones, Day, Reavis & Pague.
17. Mr. John R. Burrus
President, CRT Government Securities, Ltd.
18. Mr. James H. Cavanaugh
President, Health Care Investment Corporation.
19. Mr. David H. Koch
Executive Vice President, Koch Industries.
20. Mr. James R. Jones
Chairman, American Stock Exchange.
21. Mr. Alberto Vitale
Chairman, Random House Inc.
22. Mr. John M. Hennessy
President, CS First Boston Inc.
23. Mr. C. Austin Fitts
President, The Hamilton Securities Group, Inc.
24. USSS
25. Mr. David Tendler
Chairman, Tendler Beretz Associates Ltd.
26. Mr. Charles Parker
Executive Vice President, The Continental Corp.

27. Mr. Landon Hillard
Secretary, The Economic Club of New York
Partner, Brown Brothers Harriman & Co.
28. Mr. Charles Moritz
Chairman, Dun & Bradstreet Corp.
29. Mr. John A. Pancetti
Treasurer, The Economic Club of New York
Chairman the Manhattan Savings Bank.
30. Mr. Ronald K. Shelp
President,
New York City Partnership, Inc.
New York Chamber of Commerce.

THE VISIT OF THE VICE PRESIDENT
TO
NEW YORK CITY, NEW YORK

FEBRUARY 27, 1992

OFF-STAGE ANNOUNCE

EVENT: ECONOMIC CLUB NY
DINNER

16.		15.
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PODIUM

THE VICE PRESIDENT

AUDIENCE

AUDIENCE

GUEST OF HONOR RECEPTION

February 27, 1992

6:30 PM

Mercury Ballroom

1727 Dwayne O. Andreas
Chairman
Archer Daniels Midland Company

J. Carter Bacot
Chairman
Bank of New York

David R. Baker
Partner
Jones, Day, Reavis & Pogue

Kent Barwick
President
Municipal Art Society

John R. Burrus
President
CRT Government Securities

Harold Burson
Chairman
Burson-Marsteller

524 Arcadio Casillas
managing Director
Preferred Compensation Corp.

James H. Cavanaugh
President
HealthCare Investment
Corporation

Charles Chapman
President
Tambrands

William H. Chisholm
Chairman
Boardroom Consultants

Betsey Cotter
Guest of Alex Von Summer

Paul Critchlow
Senior Vice President
Merrill Lynch 5061

Martin Emmett
Chairman, CEO
Tambrands

Mr. & Mrs. James Evans
Retired Chairman
Union Pacific Corp.

Thomas Evans
Partner
Mudge Rose Guthrie

Lois Evans
President
Acquisition Specialists 6242

C. Austin Fitts
President
Hamilton Securities Group

Leonard Garment
Senior Partner
Dickstein, Shapiro & Morin

Mario Garraffo
President
Ifint

Mr. and Mrs. Neil Gilliatt
Retired Vice Chairman
InterPublic Group

Roy Goodman
New York Senator 110

Bill Green
New York Congressman 2275

Bill Powers 5437
New York Republican State
Committee

Edmund T. Pratt, Jr. 909
Chairman
Pfizer, Inc.

Raymond K. Price, Jr.
President
The Economic Club of New York

The Honorable Dan Quayle
Vice President of the United
States

Richard Ravitch
President, Player Relations
Committee of
Major League Baseball

Milton Raymond
Broker
Shearson Lehman

Edward Regan 126
New York State Comptroller

Mr. and Mrs. Henry R. Roberts
Retired Chairman
CIGNA

David Rockefeller 6056
Chairman
The Rockefeller Group, Inc.

Dorothy Sarnoff
Chairman
Speech Dynamics

Linda Schaller
Broker
Bear Stearns 6257

Mr. and Mrs. William A.
Schreyer
Chairman
Merrill Lynch & Co.

Christopher Shays
Connecticut Congressman 7420

Ronald K. Shelp 129
President
New York City Partnership and
New York Chamber of Commerce

Joy Silverman
National Vice Chairperson 2018
Bush/Quayle '92

Winfried Spaeh
Chief Executive, USA
Dresdner Bank

Jerry Speyer
President
Rishman Speyer

Alex Von Summer
Chairman
Alexander Summer Cos.

David Tendler
Chairman
Tendler Beretz Associates

Daniel P. Tully
President
Merrill Lynch & Co.

Alberto Vitale
Chairman
Random House, Inc.

Mr. & Mrs. Richard A. Voell
President
The Rockefeller Group

Gregory Voell
Associate
Graham & James

James Wilbee
President
Ontario Pension Board

Maurice R. Greenberg 1374
Chairman
American International Group

Mrs. and Mrs. Charles Harff
Senior Vice President
Rockwell International

David Hartman
President
Rodman-Downs

John M. Hennessy
President
CS First Boston, Inc.

Landon Hilliard
Partner
Brown Brothers Harriman & Co.

David Hurley
President, CEO
Flight Services Group

Richard Jalkut
President, CEO
New York Telephone

Mr. and Mrs. E. Pendelton
James
Chairman
Pendelton James & Company

John J. Johnstone, Jr.
Chairman
Olin Corp.

James R. Jones 114
Chairman
American Stock Exchange

Dean Kamen
Founder
U.S. First

William Kanaga
Partner
Ernst & Young

Robert Kiley
Chairman, CEO
Fishback Corporation

David H. Koch
Executive Vice President
Koch Industries, Inc.

Jack Lederer
President
Personnel Corp. of America

Elyzabeth Long
Media Relations Coordinator
Susan Davis Companies

Donald B. Marron 1910
Chairman
PaineWebber Group Inc.

Jewell Jackson McCabe
President
Jewell Jackson McCabe
Associates

David Meredith
Chairman
Personnel Corp. of America

Charles Millard
New York Council Member

Joni Lysett Nelson
Chairman
The Sabre Group

Brian O'Connor
Partner
Diserio, Martin & O'Connor

Shaul O'Malley
Chairman, Senior Partner
Price Waterhouse

John A. Pancetti
Chairman
Manhattan Savings Bank

Charles A. Parker
Executive Vice President
The Continental Corporation

John J. Phelan, Jr.
Former Chairman
The New York Stock Exchange

AMERICA WORKS RECEPTION

..... FAMILIAR NAME	CONTACT. Contact Information
Mailing Label	DATE
=====	=====
Mr. Dwayne Andreas Archer-Daniels-Midland Company 4666 Faries Parkway Decatur, IL 62525	Dwayne 06/27/91 Meeting with the Executive Committee of the Citizens Democray Corps
Mr. Arcadio Casillas Preferred Compensation Corp. 488 Madison Avenue 7th Floor New York, NY 10022	Arcadio 12/17/91 VP wrote follow-up note for Eagles phone-a-thon, 12/10/91. 01/14/92 VP addressed B/Q '92 National Finance Meeting at JW Marriott. 11/20/91 A dinner Co-chairman of B/Q '92 fundraiser in Washington D.C., 11/20/91.
Mr. & Mrs. Paul Critchlow 77 Horatio St. New York, NY 10014	11/06/91 Attended the reception held at the Vice President's House for the National Symphony Ball 1991.
Mrs. Lois Evans 919 3rd Avenue Suite 2140 New York, NY 10022	01/14/92 VP addressed B/Q '92 National Finance Meeting at JW Marriott.
The Honorable Roy Goodman (Manhattan D-26) Senior Asst. Majority Leader 708 Legislative Office Bldg. Albany, NY 12247	Roy 04/23/91 signed letter sent for attendance to the Brademas dinner 05/29/91 -Team 100 National Meeting Reception -6:30pm at the Willard Hotel (Ballroom-lower level) -Brief remarks 10/17/91 Dinner in Honor of Team 100 at the White House
Mr. Bill Green	Bill 06/13/91 President's Dinner Luncheon Vice President's residence

AMERICA WORKS RECEPTION

..... FAMILIAR NAME CONTACT. Contact Information
Mailing Label DATE

=====

=====

21 East 63rd Street
New York, NY 10021

Mr. Maurice Greenberg	Hank	05/07/91 -Drop by Presidents' Dinner Leadership Committee Luncheon at the Hay-Adams Hotel
-----------------------	------	---

American International Group,
70 Pine Street, 18th Floor
New York, NY 10270

Honorable James Jones	James	04/23/91 personal letter sent for attendance to Brademas dinner
-----------------------	-------	---

American Stock Exchange
Partner, NYC Partnership
86 Trinity Place
New York, NY 10006

Mr. Donald Marron		08/05/91 Accompanied the VP on his week visit to South America with eight other CEO's
PaineWebber Group, Inc.		01/14/92 VP addressed B/Q '92 National Finance Meeting at JW Marriott.
		01/14/92

14th Floor
1285 Avenue of the Americas
New York, NY 10019

Mr. William Powers	Bill	06/20/91 VP sent typed note: "Hope you enjoyed flying on Air Force Two!"
--------------------	------	--

New York GOP
315 State Street
Albany, NY 12210

Mr. Edmund Pratt Jr.	Ed	
----------------------	----	--

Pfizer Inc.
235 East 42nd Street
New York, NY 10017

Honorable Edward Regan	Ed	04/23/91 personal letter sent for attendance to the Brademas dinner
------------------------	----	---

NYU Stern Emeritus Overseer

VICE PRESIDENT QUAYLE
LUNCHEON, FEBRUARY 27, THURSDAY
12 NOON

VICE PRESIDENT QUAYLE
AL HUBBARD, DEPUTY CHIEF OF STAFF

FRANK A. BENNACK, JR.
PRESIDENT & CEO

THE HEARST CORPORATION

MARTIN S. DAVIS
CHAIRMAN & CEO

PARAMOUNT COMMUNICATIONS

PHILIP H. GEIER, JR.
CHAIRMAN & CEO

THE INTERPUBLIC GROUP

ROBERT F. GREENHILL A
PRESIDENT

MORGAN STANLEY GROUP

A JOHN M. HENNESSY
PRESIDENT & CEO

FIRST BOSTON

16SD A GEORGE KLEIN
PRESIDENT

PARK TOWER REALTY

JAY L. KRIEGL
SENIOR VICE PRESIDENT

CBS INC.

ALEXANDER KROLL
CHAIRMAN & CEO

YOUNG & RUBICAM

1910 A DONALD B. MARRON
CHAIRMAN & CEO

PAINWEBBER

THOMAS MURPHY
CHAIRMAN

CAPITAL CITIES/ABC

A RICHARD D. PARSONS
CHAIRMAN & CEO

DIME SAVINGS BANK

PETER G. PETERSON
CHAIRMAN

THE BLACKSTONE GROUP

A STEPHEN ROBERT
CHAIRMAN & CEO

OPPENHEIMER & Co.

127 A LEWIS RUDIN
PRESIDENT

RUDIN MANAGEMENT

A JOHN R. STAFFORD
CHAIRMAN & CEO

AMERICAN HOME PRODUCTS *DQ supporter*

FRANK J. TASCO
CHAIRMAN & CEO

MARSH & MCLENNAN

7569 LAURENCE A. TISCH
CHAIRMAN, PRESIDENT & CEO

CBS INC.

A DANIEL P. TULLY
PRESIDENT & COO - Now CEO

MERRILL LYNCH & Co.

DAVE H. WILLIAMS
CHAIRMAN

ALLIANCE CAPITAL MANAGEMENT - *Multi-billion mutual co.*

↓
*cultivate -
may be
uncommitted*

↓
*Just appointed -
concerned about lack of commun.
between business + admin.*

TISCH LUNCHEON

..... TITLE..... FAMILIAR NAME CONTACT. Contact Information
Mailing Label DATE
=====

Mr. George Klein President George 03/26/91 -Address and Photo Opportunity with the Leadership of the National Jewish Coalition -Indian Treaty Room -10 minutes of remarks
Park Tower Realty 05/29/91 -Team 100 National Meeting Reception -6:30pm at the Willard Hotel (Ballroom-lower level) -Brief remarks
499 Park Avenue 03/13/89 Dinner in honor of Israel Foreign Minister Arens at the residence
New York, NY 10022 04/06/89 Luncheon for Prime Minister and Mrs. Shamir at the residence
06/25/91 Sent the VP a note endorsing the invitation for the VP & MTQ to attend the dinner on 11/3 on behalf of the American Endowment School in Budapest that is being held in New York. CBK regretted on 9/27

Mr. Donald Marron CEO 08/05/91 Accompanied the VP on his week visit to South America with eight other CEO's
PaineWebber Group, Inc. 01/14/92 VP addressed B/Q '92 National Finance Meeting at JW Marriott.
14th Floor 01/14/92
1285 Avenue of the Americas
New York, NY 10019

Mr. Lewis Rudin President Lew 04/23/91 personal letter sent for attendance to the Brademas dinner
Rudin Management Co. 07/12/91 VP played golf in Long Island at Deepdale Golf Club
NYU Trustee/NYC Partnership 07/12/91 VP addressed a breakfast mtg. of the Ass. for a Better N.Y.

Mr. Lawrence Tisch President, CEO, Chairman of the
CBS
51 West 52 Street
New York, NY 10019



OFFICE OF THE VICE PRESIDENT
WASHINGTON

February 26, 1992

Photo Opportunity with the Vice President for the Contributors
to the Pratt Universal Design Conference.

FEBRUARY 27, 1992

(5 Minutes)

4:30 PM

New York Hilton New York, NY

From: George Covington

I. Purpose:

A photo opportunity for the Vice President and contributors for Pratt Institute's Universal Design Conference set for May 1992.

II. Background:

The Vice President is Honorary Chair of Pratt's first national Universal Design Conference. The conference will bring together designers, planners, engineers, and architects to discuss ways to make buildings, products, and services more accessible to all Americans. The conference will focus on the requirements of the Americans with Disabilities Act although "universal design" is intended to make buildings, products, and services more accessible to everyone. The Japanese have used the concept of "universal design" to make their products serve as wide a market as possible.

III. Participants:

Representatives of PRATT Institute and corporate contributors.

IV. Press Plan:

Staff Photographer.

Pratt Universal Design Photo Op.
New York Hilton 2/27/92 4:30 - 4:35

Major participants:

- 1.) Warren Ilchman, President of Pratt
- 2.) Denise McQuade, Director Brooklyn Center for Independent Living
- 3.) Anthony Watson, Pres. Health Insurance Plan of Greater New York
- 4.) Norbert Young, Sr. VP of Lehrer McGovern Bovis, Inc.
- 5.) Bill DeGraff, BUSINESSWEEK (You met him in DEC., DEPAUW Grad!)
- 6.) James J. Peters, National V.P., Paralyzed Veterans of America

The VP is Honorary Chairman of the Universal Design Conference.
"Universal design" is intended to make buildings, products, and
services more accessible to as wide a market as possible.

Briefing Card
for VP



OFFICE OF THE VICE PRESIDENT
WASHINGTON

COVER PAGE

TO: Richard Porter

FROM: GEORGE A. CO

TOTAL NUMBER OF PAGES:

DATE: 2/26/92 TIME:

*This is
the original
I made a
copy for
you*

MESSAGE:

Information for
Photo Op with Universal
Design Conference in NY
on Thursday Feb. 27

IF YOU HAVE ANY QUESTIONS OR PROBLEMS WITH THE
TRANSMISSION, PLEASE CALL:
TELEPHONE NUMBER (202) 224-2426



OFFICE OF THE VICE PRESIDENT
WASHINGTON

February 26, 1992

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Briefing Card
for VP



OFFICE OF THE VICE PRESIDENT
WASHINGTON

COVER PAGE

TO: Richard Porter

FROM: **GEORGE A. COVINGTON**

TOTAL NUMBER OF PAGES: 5

DATE: 2/26/92 **TIME:** 5:00

MESSAGE:

**IF YOU HAVE ANY QUESTIONS OR PROBLEMS WITH THE
TRANSMISSION, PLEASE CALL:
TELEPHONE NUMBER (202) 224-2426**

Pratt Institute
200 Willoughby Avenue
Brooklyn, N.Y. 11205
(718) 636-3690
Fax (718) 636-3785



Center for Advanced Design Research

Contact: Danae Willson
Director - Pratt Center for Advanced Design Research
(718) 636-3690

UNIVERSAL DESIGN: ACCESS TO DAILY LIVING

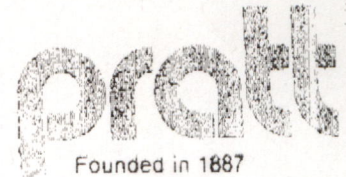
Universal Design meets the social need to increase accessibility and independence for people with disabilities, the elderly and children. At the same time it provides new business opportunities and implements Americans with Disabilities Act. This two day conference will disseminate information on Universal Design through a series of case study presentations, panel discussions and career oriented breakout sessions. The conference will bring together leading designers, medical professionals, social service professionals, marketing specialists and user-consumers who have committed themselves to the implementation of Universal Design in our daily lives. Through in-depth discussions on the human life span, changing demographics, transportation, urban planning, the home and workplace the conference will educate people who can implement this vital change; including industrial designers, interior designers, architects, environmentalists architects, medical professionals, corporate marketing experts, manufacturers, and consumers.

AUDIENCE: Corporate and industry leaders in planning, operations, design marketing and human resources; industrial designers, interior designers, architects and environmental designers; medical and rehabilitation specialists; consumers, users and care-givers; public and private organizations and agencies, governmental legislators and regulatory administrators. An audience of over 300 individuals from around the country is expected.

RESULTS AND EVALUATION: A book presenting 20 products, environments, and services currently available which meet the criteria established through Universal Design. The selection, evaluation and text will be provided by leading experts in Universal Design. Included in the book will be selected position papers and articles that relate directly to the conference sessions. Conference participants will be asked to complete a survey that will serve to profile the attendants, evaluate the format and structure of the conference, compare expectations to results, and explore the need for additional conferences and seminars in Universal Design.

Pratt Institute
200 Willoughby Avenue
Brooklyn, New York 11205
(718) 636-3690
Fax (718) 622-6174

Center for Design Excellence



March 28, 1991

Vice President Dan Quayle
Old Executive Office Building
17th Street and Pennsylvania Avenue N.W.
Washington, DC 20500

Dear Vice President Quayle,

Pratt Institute/Center for Design Excellence, together with the Cooper-Hewitt Museum and Columbia University College of Physicians and Surgeons, Department of Rehabilitation Medicine, is pleased to inform you of one of its hallmark programs - *Activities for Daily Living: A Universal Design Conference*. This two day symposium will focus on the concept of *universal design*, which advocates an awareness of and sensitization to the needs of the disabled in all areas of design, without confining such consideration exclusively to the disabled population. The Spring '92 conference will bring together people from industry, designers and disabilities professionals. Using New York City as a backdrop, the symposia will explore how universal design can be implemented into all aspects of urban life.

We know that you share our goal: that persons with disabilities be empowered to lead an independent and meaningful life. It has become critically important to instill and enhance awareness and sensitivity in designers, educators, and industry leaders, in order to develop products, facilities and services that serve our diverse population. It is imperative that we reverse the attitude that "special needs" are confined to the disabled and put emphasis on a design philosophy that applies "function" to all ages and levels of mobility and need.

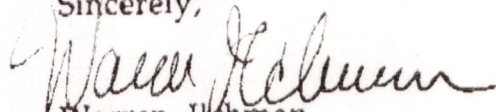
Encouraging universal design -- creating facilities and products that can be utilized by the disabled and the non-disabled alike -- takes on greater importance with the introduction of the Americans with Disabilities Act in 1992. This important legislation will affect employment practices, public service, transportation and public accommodations. The transition to full implementation of the Act will require

manufacturers and designers to work closely with disabilities professionals. As they jointly conceive products that are universally accessible and eminently functional, the designer has the opportunity to add the aesthetic that makes the product more attractive, thereby generating broader consumer appeal and increasing the market audience.

Activities for Daily Living: A Universal Design Conference will stimulate the much needed dialogue between industry, designers and disabilities professionals. It will provide information necessary to allow universal design to become an integral part of the design process. Most importantly it will help to empower people with physical disabilities and will assist in effecting a smooth transition to a more accessible society. We would greatly appreciate your involvement in this project and ask that you accept the role of Honorary Chairman. We are fortunate to have the generous support of the JM Foundation, which has dedicated itself to enhancing the lives of people with disabilities. I hope that you too, will consider committing yourself to this innovative and essential conference.

Thank you for your consideration of this request. Debera Johnson, the project coordinator of the conference will be contacting your office in the next few days to answer any questions you might have about the Universal Design Conference.

