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THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

December 19, 1989

Alphab.

Mr. Daniel Gillogly
Executive Assistant United States Attorney
219 South Dearborn Street
15th Floor
Chicago, IL 60604

Dear Mr. Gillogly,

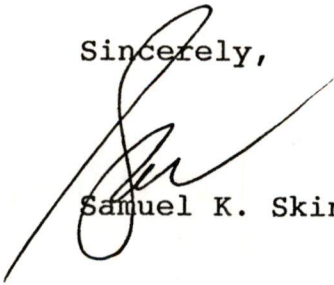
Jennifer Coyne has asked that I write a letter of recommendation on her behalf for a position as an Assistant United States Attorney.

I worked with Jennifer when she was a summer associate with Sidley and Austin following her first year of law school in 1988. She was highly regarded by those who worked with her and received a permanent offer of employment from Sidley. She is a bright, articulate individual who certainly has the enthusiasm and abilities I know are needed to be a successful Assistant U.S. Attorney.

During Jennifer's summer at Sidley, she expressed a strong interest in litigation and I recommended that she explore the U.S. Attorney's Office. As you know from her internship there this fall, she is genuinely interested in the office and would most certainly be a valuable addition. I highly recommend her for this position without any hesitation.

With best regards,

Sincerely,


Samuel K. Skinner



DIRECTOR

UNITED STATES INFORMATION AGENCY

WASHINGTON, D.C. 20547

Gelb

✓

November 28, 1989

The Honorable Samuel K. Skinner
Secretary of Transportation

Dear Sam:

I was delighted to hear that you got good service from the people at USIA. I will certainly pass your kinds words along to them.

Best personal regards.

Very sincerely,

A handwritten signature in blue ink that reads "Bruce".

Bruce S. Gelb

89 DEC 14 10:12 AM '89

U.S. DEPT. OF
TRANSPORTATION

89 DEC -4 AM 11:45

OFFICE OF SECRETARY
OF TRANSPORTATION
EXECUTIVE SECRETARIAT

U.S. DEPT. OF TRANSPORTATION
OFFICE OF SECRETARY
EXECUTIVE SECRETARIAT

THE SECRETARY OF TRANSPORTATION

12-5-89

Rudy
thanks for your note. You
really gave it a fine run. I
hope I get to come up and

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

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Transportation
DOT 518



The Honorable Rudolph W. Giuliani
1155 Avenue of the Americas
New York, NY 10036

help you run for Governor
real soon. if I can help
in any way, Please call.

Bob

11/21/89

Dear Sam,

Thank you & your new bride
for taking the time to give me help
during the campaign. It was a big
boost for Dave & me and we are
very grateful.

The closeness of the result, although
leaving us doing a bit of second guessing, does
demonstrate the resurgence of a

RUDOLPH W. GIULIANI

two party rivalry in the City and State.
We intend to keep that alive and build
on what we achieved in 1989.

Thank you again of cooperation

Now that things have returned to
normal at least for me, I sure as hell would
love to see both of you.

Keep in touch

With warm regards,
Phil Day



CHRISTOPHER K. GLEASON

Oct. 20, 1989

Dear Honey & Sam,

Every year two weeks before Christmas the Pennsylvania Society holds their annual affair at the Waldorf in New York City. The Society & the function have an interesting history as you'll note from the enclosed. New York City is certainly special at Christmas & between the various gatherings, a little shopping, a Broadway play or two it's a memorable holiday weekend.

I have two additional tickets this year & after talking with Elsie we thought the two of you might enjoy the weekend as guests of ours. Let me know.

On another note Sam I congratulate you your involvement

II-

in the United Airlines LBO. Personally
I feel this Nation has had
enough of LBOs which generally
I perceive as being non-productive
& driven by greed & avarice. Instead
we should be focusing on our competitors
in the Global market.

Honey. I haven't reached
Berry yet but it's only a matter
of time.

Best Regards,
Clm.

THE SECRETARY OF TRANSPORTATION

11-19-89

Dear Chris

thanks for your note.
Unfortunately the dates don't work out.
I look forward to seeing you soon.

Sen

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

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DOT 518



Mr. Christopher K. Gleason
The Gleason Agency, Inc.
Main Street East
P.O. Box 8
Johnstown, PA 15907

THE SECRETARY OF TRANSPORTATION

Alphab.

11-19-89

Dear Paul

Thanks for your note and
finally the pictures. Hope to
see you soon.