Sincerely,


Warren Ilchman

cc: George Covington



THE VICE PRESIDENT
WASHINGTON

September 26, 1991

Mr. Warren Ilchman
Pratt Institute
200 Willoughby Avenue
Brooklyn, New York 11205

Dear Mr. Ilchman:

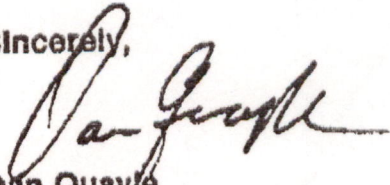
I am pleased to serve as Honorary Chairman of the Universal Design: Access to Daily Living conference. With the passage of the Americans with Disabilities Act (ADA) it is imperative that universal design be implemented into all aspects of American life. This important legislation will affect employment practices, public services, housing, transportation and public accommodations.

Your hallmark program can help reverse the attitude that citizens with disabilities have "special needs", and put emphasis on a design philosophy that applies "function" to all ages and levels of mobility and need. It has become critically important to instill and enhance awareness and sensitivity in designers, educators, and industry leaders, in order to develop products, facilities and services that serve our diverse population.

This conference can stimulate the much needed dialogue between industry, designers and the disability community. It will provide information necessary to allow universal design to become an integral part of the design process. Most importantly, it will help to empower people with disabilities and will help create a smooth transition to a more accessible society.

Mr. George Covington, my liaison to the disability community, will work closely with your staff to help guarantee a successful conference.

Sincerely,



Dan Quayle

THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release

January 17, 1992

JOB TRAINING 2000

**Creating Job Opportunities by
Improving the Federal Job Training System**

FACT SHEET

The President believes that to compete successfully in the global marketplace, America needs a dynamic, flexible and well-trained workforce. While the primary responsibility for job training must remain with the private sector, Federal, state and local governments can play an important supporting role.

Today, the President announced his Job Training 2000 initiative -- a comprehensive Federal job training system designed to meet the Nation's workforce needs into the 21st century. The initiative was developed by a joint working group of the Domestic Policy Council and the Council on Competitiveness, chaired by Secretary of Labor Lynn Martin. It will streamline the maze of Federal job training programs currently dispersed across numerous Federal agencies and create a "one-stop shopping center" to serve individuals and employers more effectively.

The President proposed a world-class job training system based on four basic principles:

- Simplifying and coordinating programs services;
- Decentralizing decision-making and creating a flexible delivery structure for public programs that reflects local labor market conditions;
- Ensuring high standards of accountability and incentives for quality job training services; and
- Encouraging greater and more effective private sector involvement.

The Job Training 2000 initiative consists of four major elements:

- Reforming vocational training
- Facilitating the transition from school-to-work
- Facilitating the transition from welfare-to-work
- Promoting life-long learning

I. Reforming Vocational Training

The new unified job training system builds upon the existing Private Industry Council (PIC) structure. It would:

A. Transform the Employment Service offices into Skills Centers, which would:

- Serve as a "one-stop shopping" point of entry into a comprehensive job training and vocational education program; and
- Provide skills assessment and testing, referral services, labor market information, job placement assistance and counseling concerning post-secondary vocational education programs.

B. Expand the role of the PICs, subject them to performance standards, and provide them with incentive grants. The PICs would:

- Manage the Skills Centers -- either directly, or indirectly by contracting with local colleges or community-based organizations;
- Certify, in conjunction with State agencies, all local area vocational education and job training programs. This will help clean up abusive trade school that devour Federal and State funds without providing any real training;
- Coordinate the local delivery of more than \$11 billion in vocational education services currently provided under: JTPA, Perkins post-secondary vocational training, Adult Education Act, Food Stamps employment and training, and Employment Services, as well as Pell grants and Guaranteed Student Loans;

- Issue \$2 billion in training vouchers to eligible individuals for PIC-certified programs;
 - The voucher would cover up to, but not exceed, 90 percent of the cost of the training services provided.
 - At least 20 percent of the voucher would be withheld until the trainee has successfully completed the program, and has held a job in the field of training for at least 90 days.
- Permit contracting for direct services where there are insufficient training facilities (e.g., sparsely populated areas), and where existing training programs are unable to serve effectively the extremely disadvantaged.

II. Facilitating the Transition from School-to-Work

A. Establish voluntary skill standards.

The President's AMERICA 2000 education strategy calls for establishing voluntary standards for what employees should know and be able to do in different occupational areas.

- The Departments of Labor and Education, building upon the experience of the Department of Defense and other agencies, will work with the business, education, and labor communities to develop core proficiencies and standards as well as voluntary non-governmental "skill certificates" tied to the standards. The standards will help workers and employees make more intelligent decisions about training investments.
- The PICs will use these standards in evaluating federally-funded job training programs.

B. Enable schools to create youth apprenticeship programs.

- The Department of Labor will review the Fair Labor Standards Act to identify incentives and barriers that may promote or inhibit voluntary youth apprenticeship opportunities.
- The apprenticeship program would be offered to students beginning in the 11th or 12th grades.

- Those students choosing apprenticeships would make formal agreements with the school, employer and parent or guardian for a structured combination of academic instruction, classroom training, paid on-the-job training, and mentoring.
- Students would be held to high academic standards that would allow entry to a full academic program at any time.
- Successful apprentices would receive a high school diploma or associate degree, a certificate attesting to their skill competencies and qualifications, and employment.
- PICs would certify that employers' training and work experience programs meet the requirements of the Fair Labor Standards Act. The PIC will monitor programs to ensure high academic and job skill standards.

III. Facilitating the Transition from Welfare-to-Work

The Administration will fund demonstrations of private sector welfare-to-work projects involving more than \$20 million in welfare benefits in the first year. States will be allowed to use private and non-profit firms to provide basic training and job placement for welfare recipients. The selection of participants would be based on rigorous guidelines to facilitate the targeting of welfare recipients.

The participating welfare recipient would receive anywhere from three to eight weeks of training in basic job/office skills, all at no cost to the trainee. During this time, recipients would continue receiving public assistance.

The worker would then be placed in a job on a four-month trial basis.

- The employer pays the firm an amount equal to the market wage for that position. In return, the firm pays FICA, workers's compensation, medical and fringe benefits, as well as the minimum wage to the employee.
- The value of the worker's public assistance would gradually decrease according to established guidelines.
- The firm would provide various support services and counseling, such as assistance in finding child care, on a regular basis.

- The employer may decide at any time to terminate the employment agreement.
- At the end of the trial period, the employer may choose to hire the worker outright. If so, the State would pay the firm some portion the State saves by having the individual off the welfare rolls and paying taxes. If the worker is not hired, the firm receives nothing.

These demonstration projects would allow states to use Federal funds to pay for programs similar to one that has been successful in some states. This change would be budget neutral.

IV. Promoting Life-long Learning

America must become a nation of students. The Administration proposes that each citizen eligible for Federal assistance for education or training have access to a simplified Lifetime Education and Training Account consisting of a combination of grants and loans. Citizens may use that account throughout life to continue their education and update their skills, in order to have a better life.

The President's FY 1993 budget proposals for Federal student aid programs will help make the Lifetime Education and Training Account a reality. Instead of "student aid," we will begin to think in terms of Lifetime Education and Training Accounts -- for continued personal training and development.

The President directed the Secretary of Education to explore the feasibility of providing a single card -- similar to a bank card -- to facilitate access to Guaranteed Student Loans (GSLs) and other Federal training aid programs. This voluntary passport to continuing education and training could greatly expedite processing of grants and loans, help coordinate benefits across programs, and improve quality control.

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★★★

EASTERN EDITION

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PRINCETON, NEW JERSEY

Off the Dole

How Private Company Helps Welfare Clients Find and Keep Jobs

The 'Poor People's Network,'
Paid by New York State,
Works to Rebuild Lives

Mother of 5 Takes a Chance

By ELLEN GRAHAM

Staff Reporter of THE WALL STREET JOURNAL

NEW YORK—It is the little things that still fill Willetta Parker with elation: The long subway ride from her Harlem apartment to her clerical job in lower Manhattan. And paying her rent and electric bills. "For me to be working at something that's legal!" she marvels. "To feel good waking up, going to work on the train, to have a bank account—all these good things. . . . It's lovely!"

And something of a miracle, too. Two years ago, the 21-year-old Ms. Parker was a crack addict, sleeping on the same subway trains that now carry her to work. A runaway at the age of nine, she had spent her adolescence on the streets of New York, foraging for food in garbage cans. Eventually, she kicked her habit, and drifted onto welfare.

Today, Ms. Parker is a taxpayer. She earns \$200 a week typing and filing at a small publishing company. She found her job 11 months ago through America Works of New York, a profit-making company that aspires to be the Federal Express of the welfare system. The efforts of the com-

pany and an affiliate in Connecticut over the past few years have helped more than a thousand people to get off welfare and into productive jobs—hardly sufficient to shrink the nation's welfare establishment but successful enough to show that it can be done.

Poor Folks' Network

America Works runs an employment service whose clients all come from the welfare rolls. Unlike job-training programs or trade schools that put the unemployed through months of classes and then abandon them during the job search, America Works is a matchmaker. It spends most of its time and resources finding entry-level job openings and candidates to fill them, and then helping monitor and support their clients in the workplace.

Says Lee Bowes, the company's chief operating officer: "We are an old boys' network for very poor people."

A New York state official calls the network's performance remarkable. It is placing more than 300 welfare recipients a year in private-sector jobs that pay an average of \$14,000 a year plus benefits. After on-the-job tryouts, some 70% of those placed have said goodbye to welfare and become permanent. After one year, 90% of them are still working.

"Try before you buy" is a company maxim. Job candidates try working while they are weaned off welfare, a scary prospect for some. Employers, many of whom are initially skeptical of the program, have four months to evaluate candidates on the job without a commitment to hire them permanently. New York State pays America Works \$5,000 for each placement, but only after the employee has stayed on the job for seven months. Taxpayers gain because the \$5,000 stipend is less than half the \$12,000 that the state spends to keep a family of three on welfare for a year.

New York state officials say that the program has rebuilt lives and assisted industry, and that it makes fiscal sense. Even so, the state government may be too

shy of cash to continue paying for it. The legislature now is trying to cope with an accumulated deficit and budgetary shortfall amounting to \$4 billion, and "the outlook for funding is very poor," says Oscar Best, deputy commissioner of income maintenance for the state's department of social services.

Penalized for Performance

That distresses Abe Levovitz, a retired tallow manufacturer in Newton, Mass., who financed America Works with start-up capital of \$200,000 three years ago. "If this were a normal business venture and I was returning \$2 for every \$1 the customer gave me, I'd have hundreds of people lined up in front of my door," he says. "The only place it doesn't work is in government." As he sees it, the company is being penalized for performance; it fulfilled the terms of its most recent two-year state contract in just over a year, and now needs additional funding to go on.

Mr. Levovitz sees another irony: "When the state gets new welfare applicants, do they say, 'Sorry—we don't have any money?' No, of course not—they pay them."

True, says Michael Dowling, Gov. Mario Cuomo's deputy secretary for human services. But he also says that "the days of giving out a check and saying, 'See you later,' are over." America Works's program is consistent with the state's effort to move people off welfare and into jobs, he says, and he hopes to persuade New York City to agree to some sort of shared financing to allow the company to stay in business in New York. In any case, a separate corporation, America Works of Connecticut, will continue a similar program in Hartford.

Raised on Welfare

High-level fiscal policy is far from the minds of most of the job-seekers who appear at the company's lower Broadway offices. Many go there in response to the company's monthly classified ads. Others are referred by friends or the welfare of-

fice, where America Works sometimes sets up recruiting booths.

Though illiterates or the emotionally disturbed may be referred to other programs, nobody else who wants to work is turned away. Recently, there's been an influx of Soviet-sphere refugees, including a former provincial governor from Afghanistan. "But our typical client has spent 10 or 12 years on welfare," says Ms. Bowes. "Half of them grew up on it."

Most are black or Hispanic women with children. Few men apply. Those who do are harder to place and less likely to stay on the job. Ms. Bowes says that is because most social services that could help them succeed are designed to help poor women and their children rather than males.

Applicants must maintain perfect attendance at a one-week orientation workshop to assess their skills and help them set goals. Each week, about 20 candidates enlist; more than half will have found jobs in three or four weeks. Ms. Bowes tells a batch of new recruits: "We find companies with openings who really want to see you. We get our foot in the door and bring you with us."

Workshop leader Antoinette Franklin's job is to rekindle a sense of life's possibilities in her pupils. Tall and chic in a magenta suit, she prods the class to summon up long-buried aspirations—not, she stresses, "just what you'll settle for."

"Think about your dream," she coaxes. "Can you remember that dream? Maybe you put it aside while you helped someone else. Or did you lie to yourself, saying 'I don't really want a big old house I'd have to clean up?' Well, by the time you're finished, you're comfortable sitting in a project looking out the window. And the dream just kept shrinking, didn't it?"

Sheila Davis pops up. "I want to own a house with four bedrooms in southern New Jersey," she says softly. "And I'm going to try to get a good job."

Ms. Franklin exploits the assertion to make a point. "Let me tell you about that word *try*," she says. "It's an excuse word. Those four bedrooms won't come cheap. Are you going to get promotions and raises?" Ms. Davis says she will, and Ms. Franklin nods in approval. "That's how you earn it," she says. "You're going to work for it!"

Elsewhere in the building, those who have completed boot camp are immersed in the job search. Between interviews, they receive coaching in basic skills and business practices, as well as help in locating child care, suitable clothing and sometimes even housing.

Told by a counselor about a job opening, Herman Thomas looks excited but skeptical. "Tell me the truth," he says. "Do they really need someone to do this work?" He is assured that the maintenance job is available.

At the same time, a team of 10 telemarketers work the phones, pitching the program to employers. Although it isn't easy to sell at first, about 200 companies have hired America Works applicants. The service is free to employers, and the retention rate of employees it provides, in jobs with notoriously costly turnover, is high. And there are other advantages.

During the four-month tryout, America Works pays the employee a modest hourly wage, averaging \$3.75, and bills the employer about \$6.50 an hour to cover the wage and benefits and the cost of monitoring and support. Typically, the cost to the employer during this period is about \$1 an hour less than the ordinary payroll cost for the position would be. During this period the employee receives gradually reduced welfare benefits. After a successful tryout, the employee goes on the payroll at the going rate, and welfare payments stop. For employees who stay on the job for a year, the employer gets a tax credit.

America Works's monitoring and support involves anything from intervening in personal crises to interpreting corporate customs and mores. The follow-through is

The Washington Post

William Raspberry

MONDAY, DECEMBER 17, 1990

Welfare Reform That Works

When it comes to the jobless poor, conventional wisdom tends along one of two lines. The first is the conservative notion that they really don't want to work—presumably preferring the effortless luxury of welfare. The second—liberal—explanation is that they can't get started, America's shift away from the assembly-line factories having cut the bottom rungs off the economic ladder.

There's some truth in both notions, particularly the second. But there may be more truth in the proposition that our efforts to match the jobless and entry-level jobs have been in the wrong hands: government and not-for-profit private agencies.

Peter Cove and Lee Bowes, a New York husband-wife team, have come up with an approach that should please both liberals and conservatives: the former because it shows real promise of moving the long-term unemployed from welfare to jobs while enhancing their dignity, the latter because it relies on the private sector while saving money.

They call their brainchild America Works, and it operates like this. Their firm, a profit-making entity, agrees to recruit, train and pay a wage to the erstwhile unemployed, then to find them jobs. Only after a client is off welfare and working for four months does Work America get paid: an average fee of about \$5,000 for a welfare mother of two compared with a state welfare allowance of \$14,000.

So far more than 500 people have made the transition, saving the state approximately \$4.5 million in the first year alone. (According to Cove and Bowes, some 90 percent are still off

The perception of both government and policy makers in this country is that education and training *up front* are the key to eliminating welfare dependency, that the more human capital you build into people who are at the low end, the more likely you will make them marketable," Cove said in a recent interview.

"Well, most of the people who come to us have been failed by the educational system. What they need is a job. We find that if they go to work first, they will then, like all the rest of us, seek education and training to move up to the next job. . . . Training makes more sense to them when they already have a job."

It makes sense, and so does the couple's notion that to use public job placement agencies, or to pay private ones without regard to their job-placement success, provides few incentives.

"Ours is the only program I know of that asks nothing up front of any public entity. Only if the person is hired and off welfare do we get any public money," Bowes and Cove say they want to become "the Federal Express of the welfare system."

As they explained to Charlayne Hunter-Gault of Public Broadcasting's MacNeil/Lehrer NewsHour, "What Federal Express did was to privatize what the government was not doing very well and

take certain pieces of the Postal System and do it on a private basis. What we are trying to do is to take welfare reform and get welfare recipients off of welfare and into jobs with health benefits, doing what the government clearly has failed at over the years."

The early signs are encouraging. Their New York clients have been out of the work force and on welfare for an average of six or seven years, and yet most of them turn out to be reliable employees. What makes it work, they say, is the combination of teaching the jobless the work habits that employers value and instilling in them the confidence it takes to progress on the job.

Bowes, a sociologist, says she came to a clearer understanding of the impediments to the welfare-to-work transition by working with Russian Jewish immigrants. Their attitudes, she says, "are so similar [to U.S. welfare recipients] it's unbelievable. They face discrimination. There is racial discrimination and religious discrimination against them, so their self-esteem is terribly low. And their expectations

and knowledge of the work place and how it operates are often out of sync with what the reality is. They don't know how to look for work. They never had to go out and job interview. They've been paid irrespective of how hard they work, so there isn't a correlation between work and pay."

In one sense, Bowes and Cove may be getting the cream of the welfare crop—not necessarily in terms of skills but because they are dealing with people who have been on welfare for years and want desperately to be off.

But they believe that description fits most welfare recipients. And they also believe that public opposition to welfare is less the result of mean-spiritedness than a reluctance to spend money on something that doesn't work.

"Our approach works," says Cove. "The employers love it, even the labor unions love it, because we are recruiting new members for them. The state loves it because we are saving tax dollars, and the clients love it because they have their dignity restored. It's a win-win situation."



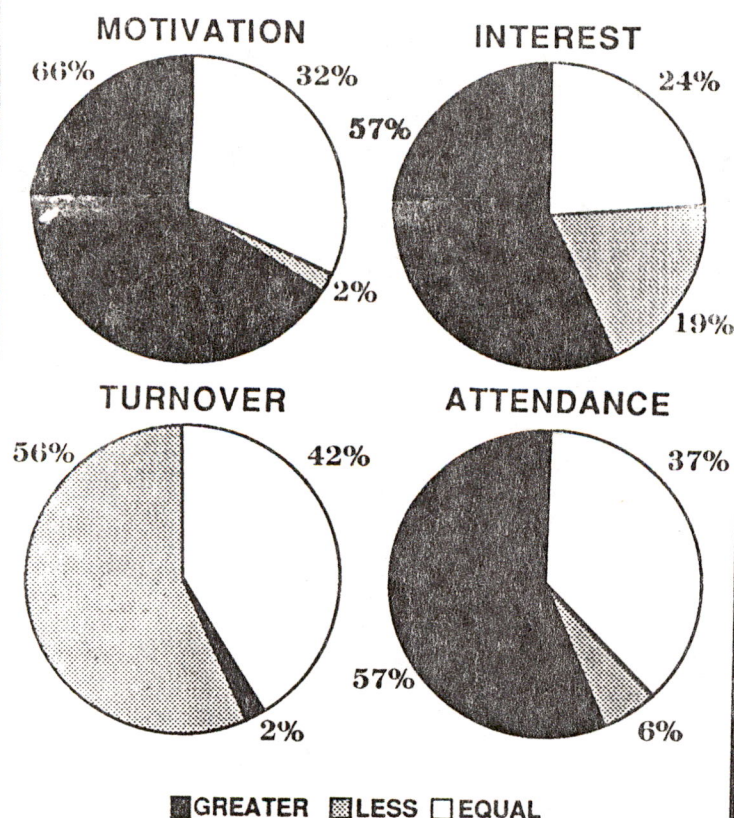
AWG has hired more than 40 America Works employees. They're shown with AW staffers Phil Jones (center), Mame Rosenberg and Marie Simone (front row, far right), Onolder Johnson (second row, right), and Don Christensen and Phil Hershberger (last row, far left and far right).

Good Workers Come From Welfare Rolls According To Employment Managers

America Works surveyed 51 companies who have hired workers from public assistance, and asked supervisors

to compare the attitudes and performance of these employees with those hired from mainstream resources.

Comparing AW Employees To Other Employees



CT Office Stars On NBC

Tom Brokaw featured the Hartford office in an April "What Works," NBC's news segment on problem-solvers. AW placement Gloria DeLeon was shown at CT National Bank, and Senator Joe Harper said we saved the state \$12,000-\$13,000 for every welfare recipient we put in a job.