Sam

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

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Mr. Paul J. Gerlach
Vice President
Signode Corporation
3610 West Lake Avenue
Glenview, IL 60025

SIGNODE CORPORATION

3610 WEST LAKE AVENUE

GLENVIEW, ILLINOIS 60025

(312) 724-6100

PAUL J. GERLACH
VICE PRESIDENT

Sam & Honey —

Here are the pictures

Mary Landoy gave us

for you —

The best one of you

Sam was also great of

Fran — I kept it.

Regards



Alphab

THE SECRETARY OF TRANSPORTATION

Dear Bob

10-20-89

thanks for your note. Your
sons are terrific and I am
lucky to have them on Board.

Sam

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

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DOT 518



Mr. Robert R. Grubbe
472 Munroe Circle South
Des Plaines, IL 60016

Robert A. Gleason, Jr. • 552 Elknud Lane • Johnstown, Pennsylvania 15905

9-30-89

Sims

Just mean I had a great time visiting
with you and Honey. I'm sure every time she
hears "50" she will think of me.

Best Wishes,
Bob

I'm off on a 2000 mile swing
through the South on my 750i

THANKS A BUNCH!



© 1958, 1965 United Feature Syndicate, Inc.

children to be useful,
dependable, upstanding
American citizens.

Sincerely,
Robert R. Gubbs

P.S. I also enjoyed
meeting your lovely wife.

October 11, 1989

Mr. Samuel Skinner
Secretary of Transportation
Dear Mr. Skinner,

I wish to thank you for taking
time from your busy schedule to
meet with me, and to show me
your office, and especially your
complex computer.

It was an honor to have my
picture taken with you and
my two sons.

Your compliments to
Frederick and Patrick were
indeed an inspiration to
me and my wife.

We are proud to feel
that we have reared the
two sons whom you know,
as well as four other

Alpha.

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

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Transportation
DOT 518



Mr. Robert K. Gray
Chairman, Hill and Knowlton
901 31st Street, N.W.
Washington, D.C. 20007-3838

THE SECRETARY OF TRANSPORTATION

10-20-89

Dear Bob

thanks for your offer of help.
We will keep it in mind
as things develop.

Hill and Knowlton
Public Affairs Worldwide Co.
Washington Harbour
901 31st Street, N.W.
Washington, D.C. 20007-3838
202-333-7400
Telecopy 202-333-1638
Telex 440143 HKDC

Robert Keith Gray
Chairman

October 18, 1989

The Honorable
Samuel K. Skinner
Secretary of Transportation
Nassif Building
400 7th Street, S.W.
Washington, D.C. 20590

My dear Mr. Secretary:

Our firm, the largest in the world with 60 offices around the globe, has the muscle to be helpful in the current earthquake crisis. We offer that help in any way it can be used on a pro bono basis.

Cordially,

A handwritten signature in dark ink, appearing to read "R. Gray", is written below the word "Cordially,".

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

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Transportation
DOT 518



The Honorable H. Lawrence Garrett III
Secretary of the Navy
Washington, D.C. 20350-2000

PERSONAL

THE SECRETARY OF TRANSPORTATION

Dear Larry

10-20-89

thanks for your invitation
to watch "X" beat "Y" on December 9th.
I am looking at my schedule

and will back to you soon.

I also look forward to working
with you and the U.S. Navy over
the next several years.

Sam



THE SECRETARY OF THE NAVY
WASHINGTON

28 September 1989

The Honorable Samuel K. Skinner
Secretary of Transportation
400 Seventh Street, S.W., Room 10200
Washington, D.C. 20590

Dear Secretary Skinner:

I would like to invite you to join Marilyn and me for the annual Army-Navy Football Game to be played on Saturday, 9 December, at the Meadowlands Sports Complex in East Rutherford, New Jersey.

The "Army-Navy Game Express" will depart from Washington's Union Station early Saturday morning and return later that evening. We will be serving food and refreshments on the train to and from Newark's Pennsylvania Station and at our private Navy hospitality suite at the stadium. The cost for this memorable occasion will be \$170.00 per person.

It should be quite a rousing game, and Marilyn and I hope that you will be able to join us. Please reply by 17 October to Lieutenant Chip Weber at (202) ~~695-2258/0190~~. He will answer any questions you might have concerning this event and will forward a detailed information packet should you be joining us.

GO NAVY! BEAT ARMY!

Sincerely,

H. Lawrence Garrett, III

orig: Sandy
cc 5-10
10-11

20350-2000

695-0191

alpha.

THE SECRETARY OF TRANSPORTATION

10-27-39

Dear Paul

Thanks for your note.
things are interesting. I hope
the trip was great. Sam

Robert A. Gleason, Jr. • 552 Elknud Lane • Johnstown, Pennsylvania 15905

Sam, 10-18-89
you are doing a great job! keep it
up. These LBO's are killing the County.
Best wishes.
RAG

POLITICS & POLICY

Transportation Chief's Warnings on Buy-Outs Of Airlines Stir Concern He Aided Stock Sell-Off

By LAURIE MCGINLEY

Staff Reporter of THE WALL STREET JOURNAL

WASHINGTON—In all the finger-pointing in the wake of Friday's stock-market plunge, you'd think the Transportation Department, of all agencies, would be safe.

Look again. Some people on Wall Street—and even some in the Bush administration—think that Transportation Secretary Samuel Skinner may have played a second-hand role in the stock slide.

His drumbeat of warnings on the perils of airline leveraged buy-outs, this theory goes, spooked major banks out of bankrolling the buy-out of UAL Inc. And that, in turn, sent the market into Friday's tailspin.

Mr. Skinner's LBO comments "probably helped discourage some of the banks from participating" in the UAL deal, says Louis Marckesano, airline analyst for Janney Montgomery Scott Inc., a Philadelphia brokerage house. "The government is putting its nose where it doesn't belong, and Skinner is at the head of the pack."

Many others—indeed, most industry officials and members of Congress—absolve Mr. Skinner, saying the UAL deal was flawed from the start. But whether he single-handedly sparked the crash or had nothing to do with it, one thing is clear in the aftermath of the price slide: Sam Skinner, by his repeated jawboning on the buy-out issue, has become an irritant to the Bush administration, so much so that some White House officials want to rein him in.

Yesterday, for example, the administration came out in opposition to legislation to strengthen the Transportation Department's hand in blocking leveraged buy-outs—despite Mr. Skinner's private arguments for an endorsement. Moreover, administration officials say that the Office of Management and Budget director, Richard Darman; Treasury Secretary Nicholas Brady; the Council of Economic Advisers' chairman, Michael Boskin; and U.S. Trade Representative Carla Hills all have had problems with Mr. Skinner's approach.

Secretary Skinner, for his part, says "it's silly" to blame him for the market crash. "The banks in this country and in Japan couldn't put the financing together on the terms offered," he said in a telephone interview from Detroit, where he was speaking to the Economic Club of Detroit. "They have the same kind of questions that I raised about the financial aspects of the transaction."

Sending Mixed Signals

At the very least, the administration has been sending mixed signals about leveraged buy-outs and foreign ownership of U.S. airlines. Last month, Mr. Skinner forced Northwest Airlines to reduce a stake held by KLM Royal Dutch Airlines to ensure, he said, that the foreign airline wouldn't illegally control Northwest.

But it isn't clear how he would treat other leveraged buy-outs. Each deal, he insists, must be handled separately, on a

"case-by-case" basis. That gives Mr. Skinner lots of wiggle room, but critics say it doesn't provide a clear picture to the business community of what would pass government muster.

"It's a regulatory scandal," says Timothy Pettee, a Merrill Lynch & Co. airline analyst, who contends that the lack of clear standards raises the specter of inconsistent decision-making and unfair treatment.

Mr. Skinner says he hasn't spelled out a policy for leveraged buy-outs because Wall Street bankers and lawyers would simply find ways to circumvent it. But others say Mr. Skinner is gagged until the Economic Policy Council, a cabinet-level group that makes decisions on national economic issues, finishes its ruminations on the issue. The group is scheduled to discuss airline buy-outs again today.

But although the administration has yet to reach a decision on airline buy-outs, President Bush and Treasury Secretary Brady in general don't have philosophical problems with leveraged buy-outs or foreign investment involving non-airline companies, and don't appear inclined to block them. Mr. Bush hasn't yet focused on the airline buy-out question.

The buy-out issue is politically and financially complex because of two separate but intertwining questions—foreign ownership and debt levels. Foreign companies are barred by law from holding more than 25% voting stock, or exerting actual control, over U.S. airlines. Under the original Northwest Airlines bid, KLM would have contributed 57% of the equity but received only 5% of the voting stock.