AMERICA WORKS Signs American Express



Governor Mario Cuomo praised the public-private sector partnership that lets America Works put motivated people to work while reducing government's costs.

With the hiring of a policy administration technician, American Express Company has joined the roster of America Works clients. Under our normal agreement, the technician will remain a permanent employee of America Works for four months, and receive a full range of support services from corporate representative Keith Carr while on the job. At the end of this "trial period," American Express will receive a tax credit if it permanently hires the America Works candidate. No fee is charged for our service.

We're also pleased to welcome ARA Services, a corporate food service provider, and Ernst and Young to our client list.

AMERICA WORKS is an employment company serving the needs of business and society. Privately owned and for profit, we place individuals who are on public assistance in private sector, entry-level jobs. We provide training and support services for applicants, stable, motivated workers for employers, and reduced welfare costs for society. Offices are located in New York City and Hartford, CT. For more information, call 212-529-2900 or 203-244-2120.

SPRING 1991



AMERICA WORKS

NEWSLINE



AMERICA WORKS



Governor Mario Cuomo honored Peggy Smith and her 1,000 colleagues throughout New York City who have left welfare for employment through the services of America Works.

Governor Cuomo Applauds AMERICA WORKS...and its Workers

Governor Mario Cuomo put America Works on his March schedule, when he visited the Wall Street headquarters of American International Group, Inc., to honor Peggy Smith and the America Works employees throughout the city that she represents.

Ms. Smith, a data-entry clerk at AIG, is the 1,000th job candidate who has found permanent employment through America Works in New York City. She was joined by 40 of her America Works colleagues who have been hired by AIG over the past two years.

In a half-hour ceremony the Governor, along with AIG Chairman Maurice Greenberg and New York State Commissioner of Social Services Cesar Perales, congratulated the group on their achieve-

ments and cited the services provided by America Works.

"The America Works program is an excellent example of how private enterprise and the public sector can work together to provide career opportunities for people who have the motivation to succeed," Mr. Greenberg said, "AIG is pleased to participate in this innovative program, and we are delighted to be the company welcoming the 1,000th America Works placement today."

Governor Cuomo commented: "My Administration has always believed that work is better than welfare, and that it would be cynical to provide support without aggressively helping those who are able to achieve the dignity of earning their own bread. Our partnership with

America Works has applied that principle with superb results that the rest of the nation ought to emulate."



Maurice Greenberg (l.) Chairman of American International Group, Inc., greets AW CEO Lee Bowes, founder Peter Cove and President Abe Levovitz.

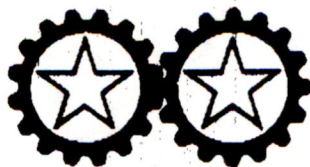
Hiring on Hold, Says AW Survey

Nearly one-third of America Works clients said they have implemented hiring freezes.

Our survey queried 51 employment managers in publishing, insurance and food service companies, law firms and brokerage houses. The companies ranged in size from 11 to 8,000 people.

Nearly 80% of those responding said they planned to resume hiring in the fall, with 65% filling more entry-level jobs than middle-management positions. Only 35% cited the need to fill a greater number of vacancies at the middle level.

According to the survey, companies rely almost equally upon three resources for filling entry-level positions: 22% find employees from newspaper ads; 24% draw from employment agencies; and another 22% cited recommendations from current employees.



AMERICA WORKS

Corporate Leaders Confirmed
for 2/27/92

- 1) Ed Evans
Vice President of Human Resources
ARA
 - 2) Axel Freudmann
Senior Vice President of Human Resources
American Insurance Group
 - 3) Nancy Smith
Vice President, Director of Human Resources
Backer, Spielvogel, Bates
 - 4) Ellen Flamholz
Vice President of Human Resources
Brownstone Studio
 - 5) Ronald Heath
President
Crystal Apartments
 - 6) Licethe Friedman
Litigations Support Manager
Ernst & Young
 - 7) Dan Biederman
Executive Director
Grand Central Partnership, Bryant Park Restoration Corp.
 - 8) Edward Aronoff
Director of Operations
Lady Lynne
- avg. wage \$ 15,000*

America Works, Page 2
Corporate Leaders Confirmed for 2/27/92

- 9) Andrew Catalono
General Manager
Marriott
- 10) Howard Schneider
Managing Partner
Rosenman & Colin
- 11) Roy Gainsburg
President, CEO
St. Martin's Press
- 12) Richard Baumer
President
Venture Communications
- 13) Ken Grohbrugge
Vice President of Operations
Workbench



OFFICE OF THE VICE PRESIDENT
WASHINGTON

**BRIEFING FOR THE VICE PRESIDENT
VISIT TO AMERICA WORKS**

Date: Thursday, February 27, 1992
Time: 2:10 p.m.-3:00 p.m.
Location: America Works, NYC

From: Bill Burrow
Jeff Pierce

I. PURPOSE

You will be visiting the offices of **America Works**, a for-profit service, that has placed almost 1,000 welfare recipients in jobs in New York City. Jobs that are kept. You will be visiting former welfare recipients who have obtained and kept jobs and the representatives of companies that have hired them.

In the President's FY93 Budget, the Administration proposes to reallocate money to establish demonstration projects which could use Federal welfare money to support the transition from welfare to work. The demonstration projects would include for-profit and not-for profit entities. America Works is an example of a company that could compete for part of the demonstration funds.

II. BACKGROUND

JOB TRAINING 2000

The Council on Competitiveness, in conjunction with the Domestic Policy Council, established the Job-Training 2000 Working Group. One of the mandates you gave the Working Group was to emphasize market-driven alternatives for job-training and placement.

The working group, headed by Lynn Martin, completed its work in late December. The President then announced on January 17, 1992, his Job Training 2000 program. It included, among the four major areas, recommendations for market-driven alternatives for welfare to work programs. In the transition from welfare to work, the Administration is proposing:

- o to fund demonstrations of private sector projects involving more than \$20 million in welfare benefits;
- o that states will be allowed to use private and non-profit firms to provide basic training and job placement for welfare recipients.

America Works

America Works is a New York based, privately owned, for-profit company that places individuals who are on welfare into private sector jobs. (The company is also located in Connecticut.) America Works has had significant success in getting people off the welfare rolls and into the job market.

- o What sets it apart is that the company is funded partially by the New York State Department of Social Services, but receives only partial payments from the state until **after** an applicant has held a permanent, full-time job for seven months.

- o This program unlike others which train people or provide social services, and are paid for their **efforts**, America Works is paid for the **results** it produces.

- o New York State pays approximately \$12,000 per year in welfare benefits to a family of three (excluding administrative costs).

- o America Works receives about 2/3 of the \$5,444 from the state after the applicant has been working for a participating company for four months, by the time he/she is almost completely off public assistance, the state receives a complete return on its investment in only five months.

- o America Works get the remaining 1/3 of the \$5444 only if the person stays on the job an additional 3 months.

The problem, as Peter Cove - co-founder of America Works - sees it, is that for millions of Americans who have already been through the education/job training systems, the system has already failed them.

He has discovered that the people he places begin to understand the economic relationship between jobs and education/training **after** they have been in the workforce. Then they want to enhance their skills to improve their paycheck.

How it Works

- o Welfare recipients are selected to participate in the program by the State of New York.

- o America Works provides the necessary training that enables them to function in a work environment. They also provide support services like child care.

- o Then, they are placed by America Works into local businesses for a four-month tryout period.

o The welfare recipient is paid by America Works the minimum wage during the four month try-out period. (About 70% make it through.) The employer is charged about \$3 above minimum wage. In essence, America Works is selling their labor pool for a try-out period to prospective employers.

o America Works job counselors visit work sites weekly during the four-month trial period.

o If the employer is satisfied after a fourth-month period, the company begins paying his/her salary directly and the state pays America Works 2/3 of the \$5400 placement fee.

o If the individual remains on the job for 3 more months, America Works gets the remaining 1/3 of the money of the state.

o The New York Department of Social Services found that **90 percent** of clients who made it through the trial period were still on the job after a year.

o Those corporations that hire people through the America Works program are eligible for the federal targeted job tax credit.

o The tax credit saves the corporation 40 percent of the employee's first-year wages (to a maximum of \$6,000 per person per year).

PARTICIPANTS

Peter Cove, Founder of America Works

Lee Bowes, Chief Executive Officer

Abe Levovitz, President

New working participants

Experienced working participants

Local businesses that have participated in the America Works program

IV. SEQUENCE OF EVENTS

You are greeted by Peter Cove, Lee Bowes, and Abe Levovitz upon your arrival:

o You will speak with them for 5 minutes where they will discuss with you the America Works program.

o You will then proceed on a 10 minute tour of the "pre-employment center" where you will watch individuals being trained in office skills.

o After the tour, you will participate in a 15 minute roundtable discussion of the success stories from their program. (See attached questions for recipients of the America Works program and their employers.)

o The visit is completed with 10 minutes of press availability.

V. PRESS

Press availability after roundtable. (see Q&A's attached)

VI. ATTACHMENTS

Suggested questions for participants at roundtable
Q&A's for press availability

VICE PRESIDENTS POSSIBLE QUESTIONS
OF
CORPORATE PARTICIPANTS

1. Why was America Works a good business decision?
2. How would you compare the people you've hired through America Works to other employees?
3. How would you compare this to other government programs?
4. Why are you willing to pay America Works when other programs train, educate and give you people for free?

VICE PRESIDENTS POSSIBLE QUESTIONS OF PARTICIPANTS
(FORMER WELFARE RECIPIENTS)

1. How did you hear about America Works?
2. Why is this different or better than other jobs programs?
3. How does America Works help you when you first start on a job?
4. Have you had promotions or job growth in your placements?
5. Some people believe its "easy" to be on welfare and that its better than working. What do you think?
6. Did any of you have a problem that America Works helped solve?

From Roseman & Cohen - 7 employees from America works

Brownstone ^{supervisor} America works works - people who come here want to work - sets standards that people have to live up to - key to success

Employee - Really helped motivate me - helped get me out of the shelter system - that's what we want - good for

Phil - AIG - AIG provides motivated people - that's what we want - good for everyone - everyone wins

Stephanie (ad agency employee) has Davis child - AIG helped her get a baby-sitter

Case Study

America Works is model for demo under Job Training 2000 initiative

New York City's America Works is the model behind a \$20 million demonstration proposed as part of President Bush's Job Training 2000 initiative. The for-profit company receives \$5,488 from the state Department of Social Services for each welfare client placed.

Co-founder Peter Cove told WTW that he briefed both the president's domestic policy staff and aides to Vice President Dan Quayle on the America Works concept. He believes this led to its inclusion in the Job Training 2000 initiative. Federal forces confirmed that Cove's company was the mysterious entity labeled "the firm" in a White House statement explaining the demo.

The president called for a demo that offers incentives to companies training and placing welfare clients in jobs in his fiscal year 1993 budget under the section entitled "Investing in the Future," but didn't include a line-item figure.

President Bush sees America Works as another way to serve welfare clients, Cove surmised. "Many welfare clients have been failed by education and training in the past. They need to feel the success of getting a job," he explained. "Most times, clients don't see the importance of preparation as a way to increase earnings until they have been

placed in a job."

It's a mistake to say that training alone will help clients go from welfare to work, warned Cove. "That approach alone is too narrow and doesn't take into account the differences among welfare recipients."

America Works reaches potential clients through word-of-mouth or by referrals from welfare offices, said Cove. "We ask them to come in for a one-hour program orientation that explains what services are available and what will be expected of them."

Clients are then enrolled in a one-week, pre-employment training seminar. The seminar prepares them for the world of work and teaches them how to write resumes and fill out job applications. Clients are put through mock interviews and taught basic life skills.

After the seminar, clients are either placed in a job or enrolled in a business laboratory that helps them brush up on their word processing or office skills. "Those ready for employment are matched with potential employers," Cove indicated.

Clients are hired by local businesses for a four-month tryout period. Jobs tend to be in the secretarial and clerical fields, and salaries average \$14,000 a year. "We pay the client minimum wage and the company buys our labor, similar to what is done at temporary agencies," Cove explained. America Works charges employers about \$3 an hour above

minimum wage for each client.

During the tryout term, a company job counselor visits the worksite weekly to smooth out any bumps that could affect permanent employment. Clients tend to lose jobs because they have problems "fitting in," he noted. The extra attention makes a big difference in retention, he asserted.

Job developers emphasize the firm's "try before you buy" approach, Cove stated. If an employer is satisfied with a client after the tryout period, the company begins paying her salary directly and the state pays America Works two-thirds of its \$5,488 placement fee. "If they remain on the job for another three months, we receive the remaining third of our money."

About 70 percent of America Works clients make it through the tryout. A New York Department of Social Services study found that 90 percent of clients who made it through the trial period were still on the job after a year, Cove added.

Reduced welfare payments "more than offset" the fee paid to America Works, said Ray Cardona, director of DSS' Bureau of Employment Programs.

The state has contracted with America Works since 1988, and the current contract, extended to April 1992, is worth \$2.5 million and will assist 432 clients. ☆



Welfare → Work

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years. He said he plans to use the additional time to see participants throughout the regular school year. "A one-shot deal in the summer won't take care of all the problems students have," he said.

Expanding Funding Base

The program is a "true partnership" between state and federal programs, created to expand the \$1.1 million funding base so more children could be served, explained Compagno. Fifteen percent of the institute's funding in 1991, about \$150,000, was paid by state full-time equivalency funds — money provided to schools on a per student formula, Compagno said.

JTPA Title IV Sec. 402 funds totaling \$138,000 made available through the state Department of Education's Adult Migrant Program provided stipends of up to \$50 per week to students and financed some teachers' salaries. The balance was paid through the state Migrant Children Program, Compagno explained.

Part of the reason the program has been successful is that it personalizes and individualizes assistance given to the students, said Jan Mazur, a math department head for Plant City's Bloomingdale High School.

"It makes a great deal of difference to be able to provide the youth the one-on-one help they need," Mazur said. "Not only do teachers teach these students, but they counsel them, talk to them, and also have the time to go over every test and assignment." She taught mathematics to seventh-grade students enrolled in the upgrade strand.

Another important factor is that the institute can hire the best teachers, Compagno said. "During the summer there is an oversupply of school staff and teachers looking for work," Compagno said. "We only take individuals 'on fire' about helping youths."

Heilman, who has counseled youths for five years, said that he sees students' successes at the institute filter back into their regular school life. "Some of these youth are now nursing, teaching or working in the trades," he said.

— Marcy Smith

Welfare-to-Work

N.Y. SAVES MONEY BY PAYING FIRM TO FIND JOBS FOR WELFARE CLIENTS

The state of New York saves money by paying a for-profit firm \$5,300 for each welfare client it places in a private-sector job, a state official told ETR. Reduced welfare payments "more than offset" the fee paid to America Works, said Reinaldo Cardona, director of the Department of Social Services' Bureau of Employment Programs.

The average Aid to Families with Dependent Children grant for a mother and two children is \$6,211 a year, noted Gail Levine, a DSS spokesperson. "And that doesn't include what is spent for Medicaid, food stamps or other entitlement programs." The state has contracted with America Works since 1988, Levine said. The current contract, which runs through December 1991, is

worth \$1.3 million.

America Works co-founder Peter Cove said the New York City firm has no difficulty persuading potential employers to hire welfare clients. "We don't sell the fact that America Works is a 'do-good' program that is a type of welfare reform," he explained.

A welfare policy critic said he had no problems with the America Works concept, but questioned whether it was the most effective use of limited welfare dollars. "While the company's concept seems to work, most states don't have \$5,000 a client to spend on job placement," said Mark Greenberg, an attorney with the Center for Law and Social Policy.

Big Differences

America Works and job-training programs like JTPA have different priorities, Cove asserted. "If you compare our budget to JTPA, you'll see that America Works spends most of its money on client wages, on-site assistance and advertising," he said. "Our focus is job placement."

JTPA, by comparison, may include these services in its programs, but most of its money is spent on training, education and support services, Cove claimed.

Cove stressed that he was not downplaying the importance of education and training. "But the most important thing that welfare clients need are jobs and we deliver that," he said.

Company co-founder Lee Bowes, Cove's wife, maintained that the company works with clients who have been tagged as least likely to succeed. "Most of our clients don't have high school diplomas, have been on welfare for at least six years, and have low educational levels," she said. "Our clients want to work, but have trouble finding jobs on their own."

Word-of-Mouth

Clients hear about America Works through word-of-mouth, city advertisements or by visiting local welfare offices, said Cove. "We ask them to come in for a one-hour program orientation that explains what services are available and what will be expected of them if they choose to participate."

After orientation, clients are enrolled in a one-week pre-employment training seminar. "The seminar prepares them for the world of work, teaching them how to write resumes and fill out job applications, putting them through mock interviews and imparting basic life skills," Cove said.

America Works stresses the importance of being on time, he noted. "We don't throw them out of the program for lateness, but if they're not on time for the pre-employment seminar, they have to start again."

After the seminar, clients are either placed in a job or enrolled in a business laboratory that helps them brush up on their word processing or office skills. "Those who are ready for employment are matched with potential employers and go for an interview," he explained.

A company may hire an America Works client for a four-month try-out period, Cove said. Jobs tend to be in

the secretarial and clerical fields, and salaries average \$14,000 a year.

Job developers emphasize the firm's "try before you buy" feature, Cove stated. "We tell them that America Works has a pool of eager and motivated workers that can be hired on a trial basis," he said. Developers use telemarketing, direct sales, mailings, group presentations, and networking to develop potential employers, Bowes said.

About 70 percent of America Works clients make it through the initial four-month period, said Cove. "The state Department of Social Services did a study and found that 90 percent of clients who made it through the trial period were still on the job after a year," he added.

"We pay the client minimum wage and the company buys our labor, similar to what is done at temporary agencies," Cove explained. America Works charges employers about \$3 an hour above minimum wage for each client, Bowes added.

If an employer is satisfied with the client after the four-month tryout period, the company begins paying her salary directly and the state pays America Works two-thirds of its \$5,300 placement fee, said Cove. "If the client remains on the job for another three months, we receive the remaining third of our money."

Solving Problems

During the first four months, an America Works job counselor visits the worksite weekly to smooth out any roadblocks that could affect employment, said Cove. Bowes indicated that welfare clients tend to lose jobs because they have problems "fitting in" at the workplace.

Any problem an employer has with a client is conveyed to the job counselor, who speaks to the client, said Cove. "We also help clients with problems such as child care, an abusive spouse, co-worker interaction or even provide additional training as needed." The extra attention makes a big difference in retention, he claimed.

Marsha Cohen, personnel manager for Fab Industries, a textile firm in New York City, said the counselors are "very helpful in helping their clients feel at home in their new jobs."

Except for one small incident about the company dress code, Cohen said she has had no problems with the two America Works clients currently on her payroll. "The client was wearing clothes that were more appropriate for after work, so I brought it up with her job counselor and he took care of it," she recalled.

TJTC Lure

Cohen said Fab was cutting back its use of temporary agencies when a letter from America Works arrived. "I needed a less-expensive alternative to temp agencies, and America Works seemed to fit the bill," she said. "An added bonus was that I was able to receive the Targeted Jobs Tax Credit because both employees were eligible."

A job developer came to Fab and persuaded her to try the America Works concept, Cohen said. "I'm a hippie at heart, and if a program can help people to work rather

than being on welfare, then I'm all for it," she said.

The workers have already been screened and employers are saved from the trouble of having to place ads and interview an endless number of job applicants, said Cove. "And we tell them they have the option of not keeping someone who isn't working out," he added.

The two workers hired by Fab as accounting clerks have done a very good job, said Cohen. "America Works does a great job in motivating these people show up to work on time and do a good job," she said. These people have had tough breaks in the past and it is good to see them working and doing well, she observed.

— Benét Wilson

Basic Skills

POVERTY, FAMILY PROBLEMS DIMINISH WORKFORCE QUALITY, REPORT SAYS

The Bush administration's reliance on "trendy explanations" to explain the decline of U.S. public education downplays the corrosive impact of fundamental national problems, according to a report released Aug. 30 by the George Washington University Center for Social Policy Studies.

"Unfashionable causes of workforce unpreparedness such as poverty and family erosion have been neglected in the educational reform debate," say authors Sar Levitan and Frank Gallo in *Got to Learn to Earn: Preparing Americans for Work*.

Insufficient aid to impoverished preschoolers is the "major flaw" in the administration's education strategy, the authors indicate in their 57-page report. Levitan is a research professor of economics and director of the center; Gallo is a research associate at the center.

Levitan and Gallo also counter claims that shortages of skilled workers will persist in the future, that many jobs will require rapid restructuring due to technological change, and that employers spend massive amounts to educate or train workers.