Deal Restructured

The Transportation Department concluded that was a violation of the spirit, if not the letter, of the law, and persuaded Northwest to restructure the deal. Among other things, the Economic Policy Council is discussing the department's interpretation of the law.

It appears that some leading administration officials believe the Northwest decision leaves the U.S. open to charges of protectionism and could undermine the U.S. position in international trade talks. Mr. Skinner, they complain, went too far in defining "control" by American citizens and should be discouraged from applying the same reasoning to future buy-outs.

Mr. Skinner plays down any rift in the administration on the foreign-ownership question. "I think that Darman, Brady, Boskin and I all have the same basic understanding of the importance of foreign investment in this country," he said yesterday. "And they all understand I have a statutory duty to enforce safety and existing law regarding foreign ownership."

He and other department officials argue that it would be foolish to open U.S. markets to foreign carriers through investments, when other countries are blocking expanded service by American carriers overseas.

Contentious Debt Issue

The debt issue also is contentious. Mr. Skinner says he is concerned that heavily leveraged airlines may be so stretched for funds that safety will suffer. "I have to make sure that every company spends the right amount on maintenance," he says.

But some experts say that there isn't a

correlation between an airline's debt load and its safety record. "No systematic link between finances and safety has ever been demonstrated," says Michael Levine, dean of the Yale University School of Organization and Management and formerly a top official with the Civil Aeronautics Board.

Mr. Skinner satisfied his safety concerns on the Northwest deal by requiring the airline to file certain financial information that could affect safety, including maintenance expenditures. But now he is under pressure by some in Congress to extend those reporting requirements to other debt-laden airlines that haven't been involved in recent buy-outs.

A final dispute involved in the leveraged buy-out issue is how much authority the Transportation Department should have in dealing with LBOs. Several members of Congress, generally delighted with Mr. Skinner's activist approach to buy-outs, want the department to be able to block the deals before they become final. But the administration told lawmakers yesterday that it opposed the legislation, saying the government already has enough authority.

Currently, however, the Transportation Department's authority over leveraged buy-outs appears to some to be a case of too much, too late. The department doesn't have prior-review authority. In addition, if it can't persuade a company to restructure an unacceptable buy-out plan, its only recourse is to revoke the airline's certificate—in effect grounding the carrier. That, says House Aviation Subcommittee Chairman James Oberstar, a Minnesota Democrat, is like "using a howitzer to go deer hunting."



Samuel Skinner

Even the sr
having the righ

Stock Markets Get Nervous Over Fed-Bashing

gressional pressures on the Fed similar to those that produced the savings and loan mess are an awful thought.

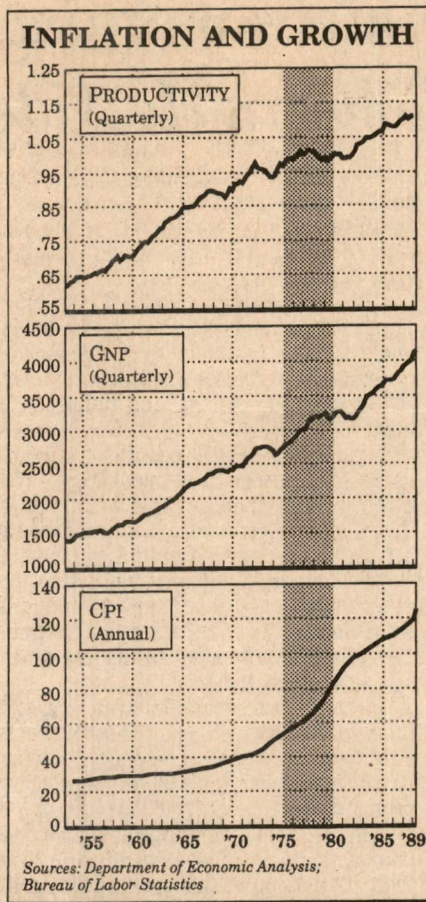
Even now, the Fed cannot simply thumb its nose at the President and Congress. But it can resist. Paul Volcker found subtle ways to take his case to the people, with good results.

Easy money advocates, however, are adept at spreading economic myths. There is the constant insistence that the Fed could lower interest rates were it not so obstinate. The Fed indeed can lower short-term interest rates by pumping reserves into the banks, but it can't do much about them from there on. If the reserves generate inflation, which is what the Fed fears most right now, interest rates will go up as lenders demand a premium. Enough inflation can ultimately even wipe out the bond market, as it did in Britain in the 1970s, thereby crippling the economy.

The other myth is that inflation generates economic growth. It may do that temporarily but it also sows the seeds for stagnation.

These two myths have caused the republic untold damage. The U.S. economy took on an inflationary bias when the Fed was forced to finance an incredible spending spree by Lyndon Johnson. Richard Nixon exacerbated the problem when, in response to pressures from Congress, he applied price and wage controls in August 1971, thereby discouraging production. Jimmy Carter ultimately hired Mr. Volcker to kill inflation, which was reaching dangerous levels. He did, too late to save Mr. Carter from forced retirement.

But all that was a long time ago and politicians have a way of forgetting such things. The 1970s inflation yielded great benefits to some producer interests, including Arab sheiks, at the expense of the American middle class. It was a classic example of how inflation transfers income



to the wealthy from the middle class. That explains why there are always powerful political interests pushing for a soft currency. In some countries, Argentina for example, those interests have overwhelmed the government and what remains of a middle class.

The claim that inflation generates economic growth is seductive. In fact it does the opposite. As the charts show, the 1975-80 inflation destroyed both productivity

and economic growth. It was only after Mr. Volcker killed inflation, at the cost of a sharp but brief recession, that growth and productivity started rising once more. Producers were forced by the discipline of sound money to slash away organizational fat and acquire more efficient equipment. After having performed that admirable feat, however, they were back in 1985 demanding a dollar devaluation that would make it still easier for them to compete in international markets. They got the devaluation and, as is usually the case, began picking up fat again. So now they want another one.

Many corporate executives don't understand or don't want to understand that their own companies eventually become victims of such policies. Inflation destroys capital investment. Corporate depreciation reserves lose value relative to equipment replacement costs. Investors are reluctant to invest long term. Corporations, in effect, decapitalize themselves. That was reflected in the stagnant stock market of the 1970s. Strikes increase as workers demand raises to cope with rising prices, make up for what they already have lost and hedge against what they will lose in the months ahead. Productivity falls, and weaker production further fans inflation. The middle class gets poorer, and the poor feel greater pain than ever.

All of which explains why stock and foreign exchange markets get jittery when the Fed comes under political pressure. Particularly so when it comes at a time when the Fed has done well. When it tightened up last spring, the price indexes fell and the economy began to pick up speed again, which is of course exactly counter to the "inflation-fuels-growth" theory.

But not all the news is bad. Rep. Stephen Neal (D., N.C.) wants Congress to instruct the Fed to do one thing: prevent inflation. Nothing could be more to the point.

THE NEW PANAFAX UF-750 LASER FAX

THE ONLY THING PLAIN OUT OUR FAX

THE SECRETARY OF TRANSPORTATION

Dear Boyden

Oct 30, 1989

Please accept my condolences on the untimely death of your brother last Friday. I know he shared many of your interests and you will miss him.

Sam

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

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The Honorable C. Boyden Gray
Counsel to the President
The White House
Washington, D.C. 20500

PERSONAL
HAND CARRY

OBITUARIES

Burton Craige Gray, 48, Dies; Backed Conservative Groups

Burton Craige Gray, 48, a businessman who was a supporter of the Libertarian Party and several conservative political think-tanks, died of an apparent heart attack Oct. 27 in Atlanta, where he was attending a corporate board meeting. He lived in McLean.

For the past five years, he was executive committee chairman of Summit Communications Inc., an Atlanta-based radio and cable television company. Summit has cable operations in North Carolina and Georgia and radio stations in Atlanta, Chicago, and New York City.

Mr. Gray had been a backer of such conservative groups as the Federalist Society. He served on the board of the Reason Foundation, was president of the Sabre Foundation and a trustee of the Philadelphia Society.

Over the years, he also had served as chairman of the Children's Hearing and Speech Center of Washington and as trustee of the Langley School.

Mr. Gray, who had lived here since 1955, was born in Winston-Salem, N.C. He was a 1962 graduate of Yale University. He began his career as an analyst with the Center for Naval Analyses in Arlington. While at the Center, he served on the staff of the Gates Commission that recommended the abolition of the military draft.

He was a founder and chief financial officer of the Scientific Time Sharing Corp., a local computer software concern. He also had served on the boards of several local companies.