Increasing Poverty

Many children brought up in impoverished homes are not ready to perform well in school and "are frequently considered learning disabled by the time they enroll in the first grade or even kindergarten," Levitan and Gallo contend.

The proportion of children living in poverty climbed to 20 percent in 1989, sparked by the growth in single-parent households resulting from rising divorce rates and out-of-wedlock births. But only 3 of 10 eligible poor children will be served by Head Start, the authors say, despite modest funding increases proposed for fiscal year 1992 and the intention of congressional Democrats to boost the appropriation above the administration's budget proposal.

Levitan and Gallo conclude that adequate funding for preschoolers was omitted from "America 2000," the Bush administration's education reform plan, because it would require the administration to double its current outlays of over \$9 billion for such programs. The Bush

FEBRUARY 18, 1992

Welfare reform that works by putting people to work

Our welfare system is a classic example of good intentions run amok.

Almost no one can fully figure out the multiple categories of public assistance currently available for people needing "welfare." From AFDC (that's Aid to Families with Dependent Children) all the way through to WIC (nutrition assistance for Women, Infants and Children), there's a program for every letter in the alphabet.

Except X.

Peter Cove and Dr. Lee Bowes, who run America Works Inc., decided to put X to work. This for-profit company decided the mishmash of public assistance, health, job training and other so-called welfare programs were often counter-productive.

Billions of dollars were being spent by local, state and federal agencies to help people move from welfare to work, but nothing really worked. Work was created, to be sure, but not for welfare recipients. Poverty pimps designed, managed, operated, funded, analyzed, criticized, audited and studied welfare programs while welfare recipients got crumbs.

For a while, America Works even made money off this scam. They too started in business, training welfare recipients for jobs, but the jobs either were not there or were not right for the particular trainee.

That's why Cove and Bowes asked state welfare agencies in New York and Connecticut to X out the middlemen and flip the incentives around. They wanted to get paid for helping welfare recipients only after America Works had produced the job and the former welfare recipient was actually working.

At first, many welfare bureaucrats were incredulous. It didn't work that way. People were supposed to get paid for trying to help welfare recipients and it would not be "fair" to penalize "good faith efforts" just because some welfare recipient didn't get a job.

America Works persisted because that old feelgood way wasn't working and most certainly wasn't "fair" to people try-



W. RUSSELL G. BYERS

ing to actually get off welfare. And now Cove and Bowes are winning by placing Xs all over the old categories of welfare assistance that cost billions of dollars, keep thousands and thousands of poverty pimps employed, but actually help almost no one get off welfare.

Their system is simple. They expect New York and Connecticut to pay America Works nothing up front. They recruit and train welfare recipients for jobs and then introduce them to their

new employer — which America Works has also recruited. If the employee stays on the job long enough (four months in New York, two in Connecticut), they get about two-thirds of their fee from the state for this job placement. Another month or two on the job and the balance is paid.

For this kind of performance, America Works is paid about \$4,000 per placement in Connecticut and \$5,000 in New York. On first glance, that looks like big bucks for someone who is simply recruiting, training and placing people in jobs. But that's not all America Works does.

As Ed Schwartz says, they "get paid for doing the right things right". When Schwartz was head of Philadelphia's housing office, he tried to get them to open a Philadelphia office because "unlike most other job training programs, America Works is there helping them when they get in trouble with day care, transportation, spousal abuse or any of the myriad other problems that so often prevent people from staying off welfare."

And business is booming. With more than 2,000 placements so far, about 90 percent of the New Yorkers are still on the job after a full year and more than 60 percent of those in Connecticut are also. That means those two states have turned almost 1,500 unhappy welfare recipients into very happy taxpayers.

America Works works because it actually helps Americans go back to work. Now that's welfare reform that makes sense.

W. Russell G. Byers's column appears Tuesdays.

REINVENTING GOVERNMENT

**HOW THE ENTREPRENEURIAL
SPIRIT IS TRANSFORMING
THE PUBLIC SECTOR**

**FROM SCHOOLHOUSE
TO STATEHOUSE,
CITY HALL TO THE
PENTAGON**

**DAVID OSBORNE
AND TED GAEBLER**

children had to earn \$9 an hour in 1989 just to break even with her total welfare package. And Louisville is not an expensive place to live; elsewhere the figure would be higher.

Under these circumstances, why would a single mother with two or three children ever leave welfare? This explains why even our most effective efforts to move people into jobs seem never to shrink the welfare rolls.

Not only do we punish those who get off welfare, we require little of those who stay on. In fact, we call programs like welfare "entitlements" precisely because people are "entitled" to them, regardless of how they behave. The combination of rewarding failure and expecting nothing in return for benefits breeds dependency—undermining people's motivation to improve their lives.

Healthy relationships are built on mutual obligations. If we expect nothing from people, we usually get it. But if we expect effort in return for what we give, we usually get that. Louisville Housing Services is extremely strict about mortgage payments from the former public housing tenants who buy its condominiums. "If you raise the expectations," says Director David Fleischaker, "people will jump through the hoops."

Increasingly, governments are beginning to build demands for performance into their poverty programs. The federal Family Support Act of 1988 required many welfare recipients to participate in education, training, or work. Minnesota's Learnfare initiative requires teenage mothers of school age to attend school if they want welfare. Wisconsin's Learnfare program penalizes welfare families when their teenage children miss three days of school without a written excuse. Arkansas requires the social security numbers of both parents when birth certificates are issued, then uses that information to track down absent fathers and demand parental support for welfare children.

If You Can't See Success, You Can't Learn From It

Entrepreneurial public organizations are learning organizations. They constantly try new things, find out what works and what doesn't, and learn from the experience. But if an organiza-

tion doesn't measure results and can't identify success when it happens, can it learn from success? Without feedback on outcomes, innovation is often stillborn.

The greatest opportunities for innovation in business, Peter Drucker counsels, are "unexpected successes." When a product or service takes off unexpectedly, there are inevitably important lessons to be learned. The same principle applies to government, as the following story demonstrates.

During the 1970s, the Ford Foundation created the Manpower Demonstration Research Corporation, to test a Swedish concept called "supported work." The idea was to create a sheltered work environment—usually a subsidized business set up specifically for this purpose—for ex-convicts, ex-addicts, high school dropouts, and long-term welfare recipients. Over the course of the year, while working, the participants would receive counseling, training, and other support services. At the end of the year, they would get help finding "real" jobs. The corporation set up a dozen supported-work experiments around the country and carefully measured their results against those of a control group. (With 10,000 participants, it was the largest control group experiment ever done on an urban program.)

The Massachusetts entry was called Transitional Employment Enterprises (TEE). It emerged as the most successful of the dozen experiments, largely because it stumbled on a different way of doing business. While trying to place its participants in jobs with the Massachusetts Department of Public Welfare, TEE argued that they could outperform Kelly Services. Fortunately, an errant computer destroyed thousands of welfare files, and the department—in crisis—took TEE up on the idea. It hired TEE workers to re-create its written files, and lo and behold, they *were* better than Kelly Services. Once its crisis was over, the department convinced Blue Cross/Blue Shield, which handled Medicaid processing for the state, to hire TEE workers as temporaries. They were so productive that the company began hiring them for permanent jobs.

Suddenly, TEE found itself running a placement service for Blue Cross/Blue Shield. But because of its supported-work philosophy, it continued to provide support services for its people

after they started their jobs—helping with their personal problems, helping them learn the ropes at work, and helping their managers supervise them. Only after they had successfully performed on the job for four to six months did the company have to hire and pay them; until then they remained on TEE's payroll.

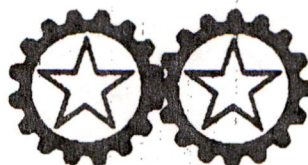
The combination worked so well that TEE decided to market itself to Boston businesses as a placement service for low-end jobs. The results were extraordinary: 90 percent of those hired stayed with the company for at least a year; 83 percent for at least two years.

It was a classic unexpected success. And because all results were measured, it did not go unnoticed. TEE used its data to convince the Massachusetts legislature to spend \$6 million a year funding 21 supported-work corporations around the state. Since then, TEE and its successor, a for-profit firm called America Works, have placed thousands of people in jobs, in four different states. Today, America Works is completely performance funded. States do not pay it a dime until a welfare recipient has been on the job for four months; they do not pay in full until the person has stayed another three months. In other words, the states pay only for results.

If You Can't Recognize Failure, You Can't Correct It

People often wonder why government programs live on for decades after they have become obsolete; why a state keeps inspecting meat long after the federal government begins duplicating its work; why HUD keeps a large urban renewal staff long after most cities have quit doing much urban renewal; why California has 400 commissions that spend almost \$2 billion a year.

The answer, at least in part, is that no one outside the bureaucracy can tell if these offices and commissions do anything worthwhile, because no one measures the results of their work. In a 1990 article, the *Washington Monthly* told the sad story of Community Mental Health Centers—an initiative launched in



AMERICA WORKS

Corporate Leaders Confirmed
for 2/27/92

- 1) Ed Evans
Vice President of Human Resources
ARA
- 2) Axel Freudmann
Senior Vice President of Human Resources
American Insurance Group
- 3) Nancy Smith
Vice President, Director of Human Resources
Backer, Spielvogel, Bates
- 4) Ellen Flamholz
Vice President of Human Resources
Brownstone Studio
- 5) Ronald Heath
President
Crystal Apartments
- 6) Licethe Friedman
Litigations Support Manager
Ernst & Young
- 7) Dan Biederman
Executive Director
Grand Central Partnership, Bryant Park Restoration Corp.
- 8) Edward Aronoff
Director of Operations
Lady Lynne

America Works, Page 2
Corporate Leaders Confirmed for 2/27/92

- 9) Andrew Catalano
General Manager
Marriott
- 10) Howard Schneider
Managing Partner
Rosenman & Colin
- 11) Roy Gainsburg
President, CEO
St. Martin's Press
- 12) Richard Baumer
President
Venture Communications
- 13) Ken Grohbrugge
Vice President of Operations
Workbench

Previous Travel New York

1989/03/09	New York	New York	Mayor Conf. on Drug Traff
	Westchester	New York	Westchester Chairman's Dinn
1989/05/18	New York	New York	Father of the Year Luncheon
		New York	Visit Nazareth Day Nursery
	West Point	New York	Address US Military Academy
1989/09/08	New York	New York	Address BIB Luncheon
		New York	NY Times Editorial Board
1989/12/10	New York	New York	Yeshiva U. Convocation
		New York	Wiesel Holocaust Dinner
1990/02/14	New York	New York	NY Lincoln Day Dinner
		New York	Keyboard Training Center
		New York	Bond Club of NY
1990/03/06	Baldwin	New York	Lunch f/Lent & McGrath
	Long Island	New York	Newsday Ed. Board
	Malverne	New York	Mamma's House/Life Awards
	New York	New York	Mtg. w/M.Hoenlein
		New York	Bus. Roundtable Dinner
1990/05/20	New York	New York	Union Orthodox Jewish Dinner
1990/06/19	New York	New York	Repub. Senate Campaign Fund
90/09/09	Ellis Island	New York	Re-Dedication of Ellis Island
90/09/18	New York	New York	Repub Party & Rinfret Recept.
		New York	Mtg w/Rinfret & Repub Party
		New York	Bill Koepfel FR Recpt
1990/09/18-19	New York	New York	Recpt f/Daub/Kolstad/Smith
1990/09/18	New York	New York	NRSC Rdtb Mtg/Photo Op
1990/09/19	Buffalo	New York	Press Rdtb/TV Interview
		New York	Rep. Paxon FR Recpt
1990/11/29	New York	New York	Mtg. w/Ed Koch
		New York	Sportscasters Dinner
		New York	Lunch at CBS News
		New York	Private Meeeting
		New York	Manhattan Insti. Mtgs
1991/04/23	New York	New York	Brandemas Reception
		New York	Team 100 Roundtable/Photo
		New York	Wall St. Journal Ed. Board
1991/06/17	Albany	New York	Mtg. w/ Governor Cuomo
		New York	NY State GOP Fund
	New York	New York	Adr. US Merchant Marine
	Rochester	New York	Monroe Cty. GOP Recpt.
		New York	Adrs. Xerox Employees
1991/07/12	New York	New York	Adrs. Assoc. f/a Better NY
		New York	NY Post Ed Board
		New York	Victory Games-Disabled Ath.
1991/10/09	Hauppauge	New York	Major Donor Roundtable
		New York	Suffolk County GOP Fundraiser

New York City List

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Mailing Label	FAMILIAR NAME	SPOUSE FIRST TITLE	NAME	Phone Number	D CONTACT. Contact Info.	DATE	CATEGORIES...
Mr. Daniel Abraham Thompson Medical, Inc. 919 3rd Avenue New York, NY 10022	Dan				03/26/91 -Address and Photo Opportunity with the Leadership of the National Jewish Coalition -Indian Treaty Room -10 minutes of remarks		JEWS ETHNIC/MIN RELIGION BUS/ECON
Mrs. Yvette Adam 351 East 84th Street Apartment 24C New York, NY 10028	Yvette				10/01/91 Republican Campaign Council Reception in the VP's OEOP Office List submitted by the RNC		POLITICAL
Mr. Roger Ailes Ailes Communications 440 Park Avenue South 13th Floor New York, NY 10016	Roger	Norma	Chairman	(212) 685-8400 D (212) 246-0267 H (703) 683-8326 D (703) 683-8826 D	04/17/90 Dinner in honor of Deputy Prime Minister Goh of 11/06/90 Singapore at the residence 10/07/91 Election Night Buffet Dinner at the residence invited to attend Mears/Penske dinner at the residence but regretted		PERSONAL PHONE DINNER MEDIA RES/GUESTS
Mr. Ernie Anastos CBS 524 West 57th Street New York, NY 10019	Ernie	Kelley	Anchor	(212) 975-8186 C (212) 975-2161 C (212) 975-4321 C (914) 967-2945 H	12/12/91 Unable to attend dinner in honor of Prime Minister Mitsotakis.		PERSONAL PHONE DINNER MEDIA TV RES/GUESTS
The Honorable Hushang Ansary SunResorts International 535 Madison Avenue 33rd Floor New York, NY 10022	Hushang			CEO and Presiden (212) 593-8600	01/14/92 VP addressed B/Q '92 National Finance Meeting at JW Marriott.		BUS/ECON TEAM 100 POLITICAL CEO PERSONAL
Mr. Rand Araskog ITT Corporation 320 Park Avenue New York, NY 10022	Rand	Jessie Marie	Chairman and CEO	(212) 258-1321	04/23/91 personal note sent for attendance to Brademas dinner		CEO BUS/ECON PERSONAL DINNER

will he be at lunch? If so, don't put on list

New York City List

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FAMILIAR NAME SPOUSE FIRST TITLE.....	D CONTACT. Contact Info.....	CATEGORIES...
Mailing Label =====	NAME Phone Number DATE =====	
Mr. Edmond Baysari Suite 55-M 721 Fifth Avenue New York, NY 10022	Edmond (212) 751-8980 0 05/29/91 -Team 100 National Meeting Reception -6:30pm at the Willard Hotel (Ballroom-lower level) -Brief remarks	BUS/ECON TEAM 100 POLITICAL PERSONAL
Mr. Arthur Belfer Bleco Petroleum Company One Dag Hammarskjold Plaza New York, NY 10017	04/23/91 signed letter sent for attendance to Brademas dinner	BUS/ECON CEO
Mrs. Diane Belfer NYU Committee/2000 NYU Trustee One Dag Hammarskjold Plaza New York, NY 10017	Member 04/23/91 signed letter sent for attendance to Brademas dinner	ACADEMICS
Mr. Donald Benson 200 Park Avenue Suite 2200 New York, NY 10166	06/13/91 President's Dinner Luncheon Vice President's residence	BUS/ECON
Ms. Leslie Berlowitz Academic Affairs, New York University 70 Washington Sp. So., 11th Floor New York, NY 10003	Deputy Vice Pres 04/23/91 signed letter sent for attendance to the Brademas dinner	ACADEMICS
Mrs. Amelia Bernstein 444 Madison Avenue - Suite 601 New York, NY 10022	04/23/91 stayed for cocktails only at the Brademas dinner	
Mr. Richard Bernstein Western Publishing Group, Inc. NYU Tr./Stern Sch. Overseer	Chairman and CEO 04/23/91 signed letter sent for attendance to the Brademas dinner	BUS/ECON CEO ACADEMICS

New York City List

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

Mailing Label

NAME

Phone Number

DATE

=====

=====

444 Madison Avenue - Suite 601
New York, NY 10022

Dr. John Brademas
New York University

Mary Ellen President

Emeritus

(212) 998-2345 O 04/23/91 Hosted the dinner
(212) 473-6632 H 04/23/91 Personal note sent
Hosted the dinner
Personal note sent

ACADEMICS
PERSONAL

37 Washington Sq. West, Pentho
New York, NY 10011

Dr. Mary Ellen Brademas
37 Washington Sq. West,
Penthouse
New York, NY 10011

Mary Ellen

212/473-6632

PERSONAL

Mr. Peter Brandeis
A.I. Friedman, Inc.
44 West 18 Street
New York, NY 10011

Peter

Judith

(212) 243-9000 W 04/04/89 Reception for the Young President's Organization
at the residence

RES/GUESTS
BUS/ECON

Mr. Robert Brennan
First Jersey Securities
50 Broadway
New York, NY 10004

Robert

(212) 269-5882 O

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

BUS/ECON
POLITICAL
TEAM 100
PERSONAL

Mr. David Brewer
Madison Comapny, Inc.
666 Fifth Avenue Suite 3700
New York, NY 10103

David

President

(212) 541-3754 O 10/23/91 Brewer sat next to VP at RNC's President's Club
(212) 541-3799 F 12/17/91 dinner
01/14/92 VP wrote follow-up note for Eagles phone-a-thon,
12/10/91.
VP addressed B/Q '92 National Finance Meeting at
JW Marriott.

POLITICAL
EAGLES
PERSONAL

Mr. Edgar Bronfman
Joseph E. Seagram & Sons, Inc.
375 Park Avenue
New York, NY 10152

Edgar

(212) 572-7191 O

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

BUS/ECON
POLITICAL
TEAM 100
JEWS

If not at lunch

New York City List

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..... FAMILIAR NAME SPOUSE FIRST TITLE.....	D CONTACT. Contact Info.....	CATEGORIES...
Mailing Label	NAME	Phone Number
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-Brief remarks

RELIGION
ETHNIC/MIN
PERSONAL

Mr. Arthur Brown
1146 Second Ave.
New York, NY 10021

Arthur

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

POLITICAL

Dr. Lynne Brown
Office of Writing, Research an
Nat'l Affairs NYU
25 West, 4th Street, 5th Floor
New York, NY 10003

Director

04/23/91 signed letter sent for attendance to Brademas
dinner

ACADEMICS

Mr. Tony Brown
Tony Brown Productions
PBS
1501 Broadway
Suite 2014
New York, NY 10036

Tony

Broadcaster

02/08/91 VP sent typed note to congratulate him on his
decision to switch the
Republican Party

MEDIA
TV

Mr. Jonathan Bush
J. Bush, Inc.
641 Lexington Avenue
New York, NY 10022

Jonathan

Jody

Chairman

(212) 371-2170 O
(212) 249-5120 H 07/17/91
(212) 935-5545 F

Wrote the VP a letter requesting that he accept an
invitation from
Andrew Blum, "a great loyal Republican in New
York," to appear at the
NASD International Advisory Board meeting held in
Washington on
9/17.

PERSONAL
BUS/ECON
DINNER
POLITICAL

*On 8/16, VP signed a typed letter of regret due
to Africa trip

Mr. Willard Butcher
The Chase Manhattan Corporatio
1 Chase Manhattan Plaza
New York, NY 10081

Willard

Chairman and CEO (212) 552-2222 O

BUS/ECON
CEO
PERSONAL
DINNER

→ Tisch lunch? If not, put on list

New York City List

25 FEB 1992 5

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

Mailing Label

NAME

Phone Number

DATE

=====

=====

Mr. Arcadio Casillas
Preferred Compensation Corp.
488 Madison Avenue
7th Floor
New York, NY 10022

Arcadio

12/17/91 VP wrote follow-up note for Eagles phone-a-thon,
01/14/92 12/10/91.
11/20/91 VP addressed B/Q '92 National Finance Meeting at
JW Marriott.
A dinner Co-chairman of B/Q '92 fundraiser in
Washington D.C., 11/20/91.

EAGLES
POLITICAL
PERSONAL

Mr. Red Cavaney
American Paper Institute
260 Madison Avenue
New York, NY 10016

Red

President (212) 340-0676 W

BUS/ECON

Monsignor Eugene Clark
The Fulton J. Sheen Society
Archbishop Sheen Place
143 East 43rd Place
New York, NY 10017

Eugene

Monsignor (212) 573-7437 O

RELIGION

Mr. Allen Claxton
NYU
70 Washington Square So.,
Room 1224
New York, NY 10003

Senior VP for Fi

04/23/91 signed letter sent for attendance to the Brademas
dinner ACADEMICS

Mrs. Harriet Claxton
Washington Square So.,
Room 1224
New York, NY 10003

04/23/91 signed letter sent for attendance to Brademas
dinner

Mr. Tony Coelho
Wortheimschroder Investment
Services
787 7th Avenue
New York, NY 10019

Tony

CEO (212) 492-6423

05/07/91 Briefing of the National Association of Women
Business Owners

BUS/ECON
CEO

New York City List

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Mailing Label	FAMILIAR NAME	SPOUSE	FIRST TITLE	PHONE NUMBER	DATE	CONTACT. Contact Info.	CATEGORIES...
Mr. Edwin Cooperman American Express American Express Tower World Financial Center New York, NY 10285	Edwin					06/28/91 The VP and Marilyn sent letters to all those who acted as sponsors in the 1991 Race for the Cure that took place on Saturday, June 15th.	BUS/ECON RACE/CURE
Mrs. Michelle Corbian E.P. Jacobs & Company 375 Park Avenue Suite 1800 New York, NY 10152	Michelle		Executive Assist	(212) 688-7110	10/04/91	She and her spouse met VP along with Roseanne Lushas and her husband for a photo	BUS/ECON
Mr. David Cornstein Seligman & Latz, Inc. 521 Fifth Avenue, 3rd Floor New York, NY 10175	David			(212) 382-7473 W	04/04/89	Reception for the Young President's Organization at the residence	RES/GUESTS BUS/ECON
Mrs. Mary Cossette 15 West 53rd St., Apt. 37D New York, NY 10019							
Mr. Pierre Cossette Pierre Cossette Productions 15 West 53rd St., Apt. 37D New York, NY 10019							BUS/ECON
Mr. Robert Costas NBC Sports 888 Seventh Ave., 30th Floor New York, NY 10106	Bob	Randy	Sportscaster	(212) 399-1400 O	12/12/91	Attended dinner in honor of Prime Minister Mitsotakis of Greece.	RES/GUESTS PERSONAL
Mr. Robert Coulson American Arbitration Associati 140 West 51st Street New York, NY 10020	Robert		President				COMPETIT

New York City List

25 FEB 1992 7

Mailing Label	FAMILIAR NAME SPOUSE FIRST TITLE.....	NAME	Phone Number	D CONTACT. Contact Info.....	CATEGORIES...
=====			=====	DATE	
Mr. Darell Crate 150 East 56th Street Apartment 8-A New York, NY 10022		Darell		10/01/91 Republican Campaign Council Reception in the VP's OEGB Office List submitted by the RNC	POLITICAL
Mr. & Mrs. Paul Critchlow 77 Horatio St. New York, NY 10014				11/06/91 Attended the reception held at the Vice President's House for the National Symphony Ball 1991.	RES/GUESTS
Ms. Jessica Crosby La Concierge 322 East 86th Street New York, NY 10028			(212) 737-5289 0		BUS/ECON
Mr. Arthur Culvahouse A.B. Culvahouse 153 East 53rd Street, 54th Flo New York, NY 10002		Arthur		06/13/91 President's Dinner Luncheon Vice President's residence	BUS/ECON
Mr. Jeffrey Cunningham Forbes Forbes Building 60 Fifth Avenue New York, NY 10011		Jeffrey	Associate Publis (212) 620-2200 0	05/07/91 -Addressed the Symposium on American Competitiveness - J.W. Marriot Hotel (Washington, D.C.)	COMPETIT PERSONAL BUS/ECON CEO
Mr. Glen Davis Forbes Forbes Building 60 Fifth Avenue New York, NY 10011		Glen			COMPETIT BUS/ECON
Mr. J. Davis Second Floor 44 Wall Street New York, NY 10005		Morton	(212) 495-4500 0		POLITICAL TEAM 100 BUS/ECON BANK/FIN PERSONAL

New York City List

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Mailing Label	FAMILIAR NAME	SPOUSE	FIRST TITLE	Phone Number	D CONTACT. Contact Info.	CATEGORIES...
=====	NAME			=====	DATE	
Mr. Nathaniel De Rothschild 1040 Fifth Avenue New York, NY 10028	Nathaniel				10/09/91 Attended New Jersey GOP Fundraiser with VP on 10/09/91.	POLITICAL
Mr. William Donaldson New York Stock Exchange 11 Wall Street New York, NY 10005	Bill		CEO	(212) 656-8222 W	02/28/91 Courtesy call by Donaldson to the VP office	BUS/ECON BANK/FIN CEO
Mr. Richard Dowling Hermes Investment Corporation 37th Floor 535 Madison Avenue New York, NY 10022	Richard			(212) 759-0162 O		POLITICAL BUS/ECON TEAM 100 PERSONAL
Mr. Asher Edelman 13th Floor 717 Fifth Avenue New York, NY 10022	Asher			(212) 371-7711 O		BUS/ECON POLITICAL TEAM 100 PERSONAL
Mr. Lewis Eisenberg Granite Capital Group, Inc. 33rd Floor 666 Fifth Avenue New York, NY 10103	Lewis	Judy	Partner	(212) 908-9524 O	10/17/91 Dinner in Honor of Team 100 at the White House	BUS/ECON POLITICAL TEAM 100 PERSONAL
Mr. Samuel Eisenstat Samuel Eisenstat, Esq. 157 East 61st Street New York, NY 10021			Attorney	(212) 888-6920 W	06/11/91 -Meeting with the leadership and officers of American-Israel Political Action Committee (AIPAC) -45 min. at the EOB office -informal discussion	BUS/ECON JEWS ETHNIC/MIN
Mrs. Teresa Ann Elmore Behrend Independent Commission on the National Endowment for the Art			Member	(212) 249-0672	04/23/91 signed letter sent for attendance to the Brademas dinner	ARTS/HUMAN

New York City List

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

Mailing Label

NAME

Phone Number

DATE

=====

=====

225 East 73rd Street
New York, NY 10021

Mrs. Lois Evans
919 3rd Avenue
Suite 2140
New York, NY 10022

(212) 735-2690 01/14/92 VP addressed B/Q '92 National Finance Meeting at
JW Marriott. POLITICAL
PERSONAL

Mr. Arnold Fisher
Fisher Brothers
299 Park Avenue
New York, NY 10017

(212) 752-5000 O
BUS/ECON
POLITICAL
TEAM 100
PERSONAL

Mr. Richard Fisher
Fisher Brothers
299 Park Avenue
New York, NY 10017

(212) 752-5000 O
BUS/ECON
POLITICAL
TEAM 100
PERSONAL

Mr. Robert Fiske, Jr., Esq. Robert
Davis, Polk & Wardwell
1 Chase Manhattan Plaza
New York, NY 10005

(212) 530-4090 W
(212) 530-4541 F
BUS/ECON

Mr. John Flanagan
61 Broadway
Room 2324
New York, NY 10006

06/13/91 President's Dinner Luncheon
Vice President's residence

Mr. Joseph Fogg, III
Morgan Stanley & Company, Inc.
26th Floor
1251 Avenue of the Americas
New York, NY 10020

(212) 703-8500 O
05/29/91 -Team 100 National Meeting Reception
-6:30pm at the Willard Hotel (Ballroom-lower
level)
-Brief remarks
BUS/ECON
POLITICAL
TEAM 100
PERSONAL

Mr. Christopher Forbes
Forbes

Kip

(212) 620-2200 O 09/25/91 First meeting of the "Vice President's Residence
Foundation" Board of Directors MEDIA
PRINT

*Fiske lunch?
Inf not put on list*

New York City List

25 FEB 1992 10

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

60 Fifth Avenue
New York, NY 10011

PERSONAL
RES/GUESTS

Mr. Steve Forbes
Forbes Magazine
Forbes Building
60 Fifth Avenue
New York, NY 10011

Steve

Managing Editor (212) 620-2282 0 08/05/91 Accompanied the VP on his week visit to South
04/24/91 America with eight other
09/09/91 CEO's
Dinner in honor of Caspar and Jane Weinberger
Invited the VP and MTQ "sometime in the fall" to a
day aboard the
Forbes Magazine yacht HIGHLANDER -- Kremer
regretted on 10/23

PERSONAL
PHONE
DINNER
MEDIA
PRINT
BUS/ECON
CEO
COMPETIT

Mr. Nicholas Forstmann
Forstmann, Little and Company
44th Floor
767 Fifth Avenue
New York, NY 10153

(212) 355-5656 0

BUS/ECON
POLITICAL
TEAM 100
PERSONAL

Mr. Theodore Forstmann
Forstmann, Little and Company
44th Floor
767 Fifth Avenue
New York, NY 10153

(212) 355-5656 0

BUS/ECON
POLITICAL
TEAM 100
PERSONAL

Mr. Abe Foxman
Anti-Defamation League
823 United Nations Plaza
Suite 1100
New York, NY 10017

Abe

04/06/89 Luncheon for Prime Minister and Mrs. Shamir at the RES/GUESTS
residence

Dr. Helen Frame Peters
UBS Securities, Incorporated
299 Park Avenue
New York, NY 10171

Helen

Managing Directo

05/07/91 -Addressed the Symposium on American
Competitiveness
- J.W. Marriot Hotel (Washington, D.C.)

COMPETIT
BUS/ECON

Mr. Robert Frederick

Retired Presiden (212) 836-2652 0 04/23/91 Personal note sent for attendance to the Brademas ACADEMICS

*At lunch?
If not, put on list*

New York City List

25 FEB 1992 11

..... FAMILIAR NAME SPOUSE FIRST TITLE.....		D CONTACT. Contact Info.....		CATEGORIES...
Mailing Label	NAME	Phone Number	DATE	
=====		=====		
General Electric Company NYU Trustee 570 Lexington Avenue New York, NY 10022		(203) 966-1587 H	dinner	BUS/ECON PERSONAL
Mr. James Fuchs 555 Madison Ave. New York, NY 10022		(212) 935-7050		POLITICAL PERSONAL
Mrs. Danielle Gardner "Due Case, Una Tradizione" Christopher Clmbs. Quinquennia 1150 Fifth Avenue New York, NY 10028	Commissioner		04/23/91 signed letter sent for attendance to Brademas dinner	ACADEMICS
Mr. Paul Geoghan American Institute of Certifie 1211 Avenue of the Americas New York, NY 100366200	Paul	Assistant Genera (212) 575-6200 O	02/04/92 Attended the CJR Briefing on 2/4/92.	COMPETIT
Mr. Louis Gerstner, JR. RJR Nabisco 1301 Avenue of the Americas New York, NY 10019	Louis	Chairman and CEO (212) 446-5700 O		BUS/ECON POLITICAL TEAM 100 CEO PERSONAL
Ms. Jackie Goldenberg NYU Office of Writing, Researc and National Affairs 25 West 4th St., 5th Floor New York, NY 10003			04/23/91 signed letter sent for attendance to the Brademas dinner	ACADEMICS
Mr. Robert Goldfeld Administration at NYU 70 Washington Sq. So., Rm 1203 New York, NY 10003	Vice President		04/23/91 signed letter sent for attendance to Brademas dinner	ACADEMICS

New York City List

25 FEB 1992 12

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

Mrs. Aliette Goldmark
1133 Avenue of the Americas
New York, NY 10036

04/23/91 signed letter sent for attendance to Brademus dinner

Mr. Peter Goldmark
The Rockefeller Foundation
Mem, Council/Foreign Relations
1133 Avenue of the Americas
New York, NY 10036

President

04/23/91 signed letter sent for attendance to Brademas dinner

ACADEMICS

Ms. Maria Gordon
NASE and G.S. Schwartz
One Madison Avenue
New York, NY 10010

(212) 696-4744 O

BUS/ECON

Mr. Mike Greece
NASE and G.S. Schwartz
One Madison Avenue
New York, NY 10010

(212) 696-4744 O

BUS/ECON

Mr. Bill Green
21 East 63rd Street
New York, NY 10021

Bill

06/13/91 President's Dinner Luncheon
Vice President's residence

Mr. Maurice Greenberg
American International Group
70 Pine Street, 18th Floor
New York, NY 10270

Hank

Chairman

(212) 770-7140 O 05/07/91 -Drop by Presidents' Dinner Leadership Committee
(212) 770-7711 O Luncheon at the
(212) 344-6828 F Hay-Adams Hotel

PERSONAL
BUS/ECON
DINNER

Mr. W. Gregory
Gregory & Hoenemeyer, Inc.
Suite 307
375 Park Avenue
New York, NY 10152

Chairman

(212) 758-7300 O

POLITICAL
TEAM 100
BUS/ECON
BANK/FIN
PERSONAL

*For sure,
put on call list
his firm hired
many "America works"
people*

New York City List

25 FEB 1992 13

Mailing Label	FAMILIAR NAME	SPOUSE	FIRST TITLE	Phone Number	DATE	CONTACT. Contact Info.	CATEGORIES...
Mr. Bryant Gumbel Today Show 30 Rockefeller Plaza New York, NY 10112	Bryant	June	News Anchor	(212) 664-4147 O	04/01/91	Sent the VP an invitation to the 3rd annual Bryant Gumbel/Disney World Pro-Am golf tournament for the benefit of the United Negro College Fund. Dinner at the residence in honor of Sam Snead	MEDIA TV PERSONAL GOLF ETHNIC/MIN BLACK
Mr. Craig Harding The Harding Group, Incorporated 277 Park Avenue 43 Floor New York, NY 10172	Craig		Chairman & CEO	(212) 744-5508 H (212) 254-7342 O	05/07/91	-Addressed the Symposium on American Competitiveness - J.W. Marriot Hotel (Washington, D.C.)	PERSONAL CEO BUS/ECON COMPETIT
Mr. Andrew Hart, JR. 200 Park Avenue, 23rd Floor New York, NY 10166				(212) 351-2083			POLITICAL PERSONAL
Mr. John Hennessey CS 1st Boston Corp. 55 E. 52nd Street New York, NY 10055				(212) 909-2393	01/14/92	VP addressed B/Q '92 National Finance Meeting at JW Marriott.	POLITICAL PERSONAL
Mr. Leon Hess Amerada Hess Corporation 40th Floor 1185 Avenue of Americas New York, NY 10036	Leon		Chairman	(212) 536-8400 O			POLITICAL TEAM 100 BUS/ECON ATHL/SPORT PERSONAL
Mr. Franklin Hobbs, IV Dillon Read and Company, Inc 151 East 79th Street New York, NY 10021	Fritz		President	(212) 906-7311 D (212) 906-7307 O	03/12/91	Private dinner hosted by the Vice President	PERSONAL DINNER RES/GUESTS
Mr. Monty Hundley Tollman-Hundley Hotels	Monty		President	(212) 489-8970 O			POLITICAL TEAM 100

New York City List

25 FEB 1992 14

..... FAMILIAR NAME SPOUSE FIRST TITLE.....	 D CONTACT. Contact Info.....	CATEGORIES...
Mailing Label	NAME	Phone Number DATE
=====		=====
Suite 1200 730 Fifth Avenue New York, NY 10019		BUS/ECON PERSONAL
His Eminence Archbishop Iakovo Archbishop Ia Greek Orthodox Archdiocese of North and South America 8-10 East 79 Street New York, NY 10021	Archbishop (212) 570-3500 W	RELIGION GREEKS
Mr. John Jacob National Urban League, Inc. 500 East 62nd St. New York, NY 10021	John President & CEO	11/29/91 VP wrote follow-up note for courtesy meeting with Civil Rights leaders. PERSONAL POLITICAL
Ms. Mary Jo Jacobi Hong Kong Bank/Marine Midland 140 Broadway New York, NY 10015	Mary Jo Director of Grou (212) 658-5347 W	10/07/91 Dinner with the Atwater Group at The City Club VP sent note on 10/10 BUS/ECON BANK/FIN
Mr. Eli Jacobs E.S. Jacobs & Company 375 Park Avenue Suite 1800 New York, NY 10152	Eli Owner (212) 688-7110 O	07/18/91 Invited Quayles to be his guests at a Baltimore 07/29/91 Orioles game the weekend 09/18/91 of 7/19-21 had to regret due to travel 10/07/91 VP wrote personal note to regret invitation to Orioles game. Invited the VP and family to join him in the owner's box on 10/6 for the last game of the season at Memorial Stadium CBK regretted per VP request VP and Marilyn had dinner in honor of Rick Mears and Roger Penske at the residence PERSONAL BUS/ECON DINNER
Mr. Louis Frantz Joachim Dorchester International Dorchester International 386 Park Avenue	Louis Real Estate-Inve (212) 683-4352 H (212) 683-4500 O	06/25/91 VP met with members of the newly formed RNC Chairman's Advisory Board on the occasion of their first meeting in DC in the EOB office POLITICAL RNC BUS/ECON EAGLES

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

New York, NY 10016

Mrs. Brenda Johnson
Bren-Mer Industries, Inc.
59 E. 54th Street
New York, NY 10022

(212) 688-5133 01/14/92 VP addressed B/Q '92 National Finance Meeting at
JW Marriott. POLITICAL
PERSONAL

Mr. Robert Johnson, IV
Johnson Co.
630 Fifth Avenue
Suite 918
New York, NY 10111

Robert

Sale

Chairman & CEO

(212) 765-8052 O 04/23/91 signed letter sent for attendance to Brademas
09/27/91 dinner
09/27/91 photo opportunity with Members of the President's
10/17/91 Committee on the Arts in the OEOB office
photo opportunity with Members of the President's
Committee on the Arts in the OEOB office
Dinner in Honor of Team 100 at the White House

MEDIA
PRINT
ACADEMICS
ARTS/HUMAN
TEAM 100
POLITICAL
PERSONAL

Honorable James Jones
American Stock Exchange
Partner, NYC Partnership
86 Trinity Place
New York, NY 10006

James

Olivia

Chairman and CEO

(212) 306-1000 04/23/91 personal letter sent for attendance to Brademas
dinner

ACADEMICS
CEO
BUS/ECON
PERSONAL

What does Cece think?

Mrs. Olivia Jones
86 Trinity Place
New York, NY 10006

04/23/91 personal letter sent for attendance to Brademas
dinner

PERSONAL

Mr. Marvin Josephson
Josephson International
40 West 57th Street
18th floor
New York, NY 10019

Marvin

Chairman of the

(212) 556-5600 O 02/20/92 Met with VP and Richard Altman in WW Office.
(212) 556-5610 D

PERSONAL

Mr. E. Michael Joye
American International Group
70 Pine Street, 22nd Floor
New York, NY 10270

Michael

Senior Vice Pres (212) 770-5124 O 12/30/91 VP wrote follow-up letter for 12/17/91 CCJR
meeting.

New York City List

25 FEB 1992 16

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

Mailing Label

NAME

Phone Number

DATE

=====

=====

Mr. Jonathan Kaabe
310 East 64th Street
Apartment 4N
New York, NY 10017

Jon

03/26/91 -Address and Photo Opportunity with the Leadership of the
National Jewish Coalition
-Indian Treaty Room
-10 minutes of remarks

JEWS
ETHNIC/MIN
RELIGION

Mr. Hiroshi Kamura
Japan Center for International
Exchange
1251 Avenue of Americas
Suite 1160
New York, NY 10020

Peter

Executive Direct (212) 832-1155 0

PERSONAL
MAIL

The Honorable Henry Kissinger
Kissinger Associates, Inc.
350 Park Avenue
New York, NY 10022

Henry

Nancy

Chairman

(202) 872-0300

06/27/91 Meeting with the Executive Committee of the

PERSONAL

(212) 759-7919

09/26/91 Citizens Democray Corps

PHONE

He and his wife had cocktails at the residence
before the State Dinner

DINNER

BUS/ECON

RES/GUESTS

Mr. George Klein
Park Tower Realty
499 Park Avenue
New York, NY 10022

George

President

(212) 355-7570 0

03/26/91 -Address and Photo Opportunity with the Leadership

JEWS

05/29/91 of the

PERSONAL

03/13/89 National Jewish Coalition

RELIGION

04/06/89 -Indian Treaty Room

BUS/ECON

06/25/91 -10 minutes of remarks

POLITICAL

-Team 100 National Meeting Reception

TEAM 100

-6:30pm at the Willard Hotel (Ballroom-lower
level)

RES/GUESTS

-Brief remarks

DINNER

Dinner in honor of Israel Foreign Minister Arens
at the residence

Luncheon for Prime Minister and Mrs. Shamir at the
residence

Sent the VP a note endorsing the invitation for
the VP & MTQ to attend

the dinner on 11/3 on behalf of the American

New York City List

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

Mailing Label

NAME

Phone Number

DATE

=====

=====

Endowment School in
Budapest that is being held in New York. CBK
regretted on 9/27

Mr. John Kluge
7th Floor
215 East 67th Street
New York, NY 10021

(212) 734-1000 O

POLITICAL
TEAM 100
BUS/ECON
PERSONAL

The Honorable Ed Koch Ed
Robinson, Silverman, Pearce, A
1290 Avenue of the Americas
New York, NY 10104

Former Mayor

(212) 541-2000 O

(212) 541-2100 D

PERSONAL

Mr. William Koepfel Bill
Koepfel and Koepfel
641 Lexington Avenue, 32nd Flo
New York, NY 10022

Principal

(212) 751-8334 O 07/20/91 VP dropped by the Eagles' Dinner while in Hot
09/25/91 Springs, VA
12/17/91 Reception at the residence "Friends of the Vice
01/14/92 President's Residence"
01/03/92 VP wrote follow-up note for Eagles phone-a-thon,
12/10/91.
VP addressed B/Q '92 National Finance Meeting at
JW Marriott.
gave VP one case of Florida citrus.

POLITICAL
BUS/ECON
EAGLES
RES/GUESTS
PERSONAL
DINNER

Mr. Jerome Kohlberg
20 Broad Street
New York, NY 10005

06/13/91 President's Dinner Luncheon
Vice President's residence

Mr. Henry Kravis Henry
Kohlberg, Kravis and Roberts
Suite 4250
9 West 57th Street
New York, NY 10019

Henry

Carolyn

Partner

(212) 230-9430 O 01/14/92

(212) 750-8300 O 01/14/92 VP addressed B/Q '92 National Finance Meeting at
JW Marriott.

POLITICAL
TEAM 100
BUS/ECON
PERSONAL

Mrs. Peggy Krieger Peggy
Smith, Barney, Harris, Upham &

Second Vice Pres

05/07/91 -Drop by Presidents' Dinner Leadership Committee
Luncheon at the

PERSONAL
BUS/ECON

New York City List

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

1345 Avenue of the Americas
New York, NY 10105

Hay-Adams Hotel

Mr. Howard Krongard
Deloitte & Touche
1633 Broadway
New York, NY 10019

Howard

General Counsel (212) 492-3883 O 12/30/91 VP wrote follow-up letter for 12/17/91 CCJR meeting.

COMPETIT

Mr. Larry Kudlow
Bear Sterns
245 Park Avenue
New York, NY 10167

Larry

Chief Economist (212) 272-4217 O

PERSONAL
DINNER
MAIL

Mr. Philip Lacovara
Morgan Stanley & Company
1251 Avenue of the Americas
New York, NY 10020

Philip

Managing Directo (212) 703-6499 W
(212) 703-6871 F

Mr. Barry Lafer
1060 Fifth Avenue
New York, NY 10128

Barry

(212) 397-1888 O 10/09/91 Attended New Jersey GOP Fundraiser with VP on 10/09/91.

POLITICAL

Mr. Paul Lambert, ESQ.
153 E. 53rd Street
New York, NY 10022

(212) 888-0800

POLITICAL
PERSONAL

Mr. Vince Lattuca
245 East 57th Street
New York, NY 10022

Vince

10/09/91 Attended New Jersey GOP Fundraiser with VP on 10/09/91.

POLITICAL

The Honorable Ronald Lauder
NATO
660 Madison Avenue
Suite 850
New York, NY 10021

Deputy Assistant (212) 572-4200 O

POLITICAL
TEAM 100
BUS/ECON
PERSONAL

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..... FAMILIAR NAME SPOUSE FIRST TITLE.....	D CONTACT. Contact Info.....	CATEGORIES...
Mailing Label =====	NAME Phone Number DATE =====	
Mr. Steve Leber Circus Productions, Inc. 155 East 55th Street New York, NY 10022	Steve 10/09/91 Attended New Jersey GOP Fundraiser with VP on 10/09/91.	POLITICAL
Ms. Phyllis Lee University Relations, NYU 25 West 4th St., Room 515 New York, NY 10003	Special Asst. to 04/23/91 signed letter sent for attendance to Brademas dinner	ACADEMICS
Mr. John Lehman J.F. Lehman and Company 1285 Avenue of Americas 14th Floor New York, NY 10019	John Barbara Chairman (212) 713-3026 (212) 369-1575 H	PERSONAL PHONE MAIL BUS/ECON
Mr. Neil Levin 85 Broad Street New York, NY 10004	(212) 902-3072 01/14/92 VP addressed B/Q '92 National Finance Meeting at JW Marriott.	POLITICAL PERSONAL
Mr. Stuart Levin New York, NY		POL
Mrs. Naomi Levine NYU 70 Washington Sq. So., 12th fl New York, NY 10003	Sr. VP for Exter 04/23/91 signed letter sent for attendance to the Brademas dinner	ACADEMICS
Mr. Carl Liggio Ernst & Young 380 Madison Avenue New York, NY 10017	Carl General Counsel (212) 773-3900 (212) 773-3906 F	
Mr. Howard Lim, Jr., Esquire 439 Park Avenue South New York, NY 10016	Howard Attorney 01/13/92 Attended private meeting, Conservative NY Republicans, with the VP	POLITICAL CONSERV

New York City List

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..... FAMILIAR NAME SPOUSE FIRST TITLE.....	 D CONTACT. Contact Info.....	 CATEGORIES...
Mailing Label =====	NAME Phone Number DATE =====	
Mr. Martin Lipton, Esq. NYU Law Center Board NYU Trustee (Exec. Cmte.) 299 Park Avenue New York, NY 10171	Chairman 04/23/91 signed letter sent for attendance to the Brademas dinner	ACADEMICS
Mrs. Susan Lipton 299 Park Avenue New York, NY 10171	 04/23/91 signed letter sent for attendance to the Brademas dinner	
Mr. Brian Little Forstmann, Little & Company 44th Floor 767 Fifth Avenue New York, NY 10153	Partner (212) 355-5656 0	POLITICAL TEAM 100 BUS/ECON BANK/FIN
Mr. Bart Livolsi Smith, Barney, Harris, Upham & Company 1345 Avenue of the Americas New York, NY 10105	Bart (212) 698-3131 03/26/91 The 1991 President's Dinner Strategy Session I/Hay-Adams Hotel	BUS/ECON
Dean Herbert London NYU 715 Broadway New York, NY 10003	Gallatin Divisio (212) 998-7370 04/23/91 personal letter sent for attendance to Brademus dinner	ACADEMICS PERSONAL
Ms. Vicki Pops London 715 Broadway New York, NY 10003	 04/23/91 personal letter sent for attendance to the Brademas dinner	
Ms. Roseanne Lushas E.P. Jacobs & Company 375 Park Avenue Suite 1800	Roseanne Executive Assist (212) 688-7110 10/04/91 She and her spouse met VP along with Michelle Corbian and her husband for a photo	BUS/ECON

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

Mailing Label

NAME

Phone Number

DATE

=====

=====

New York, NY 10152

Ms. Bernice Manocherian
135 Central Park West
Apt. #9 NC
New York, NY 10023

Businesswoman

06/11/91 -Meeting with the leadership and officers of
American-Israel Political
Action Committee (AIPAC)
-45 min. at the EOB office
-informal discussion

BUS/ECON
JEWS
ETHNIC/MIN

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

CEO

(212) 713-2105 O 08/05/91 Accompanied the VP on his week visit to South
01/14/92 America with eight other
01/14/92 CEO's

POLITICAL
TEAM 100
BUS/ECON
PERSONAL
DINNER

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

Mr. Louis Marx
Prospect Group
667 Madison Avenue
25th Floor
New York, NY 10021

Chairman

(212) 758-8500 O

POLITICAL
TEAM 100
BUS/ECON
BANK/FIN
PERSONAL

Mr. Peter May
895 Park Avenue # 14 A
New York, NY 10021

Peter Leni

(212) 535-0255 H

PERSONAL

Commissioner Diane McKenzie
270 Broadway
Room 200
New York, NY 10007

(212) 587-5137

POLITICAL
PERSONAL

Mr. Parker Montgomery
Cooper Development
Suite 1300
55 East 59th Street
New York, NY 10022

Chairman

(212) 644-0404 O 05/29/91 -Team 100 National Meeting Reception
01/14/92 -6:30pm at the Willard Hotel (Ballroom-lower
level)

POLITICAL
TEAM 100
BUS/ECON
PERSONAL

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

New York City List

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..... FAMILIAR NAME SPOUSE FIRST TITLE.....			D CONTACT. Contact Info.....	CATEGORIES...
Mailing Label	NAME	Phone Number	DATE	
=====		=====		
Mr. Sean Mooney Insurance Information Institut 110 William Street New York, NY 10038	Sean Senior Vice Pres		02/04/92 Attended the CJR Briefing on 2/4/92.	COMPETIT
Jay Moorhead 120 W. 45th St, Suite 3300 New York, NY 10036	Jay		01/14/92 VP addressed B/Q '92 National Finance Meeting at JW Marriott.	POLITICAL PERSONAL
Mr. John Moran New York, NY	John		10/17/91 Dinner in Honor of Team 100 at the White House	TEAM 100 POLITICAL
Ms. Natalie Mormon 484 Second Street Apartment 8-F New York, NY 10016	Natalie		10/01/91 Republican Campaign Council Reception in the VP's OEGB Office List submitted by the RNC	POLITICAL
Mrs. Georgette Mosbacher 31 West 52nd Street 16th floor New York, NY 10019	Georgette		01/14/92 01/14/92 VP addressed B/Q '92 National Finance Meeting at JW Marriott.	POLITICAL PERSONAL
Ms. Georgette Mosbacker Georgette Mosbacker Enterprise 31 West 52nd Street 16th Floor New York, NY 10019		(212) 975-0888 W		
Mr. Roger Mott AT&T 550 Madison Avenue New York, NY 10022			04/10/91 Reception for Rep. Jerry Solomon at the VP's office	TA/DC REPS
Mr. Mark Mulvoy Sports Illustrated	Mark Trish	Managing Editor (212) 522-2921	D 07/01/90 Golf partners in an outing--unsure of exact day	PERSONAL PHONE

New York City List

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

1271 6th Avenue
 New York, NY 10020

GOLF
 MEDIA
 PRINT

Ms. Carol Nelson
 Forbes
 Forbes Building
 60 Fifth Avenue
 New York, NY 10011

Carol

Special Sections

05/07/91 -Addressed the Symposium on American
 Competitiveness
 - J.W. Marriot Hotel (Washington, D.C.)

COMPETIT
 BUS/ECON

Mr. Richard Neuhaus
 156 15th Street, NW
 Suite 400
 New York, NY 10010

Richard

(212) 627-2288 W 02/15/90 Private dinner at the residence on "right to life" RTL
 and related issues

FAMILY
 RES/GUESTS

Mr. John O'Connor
 Exec. Asst. to Pres.
 NYU
 70 Washington Sq. So., 12th fl
 New York, NY 10003

Vice Pres. Univ.

04/23/91 signed letter sent for attendance to Brademas
 dinner

ACADEMICS

Mrs. Michelle O'Connor
 NYU Office of the President
 70 Washington Sq. So., 12th fl
 New York, NY 10003

Director

04/23/91 signed letter sent for attendance to Brademas
 dinner

ACADEMICS

Mr. Dennis O'Leary
 Park Avenue Plaza
 55 East 52nd Street
 New York, NY 10055

Dennis

06/13/91 President's Dinner Luncheon
 Vice President's residence

President
 Chancellor/Pres.

04/23/91 signed letter sent for attendance to Brademas
 dinner

ACADEMICS

Dr. L. Jay Oliva
 NYU
 70 Washington Sq. So., 12th fl
 New York, NY 10003

New York City List

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Mailing Label	FAMILIAR NAME SPOUSE FIRST TITLE	NAME	Phone Number	D CONTACT. Contact Info	CATEGORIES...
=====			=====		
Mr. Eldon Olson, Esquire Price Waterhouse 1251 Avenue of the Americas New York, NY 10020	Eldon		(212) 819-4878	0 09/05/91 Member of the Managing Counsel Group.	COMPETIT
Mr. Alex Papamarkou Papamarkou & Company 767 5th Avenue New York, NY 10153			(212) 223-2020		POLITICAL TEAM 100 BUS/ECON BANK/FIN PERSONAL
Mr. Stephen Parrish Philip Morris Incorporated 120 Park Avenue 9th Floor New York, NY 10017	Steve	Vice President a	(212) 880-3074	0 09/24/91 Virginia GOP Roundtable/VP sent notes on October 1 12/30/91 VP wrote follow up letter for 12/17/91 CCJR 02/04/92 meeting. Attended the CJR Briefing on 2/4/92.	POLITICAL BUS/ECON COMPETIT
Mr. Ronald Perelman 36 East 63rd Street New York, NY 10021			(212) 572-5060	0	POLITICAL TEAM 100 BUS/ECON PERSONAL
Mr. Stanley Poll Apartment 9-E 430 East 56th Street New York, NY 10022	Stanley			10/01/91 Republican Campaign Council Reception in the VP's OEOB Office List submitted by the RNC	POLITICAL
Dr. David Posner Congregation Emanu-El of the City of New York Fifth Avenue at 65th Street New York, NY 10021	David			08/30/91 Wrote the VP to let him know that he and his wife were concerned about the welfare of Mrs. Quayle following her surgery. Mostly a letter stressing his support.	RELIGION JEWS ETHNIC/MIN
Mr. Edmund Pratt Jr. Pfizer Inc.	Ed	Chairman	(212) 573-2441 (212) 573-2323	0 0	PERSONAL PHONE

New York City List

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

Mailing Label NAME Phone Number DATE

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235 East 42nd Street
New York, NY 10017

MAIL
BUS/ECON

Dr. David Ramsay
Dept. of Dermatology
NYU School of Medicine
One Fifth Avenue
New York, NY 10003

Associate Profes

04/23/91 signed letter sent for attendance to Brademas
dinner

ACADEMICS

Mr. Thomas Reed
New York Bar Association
441 Ninth Avenue, 7th Floor
New York, NY 10001

Tom

Vice-Chairman (212) 502-7199 W

FED JUDIC
BUS/ECON

Honorable Edward Regan
NYU Stern Emeritus Overseer
270 Broadway
New York, NY 10007

Ed

NY State Comptro (212) 417-5128 O 04/23/91 personal letter sent for attendance to the
Brademas dinner

ACADEMICS
INTERGOVTL
ST LEGS
PERSONAL

Mr. Leonard Resnek
Izod Lacoste
1372 Broadway
New York, NY 10018

Leonard

Chairman (212) 703-1074 D
Chairman

DINNER
CEO
PERSONAL
RES/GUESTS

Mr. Russell Reynolds, Jr.
200 Park Avenue
New York, NY 10166

(212) 351-2000 01/14/92

01/14/92 VP addressed B/Q '92 National Finance Meeting at
JW Marriott.

POLITICAL
PERSONAL

Mr. Russ Reynolds
Russell Reynolds Associates
200 Park Avenue
New York, NY 10166

Russ

06/20/91 VP sent typed note thanking him for the warm
welcome in New York City.

POLITICAL
EAGLES
GREETERS

Mr. Frank Richardson
Wesray Capital Corporation
375 Park Avenue

President (212) 752-1900 O

POLITICAL
TEAM 100
BUS/ECON

New York City List

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

Mailing Label NAME Phone Number DATE

=====

New York, NY 10152

PERSONAL

Mr. Meshulam Riklis
McCory Corporation
Trump Tower
25th Floor
725 Fifth Avenue
New York, NY 10022

Chairman, CEO, a (212) 735-9501 0

POLITICAL
TEAM 100
BUS/ECON
CEO
PERSONAL

Mr. James Robinson, III
American Express
World Financial Center
200 Vesey Street
New York, NY 10285

Jim

Chairman and CEO (212) 640-3504 0

PERSONAL
MAIL
BUS/ECON
CEO
DINNER

Mr. J. Bernard Robinson
Phillip Morris Management Corp
120 Park Avenue
New York, NY 10017

J. Bernard

Director, Corpor (212) 878-2240 0 02/04/92 Attended the CJR Briefing on 2/4/92.

COMPETIT

Mr. David Rockefeller Sr.
Council of the Americas
Room 5600
30 Rockefeller Plaza
New York, NY 10112

David

Chairman (212) 649-5600 08/05/91 Accompanied the VP on his week visit to South America with eight other CEO's

POLITICAL
TEAM 100
BUS/ECON
BANK/FIN
PERSONAL
DINNER

Mr. David Rockefeller
30 Rockefeller Plaza
Room 5600
New York, NY 10112

David

Chairman of Rock (212) 649-5600 0

POLITICAL
PERSONAL
TEAM 100

Mr. Laurence Rockefeller
Room 5600
30 Rockefeller
New York, NY 10112

(212) 649-5600 0

POLITICAL
TEAM 100
BUS/ECON
BANK/FIN

New York City List

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

Mailing Label

NAME

Phone Number

DATE

=====

=====

Mr. David Rockefeller, Sr. David
Council of the Americas
Room 5600
30 Rockefeller Plaza
New York, NY 10112

Chairman

(212) 649-5600 O
(212) 765-6817 F

PERSONAL

PERSONAL
DINNER

Professor Maurice Rosenberg Maurice
Columbia University School of
435 West 116th Street
New York, NY 10027

(212) 854-5699
(212) 854-7946 F

Mr. Stephen Ross
Related Companies, Inc.
625 Madison Avenue
New York, NY 10122

(212) 421-5333 O

POLITICAL
TEAM 100
BUS/ECON
PERSONAL

Mr. Lewis Rudin Lew
Rudin Management Co.
NYU Trustee/NYC Partnership
345 Park Avenue
New York, NY 10154

Rachel

President

(212) 644-8461 O 04/23/91 personal letter sent for attendance to the
07/12/91 Brademas dinner
07/12/91 VP played golf in Long Island at Deepdale Golf
Club
VP addressed a breakfast mtg. of the Ass. for a
Better N.Y.

ACADEMICS
BUS/ECON
CEO
PERSONAL
DINNER

Mrs. Rachel Rudin
136 East 55th Street
New York, NY 10022

(212) 644-8500 H 04/23/91 personal letter sent for attendance to Brademas
(212) 935-2252 O dinner

PERSONAL

Mr. William Rudin Bill
Rudin Management Company, Inc.
345 Park Avenue
New York, NY 10154

Executive Vice P (212) 644-8461 O 12/10/91 VP Photo Op with Rudin (@ request of Lew Rudin)
Executive Vice P (212) 644-8383 F 12/10/91 VP met with Rudin for a photo-op, 12/10/91.

BUS/ECON

Ms. Alaire Rutter

Vice President A (212) 755-7900 O

PERSONAL

New York City List

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..... FAMILIAR NAME SPOUSE FIRST TITLE.....	D CONTACT. Contact Info.....	CATEGORIES...
Mailing Label =====	NAME Phone Number DATE =====	
The Duval Group Swiss Bank Tower 10 East 50th Street/26th Floor New York, NY 10022	(212) 755-1909 F	BUS/ECON
Mrs. Linda Schaller 888 Park Avenue Apt. 3-B New York, NY 10021	(212) 879-2881 01/14/92 VP addressed B/Q '92 National Finance Meeting at JW Marriott.	POLITICAL PERSONAL
Mr. Joseph Schuchert Kelso and Company 770 Park Avenue Apartment 16D New York, NY 10021	Joseph Carolyn 09/25/91 Reception at the residence "Friends of the Vice President's Residence"	RES/GUESTS
Mr. Louis Schwartz American Sportscasters Association 5 Beekman Street New York, NY 10038	Louis President and Ex (212) 227-8080 W 11/29/90 sixth annual American Sportscasters Hall of Fame dinner VP presented David Opont the ASA "Hero of the Year" Award -Little boy who was severely burned when he refused to take drugs	BUS/ECON ATHL/SPORT MEDIA PRINT
Mr. Stephen Schwarzman The Blackstone Group 31st Floor 345 Park Avenue New York, NY 10154	President (212) 808-5590 O 05/29/91 -Team 100 National Meeting Reception -6:30pm at the Willard Hotel (Ballroom-lower level) -Brief remarks	POLITICAL TEAM 100 BUS/ECON BANK/FIN CEO PERSONAL
Mrs. June Shelp 200 Madison Avenue New York, NY 10016	04/23/91 signed letter sent for attendance to Brademas dinner	
Mr. Ronald Shelp	Pres. and CEO 04/23/91 signed letter sent for attendance to the Brademas	BUS/ECON

New York City List

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

Mailing Label

NAME

Phone Number

DATE

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NYC Partnership
NY Chamber of Commerce & Indus
200 Madison Avenue
New York, NY 10016

dinner

CEO

Mr. Jeffrey Silverman
Ply-Gem Corporation
777 Third Avenue, 30th Floor
New York, NY 10017

President

(212) 832-1550 0

POLITICAL
TEAM 100
BUS/ECON
PERSONAL

Mrs. Joy Silverman
Apartment 12-B
983 Park Avenue
New York, NY 10028

Joy

(212) 744-1652

05/29/91 -Team 100 National Meeting Reception
10/09/91 -6:30pm at the Willard Hotel (Ballroom-lower
10/17/91 level)

POLITICAL
TEAM 100
PERSONAL

01/14/92 -Brief remarks

01/14/92 VP sent note following his visit to New York:

"You're the greatest.

We'll be with you on the campaign trail."

Dinner in Honor of Team 100 at the White House

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

Mrs. Klara Silverstein
521 Fifth Avenue, 31st Floor
New York, NY 10175

04/23/91 signed letter sent for attendance to Brademas
dinner

Mr. Larry Silverstein
Silverstein Properties
NYU Dir, Alumni Fed./NYU Trust
521 Fifth Avenue, 31st Floor
New York, NY 10175

President

04/23/91 signed letter sent for attendance to the Brademas
dinner

ACADEMICS
BUS/ECON
CEO

Dr. Harvey Stedman
NYU
70 Washington Sq. So., 12th fl
New York, NY 10003

Vice Pres of Pla

04/23/91 signed letter sent for attendance Brademas dinner ACADEMICS

New York City List

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..... FAMILIAR NAME SPOUSE FIRST TITLE.....	D CONTACT. Contact Info.....	CATEGORIES...
Mailing Label	NAME	Phone Number DATE
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Mrs. JoAnn Stedman
70 Washington Sq. So., 12th fl
New York, NY 10003

04/23/91 signed letter sent for attendance to Brademas dinner

Mr. Saul Steinberg
Reliance Group Inc.
55 East 52nd Street
New York, NY 10022

Chairman and CEO (212) 909-1100 0

POLITICAL
TEAM 100
BUS/ECON
PERSONAL

Mr. Tuck Stephenson
Collins Aikman
210 Madison Avenue
6th Floor
New York, NY

Tuck

National Account (212) 578-1214 0

PERSONAL
MAIL
BUS/ECON

Mrs. Allison Stern
TSOA Advisory Council
667 Madison Avenue -24th Floor
New York, NY 10021

04/23/91 personal letter sent for attendance to the Brademas dinner

ACADEMICS

PERSONAL

Mr. Leonard Stern
The Hartz Group, Inc.
NYU Trustee
667 Madison Avenue -24th Floor
New York, NY 10021

COB/CEO

(212) 308-3336

04/23/91 personal letter sent for attendance to Brademas dinner

ACADEMICS
CEO
BUS/ECON
PERSONAL

Mr. Gordon Stewart
Insurance Information Institute
110 William Street
New York, NY 10038

Gordon

President

(212) 669-9201 0 02/04/92 Attended the CJR Briefing on 2/4/92.

COMPETIT

Mr. Don Stone
20 Broad Street
New York, NY 10005

Don

06/13/91 President's Dinner Luncheon
Vice President's residence

New York City List

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Mailing Label	FAMILIAR NAME	SPOUSE	FIRST TITLE	Phone Number	DATE	D CONTACT. Contact Info.	CATEGORIES...
Mr. Donald Stone Lasker, Stone & Stern 20 Broad Street New York, NY 10005	Don		Senior Partner	(212) 425-1930	0 05/07/91	-Drop by Presidents' Dinner Leadership Committee Luncheon at the Hay-Adams Hotel	PERSONAL
Mr. Paul Tagliabue National Football League 410 Park Avenue New York, NY 10022	Paul	Chandler	Commissioner	(212) 758-1500	0 10/04/91	Reception for the National Italian American Foundation at the residence -- photo op and presented VP with a limited addition painting commemorating Christopher Columbus.	ATHL/SPORT RES/GUESTS ETHNIC/MIN ITALIAN
Mr. & Mrs. William Tavoulareas Mobil Corp. 150 East 42 St. New York, NY 10017				(212) 883-3615	0 12/12/91	Unable to attend dinner in honor of Prime Minister Mitsotakis.	RES/GUESTS BUS/ECON
Mr. Arnold Thaler View-Master Ideal, Inc. 200 Fifth Avenue Suite 350 New York, NY 10010	Arnold				03/26/91	-Address and Photo Opportunity with the Leadership of the National Jewish Coalition -Indian Treaty Room -10 minutes of remarks	JEWS ETHNIC/MIN RELIGION
Mr. John Thomas 351 East 84th Street New York, NY 10028	John	Suzan					POLITICAL BUS/ECON EAGLES
Mr. Jonathan Tisch Loews Hotels 667 Madison Avenue New York, NY 10021	Jonathan		President and Ch	(212) 975-5152 (212) 545-2833 (212) 935-6796	0 05/07/91 0 08/16/91 F	-Drop by Presidents' Dinner Leadership Committee Luncheon at the Hay-Adams Hotel Meeting in the West Wing Office	PERSONAL CEO BUS/ECON DINNER
Mr. Lawrence Tisch CBS 51 West 52 Street New York, NY 10019			President, CEO,	(212) 975-5121	0		PERSONAL DINNER

New York City List

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..... FAMILIAR NAME SPOUSE FIRST TITLE.....		D CONTACT. Contact Info.....		CATEGORIES...
Mailing Label	NAME	Phone Number	DATE	
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Mr. Stanley Tollman Tollman-Hundley Hotels Suite 1200 730 Fifth Avenue New York, NY 10019	Partner	(212) 489-8970		POLITICAL TEAM 100 BUS/ECON PERSONAL
Ms. Susan Toscani Forbes Forbes Building 60 Fifth Avenue, 6th Floor New York, NY 10011	Susan		05/07/91 -Addressed the Symposium on American Competitiveness - J.W. Marriot Hotel (Washington, D.C.)	COMPETIT BUS/ECON
His Excellency Amb. Vieri Trax of Italy to the UN 2 United Nations Plaza - 24th New York, NY 10017	Permanent Rep. o		04/23/91 signed letter sent for attendance to Brademas dinner	FOR/DIPL
Mr. John Trifeletti Commonwealth of Puerto Rico 35th Floor 1290 Avenue of Americas New York, NY 10104	John Director of Indu		05/07/91 -Addressed the Symposium on American Competitiveness - J.W. Marriot Hotel (Washington, D.C.)	COMPETIT BUS/ECON
Mr. Donald Trump Trump Organizations 725 Fifth Avenue New York, NY 10022	Donald	(212) 832-2000		POLITICAL TEAM 100 BUS/ECON PERSONAL
Mr. Charles Urstadt HRE Properties 530 5th Avenue 21st Floor New York, NY 10036		(212) 642-4800		POLITICAL PERSONAL
Ms. Helen VerDuin Palit New York, NY				POL

New York City List

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

Ms. Meredith Vieira Meredith Correspondent

CBS News in New York
New York, NY

05/16/91 -The American-Portuguese Leadership Council of
the United States ETHNIC/MIN
PORTUGUESE
MEDIA
-Czarnecki met with this group in the OEOB who are TV
in the process
of forming a P-A Leadership Council. They had two
days in DC where
they met with Administration officials such as
Adrian Basor, Director
European and Soviet Affairs, NSC and officials in
the Dept. of Commerce
-Bill Perry, ex-NSC official in ther Reagan-Bush
Administration was the
primary driving force behind the formulation of
this group

Ms. Anastasia Vournas
230 East 50th Street
New York, NY 10022

04/23/91 signed letter sent for attendance to Brademas
dinner

Mr. John Waller
Waller Capital Corporation
Suite 4350
30 Rockefeller Plaza
New York, NY 10112

President

(212) 632-3600 W 05/29/91 -Team 100 National Meeting Reception
05/29/91 -6:30pm at the Willard Hotel (Ballroom-lower
10/17/91 level)
-Brief remarks
-Team 100 National Meeting Reception
-6:30pm at the Willard Hotel (Ballroom-lower
level)
-Brief remarks
Dinner in Honor of Team 100 at the White House

POLITICAL
TEAM 100
BUS/ECON
BANK/FIN
PERSONAL

Mrs. Barbara Walters
20/20 ABC
944 Fifth Avenue
New York, NY 10023

Barbara

Journalist

(212) 456-7777 W 10/07/91 invited to attend Mears/Penske dinner at the
residence but regretted

MEDIA
PRINT
TV

New York City List

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Mailing Label	FAMILIAR NAME	SPOUSE	FIRST TITLE	Phone Number	DATE	CONTACT. Contact Info.	CATEGORIES...
The Honorable John Whitehead AEA Investors Park Avenue Tower 65 East 55th Street New York, NY 10022	John	Nancy	Chairman	(212) 755-3131	08/07/91	Sent an invitation to the VP to participate in the 09/25/91 golf tournament to 10/03/91 benefit the Congressional Award program and 10/17/91 Outward Bound. Kremer sent regret. Reception at the residence "Friends of the Vice President's Residence" sent VP a letter to support the request of Jim Gardner for the VP to find a date in the next few months to speak at the annual convocation of Eagle Scouts in New York/EEG let Nancy in Whitehead's office know that we regretted to Gardner. Dinner in Honor of Team 100 at the White House	POLITICAL TEAM 100 BUS/ECON BANK/FIN RES/GUESTS PERSONAL DINNER
Mr. Robert Wood Johnson, IV Johnson Company, Inc. 630 Fifth Avenue Suite 918 New York, NY 10111			Chairman and CEO	(212) 765-8052	05/29/91	-Team 100 National Meeting Reception -6:30pm at the Willard Hotel (Ballroom-lower level) -Brief remarks	POLITICAL TEAM 100 BUS/ECON CEO
Mr. Joe Wright W.R. Grace and Company Grace Plaza 1114 Avenue of Americas New York, NY 10036	Joe		Vice Chairman	(212) 819-7107			PERSONAL MAIL BUS/ECON
Mr. Byron Yake 25 West 4th Street, 3rd Floor New York, NY 10003							
Mrs. Myrtis Yake NYU 25 West 4th Street, 3rd Floor New York, NY 10003			Dir. of State Re		04/23/91	signed letter sent for attendance to the Brademas dinner	ACADEMICS

Out of order

New York City List

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

Mailing Label NAME Phone Number DATE

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Mr. Dindy Yokel Dindy Account Supervis (212) 355-0400 0 MAIL
R.C. Auletta and Company, Inc.
59 East 54th Street
New York, NY 10022

Ms. Paula Zahn Paula Anchorwoman (212) 975-7510 D MEDIA
CBS News TV
524 West 57th Street PERSONAL
New York, NY 10019

Mr. George Zahringer, III George CiCi Managing Directo (212) 272-7929 0 07/12/91 VP played golf in Long Island at the Deepdale Golf PERSONAL
Bear, Stearns & Company, Inc. 07/25/91 Club GOLF
245 Park Avenue 10/07/91 Sent the VP a thank-you for the golf day and BUS/ECON
New York, NY 10167 invited him to play again DINNER
invited to attend Mears/Penske dinner at the
residence but regretted
Sent the VP a letter of regret on 10/1 stating
that he had plans to
be at the Long Cove Club in Hilton Head for the
USGA Mid-Amateur

Mr. Frank Zarb Frank Chairman of the 05/07/91 -Drop by Presidents' Dinner Leadership Committee PERSONAL
Smith Barney 06/13/91 Luncheon at the BUS/ECON
1345 Avenue of the Americas Hay-Adams Hotel DINNER
New York, NY 10105 -invited to the 1991 President's Dinner at the
Washington Convention
Center
-received a personal note from the VP

Ms. Inmaculada de Habsburgo Dir. Special Int 04/23/91 signed letter sent for attendance to Brademas ACADEMICS
NYU dinner
70 Washington Sq. So., 12th Fl
New York, NY 10003

Mr. Michael von Clemm Michael Executive Vice P (212) 449-1000 0 PERSONAL

New York City List

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..... FAMILIAR NAME SPOUSE FIRST TITLE.....	 D CONTACT. Contact Info.....	CATEGORIES...
Mailing Label	NAME	Phone Number DATE
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Merrill Lynch & Company, Inc.
250 Vesey St.
New York, NY 10281

DINNER



OFFICE OF THE VICE PRESIDENT
WASHINGTON

February 26, 1992

NOTE TO THE VICE PRESIDENT

FROM

CECE KREMER *CK*

SUBJECT

Business and Industry List

Attached is the business list for your travel to New York, New York which identifies 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 Acting 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

February 26, 1992

Business List for New York City

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)
212/988-6800
Private Undergraduate & Graduate University
Headquarters: New York, New York
President: L.J. Oliva

(Source: New York City Chamber of Commerce)



OFFICE OF THE VICE PRESIDENT
WASHINGTON

February 26, 1992

MEMORANDUM FOR THE VICE PRESIDENT

FROM: GEORGE RASLEY

SUBJECT: BACKGROUND INFORMATION ON NEW YORK *GR*

NOTE: While you are in New York 22 days remain until the President's March 20th deadline.

> In 1991 New York lost 327,200 jobs; the greatest loss in the 52 years records have been kept. In New York City the unemployment rate, as of December 1991 is 9.3%, compared with a rate of 6.3% in December of 1990. Statewide the unemployment rate, as of December 1991 is 7.8%, compared with a rate of 5.4% in December of 1990. The national unemployment rate as of January 1992 is 7.1%.

> Under Governor Cuomo, the state of New York has experienced at least \$2 billion in increased taxes in the last two years. At one time the anticipated deficit was \$6 billion. The current projected budget shortfall at the end of this fiscal year is \$900 million.

> Per capita government spending in New York is 47 times greater than the national average.

> A multi-year budget deal between the Governor and the Legislature is under fire; a citizen group has filed suit on the grounds that under the New York Constitution the budget deal may be unconstitutional because the budget must be balanced every year. The suit challenging the budget deal was brought by the some of the same citizens who successfully stopped the State's illegal expenditure of state funds to promote passage of the 1990 New York Environmental Quality Bond Act.

> Under the Clean Air Act New York City is classified as moderate non-attainment for carbon monoxide and severe non-attainment for ozone.

> Civil Justice Reform has gone no where in New York. Last year's products liability bill passed the Republican controlled State Senate, but died in the Democrat controlled Assembly. Due to the state budget crisis the business community is pessimistic about the prospects for reform during this year.

> New York has 32 SDAs for JTPA. The State Council Chairman is Jewel Jackson McCabe.

Total Current Funding \$191 million

Total Number of Participants 105,000

> Critics of welfare spending have a new villain: Governor Mario Cuomo. In a recent speech Cuomo ripped Republicans, both nationally and in New York, for their efforts at cutting welfare spending. Cuomo's speech, referring to Republicans as "making welfare the 'Willie Horton' of the '92 campaign..." was earlier this month at Harvard's Kennedy School of Government and to many observers sounded like a candidate testing a campaign theme.

> Senator Al D'Amato and Governor Mario Cuomo recently had an impromptu debate on welfare. In the course of an appearance at the New York State Association of Towns Cuomo and D'Amato engaged in a tugging match for control of the microphone. The New York Post ran the story with the front page headline, "FOR THE LOVE OF MIKE." After their "debate" D'Amato wrote Governor Cuomo a letter challenging him to "... cap spending, cut taxes and privatize those government services that can be better handled by the private sector...". Letter attached

> There is no statewide choice plan in New York nor is choice legislation pending or very likely in New York. There is a magnet school program to facilitate integration. Magnet and alternative schools have been established by many districts on their own initiative. The best known is East Harlem's District 4, its plan has been credited with major improvements in test scores; after choice was introduced, District 4 schools rose from last to the middle of the City's reading score rankings of its 32 school districts. You did a round table with District 4 parents.

A subcommittee of the New York Board of Regents suggested a pilot voucher program aimed at low-income children in failing schools, but the full Board rejected the proposal in July of 1991.

> New York's 1 million + acres of wetlands are 3.2% of the surface area of the state of New York. Environmentalists claim New York has "lost" 60% of its original wetlands. Wetlands regulation in New York is generally more restrictive than other states. The property rights movement is very strong in Upstate. New York property rights advocates have been very supportive of your position on wetlands and very supportive of you personally.

FUN FACTS AND LOCAL INFORMATION

> YOU CAN TAKE CREDIT FOR OUT POLLING CUOMO IN AN ELECTION !

In the recent New Hampshire primary you polled 36 more votes than fellow write-in candidate Mario Cuomo.

> The New York Conservative Party, which endorsed President Bush in 1988, has threatened to withhold its endorsement for the 1992 election. Conservative Party Chairman Michael Long, who hedged in a recent interview on giving Mr. Bush the 1992 ballot line, said he wanted to see several cabinet members replaced with conservatives and a renewed "no new taxes" pledge from the President.

> New Yorkers should know government regulations have gotten out of hand when they begin to affect the Carnegie Deli.

You wrote revered deli owner Milton Parker a note agreeing with a comment of his quoted in the Wall Street Journal, "You know the government does these things to make more work." He was referring to new Department of Agriculture regulations regarding pickles. Note and WSJ article attached

> New York City is known as THE BIG APPLE

> New York State is known as THE EMPIRE STATE

> Sinatra's famous song, "New York, New York"

SPORTS INFORMATION

Rangers Hockey. The Rangers have the best record in the NHL, 40 wins to 20 losses, won last game, against Chicago 4-1. Rangers have a good shot at winning their first Stanley Cup in more than 50 years.

Knicks lead the NBA's Atlantic Division, 4 games ahead of the Celtics. Knicks lost Monday against Phoenix 104-95. Play LA on Wednesday, the night before your visit to New York.

College basketball: St. John's is ranked 20th
Syracuse is ranked 22nd

When you were in the Senate you won a bet with Al D'Amato on the Syracuse-I.U. game during the 1987 NCAA semi-finals in New Orleans.

U.S. Senator Al D'Amato

of New York

For Immediate Release
Tuesday, February 18, 1992

Contact: Zenia Mucha 212-736-3865
John Sitilides 212-736-5185

D'AMATO CHALLENGES CUOMO TO CAP SPENDING AND CUT TAXES FOLLOWING DEBATE AT NYS ASSOCIATION OF TOWNS MEETING

NEW YORK CITY -- U.S. Senator Alfonse M. D'Amato (R-NY) today released the following letter to New York Governor Mario Cuomo (D), following a spontaneous debate at the Annual Conference of the New York State Association of Towns, calling on Cuomo to endorse a cap on state spending, tax cuts, and the privatization of government services where feasible:

February 18, 1992

The Honorable Mario Cuomo
Governor
Executive Chamber
State Capitol
Albany, New York 12224

Dear Governor Cuomo:

Three times I have called for a state spending cap, tax cuts and the privatization of government services wherever feasible. Each time you have responded to my economic agenda with personal attacks. I am disappointed by that response.

I recognize that you are not eager to defend New York's bloated bureaucracy, record welfare spending, and crushing tax burdens. However, in your own speech yesterday, you stated that New York went into a recession before the rest of the country. I can assure you that New York State will remain in that recession longer than the rest of the country unless fundamental changes are made.

I have never resorted to personal attacks against you, and I never will. However, I have a right and a responsibility to stand up for those changes that are absolutely necessary to revive our state and nation's economy. I also believe you have a responsibility to answer my calls for fundamental change in the way New York's fiscal affairs are conducted. Governor, I ask you once again, will you cap spending, cut taxes and privatize those government services that can be better handled by the private sector?

Sincerely,

Alfonse M. D'Amato
United States Senator

-js021892-

United States Senate / Washington, D.C. 20510 / (202) 224-6498

Regional Offices: New York (212) 947-7390 / Albany (518) 472-4343 / Syracuse (315) 423-5471 / Buffalo (716) 846-4111 / Rochester (716) 263-5886

69, but its MD11 turned in an 80. | cording to Aviation Daily.

Government Sets New Standards For Ways to Get Properly Pickled

By BRIDGET O'BRIAN

Staff Reporter of THE WALL STREET JOURNAL

The federal government has finally decided precisely what a pickle is. And if wannabe-cucumbers don't conform, then they're in a pickle.

The Department of Agriculture had long chewed over a request by Pickle Packers International Inc., a trade group, to pick pickle parameters. But the Vinegar Institute, among others, was puckered up about the pickle packers' proposals.

The pickle packers wanted to bring the fruit (yes, it's a fruit) into the 1990s. The 1954-vintage standards and grades for brine-laced and vinegar-soaked cucumbers were passe and didn't reflect consumers' preference for a milder pickle, the packers contended.

"Preferences change. Nothing ... not even the lowly pickle, is static," says Henry Fleming, a microbiologist in the food-fermentation laboratory of North Carolina State University. Dr. Fleming is known by pickle people far and wide as an expert on fermentation.

But things turned very sour when federal regulators gave preliminary approval to the pickle packers' plan to dilute vinegar's role by also using food-grade acids in the pickling process.

That sorely vexed the vinegar folks, who complained that a pickle wouldn't be a pickle without lots of vinegar. The Vinegar Institute estimates that 15% of total annual vinegar production, or about 23.3 million gallons, has traditionally been used in pickle preparation.

Finally, the federal government, in eight mind-numbing pages of rules and regulations published earlier this year, pinpointed the perfect pickle and its correct curvature, complete with sketches on what constitutes a crooked specimen. Included are two pages of pickle definitions, such as this one: "The diameter in whole style means the shortest diameter measured transversely to the longitudinal axis at the greatest circumference of the pickle."

Under the new rules, vinegar still plays a big role in making proper pickles. But there are subtle changes: Pickles now can be less salty, less acidic and have stems if they're under $\frac{3}{4}$ -inch long. The old standards considered stems defects.

"I don't understand this at all," says Milton Parker, who owns New York's Carnegie Delicatessen, an end user in the pickle process. "You know the government just does these things to make more work. ... I haven't changed anything and the guy who sells me the pickles hasn't changed anything, either."

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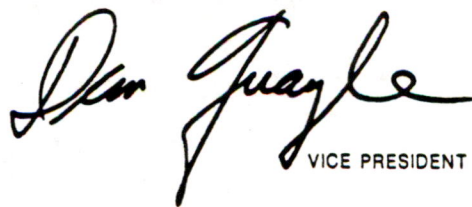
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THE VICE PRESIDENT
WASHINGTON


VICE PRESIDENT

MR. MILTON PARKER
Carnegie Delicatessen
8854 7th Avenue
New York NY 10019



DAN QUAYLE
September 25, 1991

Dear Milton:

Keep talking like this and your reputation as a great political philosopher may soon exceed your reputation as a great restaurateur!

Sincerely,



Withdrawal/Redaction Sheet

(George Bush Library)

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION	CLASS.
05. Redactions	Redacted Secret Service Names and Numbers (5 pp.)	1992	F-7	
COLLECTION Quayle Vice Presidential Records Richard W. Porter Files				
FILE LOCATION New York, 2/27/92 OA/ID Number 21805 Date Closed 9/8/00				

RESTRICTION CODES

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

- P-1 National Security Classified Information [(a)(1) of the PRA]
- P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P-3 Release would violate a Federal statute [(a)(3) of the PRA]
- P-4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P-5 Release would disclose confidential advise between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P-6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

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

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

OFFICE OF THE VICE PRESIDENT



SCHEDULE OF THE VICE PRESIDENT

For

NEW YORK, NEW YORK
THURSDAY, FEBRUARY 27, 1992



OFFICE OF THE VICE PRESIDENT

WASHINGTON

TRIP OF THE VICE PRESIDENT

TO

NEW YORK, NEW YORK

THURSDAY, FEBRUARY 27, 1992

EVENTS:

- 1) Travel to New York, New York
- 2) Private Meeting
- 3) Private Reception
- 4) Private Luncheon
- 5) Visit America Works
- 6) Roundtable with America Works Successful Participants, New Participants and Corporate Representatives
- 7) Press Roundtable
- 8) Photo Opportunity with Mr. James Steeg, Executive Director for Special Events, NFL
- 9) Meeting with Representative Christopher Shays and Mr. Dick Voells
- 10) Meeting with Rabbi Balkany
- 11) Photo Opportunity with Corporate Sponsors for the Pratt Institute's Universal Design Conference
- 12) Economic Club of New York Guest of Honor Reception
- 13) Address the Economic Club of America
- 14) Travel to Washington, D.C.

DRESS:

Day - Business Attire

Evening - Black Tie

WEATHER:

Mid 40's/Partly Sunny

CONTACTS:

Vice Presidential Advance Office - 202/456-7935

THOMAS J. PERNICE

TRICIA AVERY

BLACK
TIE

New York Staff Office - 212/319-3040
New York Fax - 212/319-3042

NEW YORK

ADVANCE

JEFF ROGOFF
GAYLYNN HOOLEY
LENNY CHERSON
MURRAY WALKER

LEAD
PRESS
SITE
SITE

LARRY WELCH
BRAD GOETSCH
TRICIA AVERY

WHCA
MIL. AIDE
TRIP COORDINATOR

291000 FEB 1992

FINAL

TELEPHONE LIST FOR THE VICE PRESIDENT'S VISIT TO
New York City, NY 27 Feb 1992.

LaGuardia International Airport	(718)476-5115	11:00-11:10 AM 10:05-10:15 PM
AF-II		(718)651-2717
VP HOLDING ROOM		(718)476-1161
USSS SECURITY ROOM		(718)476-1171
NY Telephone Co 56th Street C.O.	(212)593-9106	
USSS COMMAND POST	7th floor	(212)486-0291
The Plaza Hotel	(212)759-3000	
[REDACTED]	RM 1469	(212)319-3057
	RM 332	(212)319-3058
STAFF OFFICE	RM 236	(212)319-3040
Admin FAX Line		(212)319-3042
Press Credentialing	RM 236	(212)319-3043
STAFF ADVANCE (ROGOFF)	RM 234	(212)319-3040
WHCA LEAD (WELCH)	RM 232	(212)319-3044
CBS, Inc	(212)975-4321	11:55 AM-1:40 PM
VP HOLDING ROOM		(212)765-1450
SENIOR STAFF HOLDING ROOM		(212)765-1453
STAFF HOLDING ROOM		(212)765-1455
USSS SECURITY ROOM		(212)765-1451
America Works of New York	(212)529-2900	2:10-3:05 PM
VP HOLDING ROOM		(212)420-0078
SENIOR STAFF HOLDING ROOM		(212)420-0068
STAFF HOLDING ROOM		(212)420-0194
USSS SECURITY ROOM		(212)420-0235
The United Nations	(212)963-1234	3:20-4:15 PM
VP HOLDING ROOM		(212)751-1345
USSS SECURITY ROOM		(212)751-1406

The New York Hilton Hotel

(212) 586-7000

4:35-9:20 PM

VP HOLDING ROOM

(212) 765-1220

SENIOR STAFF HOLDING ROOM

(212) 765-1244

STAFF HOLDING ROOM

(212) 765-1247

USSS SECURITY ROOM

(212) 765-1238

CELLULAR SERVICE: To reach one of the following cellular telephones dial
(212) 301-7626, then:

VP CHIEF OF STAFF MOTORCADE CAR

(301) 520-4039

VP CHIEF OF STAFF (KRISTOL)

(301) 520-2885

VP PERSONAL AIDE (FLEENER)

(301) 520-2091

VP MIL AIDE (GOETSCH)

(301) 509-9512

WHCA LEAD (WELCH)

(301) 520-5118

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. A telephone credit card IS NOT required to complete long distance calls.

DIALING INSTRUCTIONS:

TO REACH THE WHITE HOUSE DIAL:

1+(202) 757-5000

TO DIAL LONG DISTANCE--DIAL:

1+(AREA CODE)+NUMBER

DETAILED SCHEDULE

GUEST AND STAFF INSTRUCTIONS

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

MOTORCADE ASSIGNMENTS

Lead

Limo

THE VICE PRESIDENT

Follow-up

USSS

Control

A. Hubbard
T. Pernice
Mil. Aide

Support

Van

J. Nesbit
R. Porter
D. McIntosh
N. Mitchell
M. Scully
T. Fleener
E. Montgomery
E. Grace

Tail

9:45 a.m. THE VICE PRESIDENT departs The White House en route Andrews Air Force Base.

Drive Time: 30 mins.

10:15 a.m. THE VICE PRESIDENT arrives Andrews Air Force Base and proceeds to Air Force Two for boarding.

CLOSED PRESS COVERAGE
CLOSED ARRIVAL/DEPARTURE

GUEST AND STAFF INSTRUCTIONS

Proceed to Air Force Two
for boarding.

2/27/92 8:36 am

Note: Those attending Economic Club
Dinner should carry Black Tie
Attire **topside** aboard Air Force Two.

AIR FORCE TWO MANIFEST

THE VICE PRESIDENT

A. Hubbard
T. Pernice
R. Porter
J. Nesbit
D. McIntosh
N. Mitchell
M. Scully
T. Fleener
E. Montgomery
E. Grace
Mil. Aide
Medic

2 WHCA
1 PRESS

Guests Aboard

None

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: Continental Breakfast

11:15 a.m. AIR FORCE TWO arrives Port Authority Ramp, La
Guardia Airport, New York, New York.

OPEN PRESS COVERAGE
CLOSED ARRIVAL

THE VICE PRESIDENT deplanes and proceeds to
motorcade for boarding.

GUEST AND STAFF INSTRUCTIONS

Proceed to motorcade for boarding.

MOTORCADE ASSIGNMENTS

<u>Lead</u>	J. Rogoff
<u>Spare</u>	Medic
<u>Limo</u>	THE VICE PRESIDENT D. Marron
<u>Follow-up</u>	USSS
<u>Control</u>	A. Hubbard T. Pernice Mil. Aide
<u>Support</u>	J. Nesbit T. Fleener E. Montgomery

WHCA

<u>Guest and Staff Van</u>	R. Porter D. McIntosh N. Mitchell M. Scully E. Grace
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<u>Press Van</u>	G. Hooley
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Ambulance

Tail

11:25 a.m. THE VICE PRESIDENT departs La Guardia Airport en route CBS Building.

Drive Time: 30 mins.

11:55 a.m. THE VICE PRESIDENT arrives CBS Black Rock Building and proceeds inside to Chairman's Office.

Met By:

Mr. Laurence A. Tisch, Chairman and,
CEO, CBS Incorporated
Mr. Jay Kriegel, Senior Vice President,
CBS Incorporated

OFFICIAL PHOTOGRAPHER ONLY

GUEST AND STAFF INSTRUCTIONS

Guests and Staff will be
escorted to Holding Room.

EVENT: PRIVATE MEETING

- * Official Photographer Only
- * 2 Attendees

12:00 noon THE VICE PRESIDENT, accompanied by Mr. Tisch,
arrives Chairman's Office and participates in
Meeting.

12:10 p.m. THE VICE PRESIDENT, accompanied by Mr. Tisch,
concludes Meeting and proceeds to Boardroom Foyer.

EVENT: PRIVATE RECEPTION

- * Official Photographer Only
- * 15 Attendees

12:15 p.m. THE VICE PRESIDENT, accompanied by Mr. Tisch,
arrives Boardroom Foyer and participates in
Reception.

12:25 p.m. THE VICE PRESIDENT, accompanied by Mr. Tisch,
concludes Reception and proceeds into Boardroom.

EVENT: PRIVATE LUNCHEON

- * Official Photographer Only
- * 15 Attendees

12:30 p.m. THE VICE PRESIDENT arrives Boardroom and participates in Luncheon.

1:30 p.m. THE VICE PRESIDENT concludes Luncheon and proceeds to motorcade for boarding.

GUEST AND STAFF INSTRUCTIONS

Proceed to motorcade for boarding.

MOTORCADE ASSIGNMENTS

Same as on arrival.

1:40 p.m. THE VICE PRESIDENT departs CBS Black Rock Building en route America Works.

Drive Time: 20 mins.

2:00 p.m. THE VICE PRESIDENT arrives America Works and proceeds inside to 4th Floor Holding Room, via elevator.

Met By:

Mr. Peter Cove, Founder, America Works
Dr. Lee Bose, Chief Executive Officer, America Works
Mr. Abe Levovitz, President, America Works

OFFICIAL PHOTOGRAPHER ONLY

GUEST AND STAFF INSTRUCTIONS

Guests and Staff will be
escorted to Holding Room.

THE VICE PRESIDENT arrives Holding Room.

2:05 p.m. THE VICE PRESIDENT departs Holding Room and
proceeds to Computer Area.

EVENT: VISIT AMERICA WORKS
* Press Pool Coverage
* 30 Attendees

THE VICE PRESIDENT arrives Computer Area and
participates in Visit.

2:10 p.m. THE VICE PRESIDENT concludes Visit and proceeds to
Classroom.

EVENT: ROUNDTABLE WITH AMERICA WORKS SUCCESSFUL
PARTICIPANTS, NEW PARTICIPANTS AND CORPORATE
REPRESENTATIVES
* Press Pool Coverage (Beginning Only)
* 30 Attendees
* Photo Opportunity

2:15 p.m. THE VICE PRESIDENT arrives Classroom and
participates in Photo Opportunity.

THE VICE PRESIDENT concludes Photo Opportunity and
participates in Roundtable.

2:40 p.m. THE VICE PRESIDENT concludes Roundtable and
proceeds to Holding Room.

THE VICE PRESIDENT arrives Holding Room.

WASHINGTON WORK/PRIVATE TIME: 15 mins.

2/27/92 8:36 am

2:55 p.m. THE VICE PRESIDENT departs Holding Room and proceeds to Reception Area.

EVENT: PRESS ROUNDTABLE
* Open Press Coverage
* 25 Attendees

3:00 p.m. THE VICE PRESIDENT arrives Reception Area and participates in Press Roundtable.

3:20 p.m. THE VICE PRESIDENT concludes Press Roundtable and proceeds to motorcade for boarding.

GUEST AND STAFF INSTRUCTIONS

Proceed to motorcade for boarding.

MOTORCADE ASSIGNMENTS

<u>Lead</u>	J. Rogoff
<u>Spare</u>	Medic
<u>Limo</u>	THE VICE PRESIDENT
<u>Follow-up</u>	USSS
<u>Control</u>	A. Hubbard T. Pernice Mil. Aide
<u>Support</u>	J. Nesbit T. Fleener E. Montgomery

WHCA

<u>Guest and</u>	R. Porter
<u>Staff Van</u>	D. McIntosh N. Mitchell M. Scully E. Grace

<u>Press Van</u>	G. Hooley
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Ambulance

Tail

3:25 p.m. THE VICE PRESIDENT departs America Works en route New York Hilton Hotel.

Drive Time: 20 mins.

3:45 p.m. THE VICE PRESIDENT arrives New York Hilton Hotel and proceeds inside to Suite.

Met By:

Mr. Arthur Surin, General Manager,
New York Hilton Hotel
Ms. Beverly Carlson, Resident Manager,
New York Hilton Hotel
Mr. Carlo Karim, Director of Catering,
New York Hilton Hotel

OFFICIAL PHOTOGRAPHER ONLY

GUEST AND STAFF INSTRUCTIONS

Guests and Staff will be
escorted to Holding Room.

3:50 p.m. THE VICE PRESIDENT arrives Suite.

WASHINGTON WORK/PRIVATE TIME: 10 mins.

EVENT: PHOTO OPPORTUNITY WITH MR. JAMES STEEG, EXECUTIVE
DIRECTOR FOR SPECIAL EVENTS, NFL
* Official Photographer Only
* 2 Attendees

4:00 p.m. THE VICE PRESIDENT participates in Photo Opportunity.

4:05 p.m. THE VICE PRESIDENT concludes Photo Opportunity and remains in Suite.

EVENT: MEETING WITH REPRESENTATIVE CHRISTOPHER SHAYS AND MR. DICK VOELLS
* Official Photographer Only
* 4 Attendees

4:10 p.m. THE VICE PRESIDENT participates in Meeting.

4:15 p.m. THE VICE PRESIDENT concludes Meeting and remains in Suite.

EVENT: MEETING WITH RABBI BALKANY
* Official Photographer Only
* 2 Attendees

4:20 p.m. THE VICE PRESIDENT participates in Meeting.

4:30 p.m. THE VICE PRESIDENT concludes Meeting and remains in Suite.

EVENT: PHOTO OPPORTUNITY WITH CORPORATE SPONSORS FOR THE PRATT INSTITUTE'S UNIVERSAL DESIGN CONFERENCE
* Official Photographer Only
* 15 Attendees

THE VICE PRESIDENT remains in Suite and participates in Photo Opportunity.

4:35 p.m. THE VICE PRESIDENT concludes Photo Opportunity and remains in Suite.

WASHINGTON WORK/PRIVATE TIME: 1 hr. 50 mins.

6:25 p.m. THE VICE PRESIDENT departs Suite and proceeds to Mercury Room.

Met en Route By:

Mr. Richard Voell, Chairman,
Economic Club of New York
Mr. Ray Price, President, Economic
Club of New York

OFFICIAL PHOTOGRAPHER ONLY

EVENT: ECONOMIC CLUB OF NEW YORK GUEST OF HONOR RECEPTION

- * Official Photographer Only
- * 70 Attendees
- * Mix and Mingle

6:30 p.m. THE VICE PRESIDENT, accompanied by Mr. Voell,
arrives Mercury Room and participates in
Reception.

7:00 p.m. THE VICE PRESIDENT, accompanied by Mr. Voell,
concludes Reception and proceeds to off-stage
announce position, Grand Ballroom.

EVENT: ADDRESS THE ECONOMIC CLUB OF AMERICA

- * Open Press Coverage
- * 1100 Attendees
- * Off-Stage Announcement
- * Remarks
- * Question and Answer Session

THE VICE PRESIDENT, accompanied by Mr. Voell,
proceeds onto dais and is seated.

7:15 p.m. Dinner is served.

8:25 p.m. Mr. Voell makes welcoming remarks
and introduces THE VICE PRESIDENT.

8:30 p.m. THE VICE PRESIDENT proceeds to podium and begins
Remarks.

8:50 p.m. THE VICE PRESIDENT concludes Remarks and remains
standing.

Mr. Voell introduces Mr. Richard Ravitch and Mr. Harold Burson and opens Question and Answer Session.

8:55 a.m. THE VICE PRESIDENT participates in Question and Answer Session.

9:15 p.m. THE VICE PRESIDENT concludes Question and Answer Session and remains standing.

Mr. Voell makes closing remarks and thanks THE VICE PRESIDENT.

9:20 p.m. THE VICE PRESIDENT concludes Program and proceeds to motorcade for boarding.

GUEST AND STAFF INSTRUCTIONS

Proceed to motorcade for boarding.

MOTORCADE ASSIGNMENTS

<u>Lead</u>	J. Rogoff
<u>Spare</u>	Medic
<u>Limo</u>	THE VICE PRESIDENT
<u>Follow-up</u>	USSS
<u>Control</u>	A. Hubbard T. Pernice Mil. Aide
<u>Support</u>	J. Nesbit T. Fleener E. Montgomery

WHCA

<u>Guest and</u>	R. Porter
<u>Staff Van</u>	D. McIntosh N. Mitchell M. Scully E. Grace

Press Van G. Hooley

Ambulance

Tail

9:25 p.m. THE VICE PRESIDENT departs New York Hilton Hotel
en route La Guardia Airport.

Drive Time: 20 mins.

9:45 p.m. THE VICE PRESIDENT arrives Port Authority Ramp, La
Guardia Airport and proceeds to Air Force Two for
boarding.

OPEN PRESS COVERAGE
CLOSED DEPARTURE

GUEST AND STAFF INSTRUCTIONS

Proceed to Air Force Two
for boarding.

AIR FORCE TWO MANIFEST

THE VICE PRESIDENT

A. Hubbard
T. Pernice
R. Porter
J. Nesbit
D. McIntosh
N. Mitchell
M. Scully
T. Fleener
E. Montgomery
E. Grace
Mil. Aide
Medic

2 WHCA
1 PRESS

Guests Aboard

None

9:55 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: Snacks

10:50 p.m. AIR FORCE TWO arrives Andrews Air Force Base.

THE VICE PRESIDENT deplanes and proceeds to Marine Two for boarding.

GUEST AND STAFF INSTRUCTIONS

Proceed to Marine Two for boarding.

MARINE TWO MANIFEST

THE VICE PRESIDENT
A. Hubbard
Mil. Aide
[REDACTED]

11:00 p.m. MARINE TWO departs Andrews Air Force Base en route Residence.

Flight Time: 10 mins.

11:10 p.m. MARINE TWO arrives Residence.

THE VICE PRESIDENT deplanes and proceeds inside.

Correspondence Sheet

DATE OF EVENT:

2/28/92

NAME OF EVENT:

CONSERVATIVES ROUNDTABLE

LOCATION:

Bob Jones Univ.

SCENARIO:

Photo of 1 Rec Line
Roundtable

FROM:

BJS

ORIGINAL
to
Emily.
Copy in trip
file

04-13-92 MON 13:52 E J U

P. 02

Dr. Bob Jones III
419 Library Drive
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