His first marriage, to Ann Gray, ended in divorce.

Survivors include his wife, Deecy, of McLean; three children by his first marriage, Burton Jr., Hunter, and Jane H. Gray, all of Great Falls; three brothers, Gordon, of New York City, White House counsel C. Boyden, of Washington, and Bernard, of Atlanta; and his stepmother, Mrs. Gordon Gray of Washington.

WILBUR B. MEHRING
Silver Spring Dentist

George Washington University. He attended the old Columbus Law School.

He began his career as a stockbroker with Bache & Co. Early in World War II he was a security officer at the State Department and helped provide security for such visiting dignitaries as Vyacheslav M. Molotov, then the Soviet foreign minister, and King Paul of Greece. Later in the war he served in the Navy.

Mr. Bastable returned to Bache & Co. at the end of the war. From 1955 to 1963, he worked for Harris Upham & Co. and became manager of its Washington office. He was with Laidlaw & Co. when he retired in 1971.

A resident of Reston, Mr. Bastable was a member of St. Joseph's Catholic Church in Herndon.

Survivors include his wife of 52 years, Claire Atkins Bastable of Reston; three children, Edwin F. Jr. and Robert A. Bastable, both of Reston, and Elizabeth Nelson Carfagni of Rome; a sister, Margaret Bastable Flournoy of Alexandria; four grandchildren; and a great-grandchild.

EDYTHE S. LITTLE Interior Decorator

Edythe S. Little, 74, a retired interior decorator in Potomac who also was a member of the Potomac Polo Club and the Potomac Hunt Club, died of cancer Oct. 25 at George Washington University Hospital.

Mrs. Little, a resident of Bethesda, was born in Washington. She

graduated from the University of Maryland.

In the mid-1950s, she established an interior decorating firm in Potomac called Interiors by Edythe. She ran the business until 1985, when she retired.

Mrs. Little was a member of St. Francis Episcopal Church in Potomac.

Her husband, Clifford V. Little, died in 1984.

Survivors include three children, C. Lee Little of Gaithersburg, Ray S. Little of Frederick and Vero Beach, Fla., and Madeleine Harrell of Chevy Chase; and five grandchildren.

MARIANNE LYNCH ROSE Multiple Sclerosis Employee

Marianne Lynch Rose, 61, an employee of the local chapter of the National Multiple Sclerosis Society, where she helped disabled persons find employment, died of cancer Oct. 27 at her home in Washington.

In 1983, as part of her work at the society, Miss Rose was co-founder and co-director of Operation Job Match, an organization for helping the disabled find work. She also was the principal author of two books in this field, "Operation Job Match" and "Heads Up."

Miss Rose was born in LaMoure, N.D. She graduated from the University of Houston and received a master's degree in human resource development from George Washington University. She went to work for the National Capital Chapter of the National Multiple Sclerosis Society when she moved here in 1958.

Survivors include three half-brothers, John Lynch of Washington, David Lynch of Annapolis, William Lynch of Austin, Tex., and a half-sister, JoAnn Mowry of Falls Church.

Searching Fairfax Conference

By Lynda Richardson
Washington Post Staff Writer

Janice Leslie, an assistant principal, is frustrated. She can't explain why black and Hispanic students at West Potomac High in Fairfax County lag behind students in academic scores. She cannot tell why some students shrug off their homework or even to come to class.

But Leslie knows the answers are out there, somewhere. If educators like herself are to search them out.

Yesterday, the assistant principal had the look of an eager student as she joined about 350 educators at Annandale High School for a conference that became a very real matter of show and tell.

"There's no guarantee that who go away will be able to get results, but at least they'll know about it and work out a plan to adopt some of these strategies to their own situation," said Wiggins, an administrator who helped organize the conference.

The conference yesterday placed against a backdrop of minority achievement in the County public schools, despite a major offensive begun five years ago to improve minority students' scores.

Last week, the minority achievement campaign was castigated as a "total failure" by a county leader—an assessment that infuriated Superintendent Robert R. Spillane, who was projected as a "slap in the face" to the teachers.

The most recent round of standardized test results were

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Mr. Robert A. Gleason, Jr.
552 Elknud Lane
Johnstown, PA 15905

THE SECRETARY OF TRANSPORTATION

Rob

10-12-89

thanks for your note
and the articles. Have a
great trip in my car. See
you soon
Sam

THE BEST CAR IN THE WORLD

Your choices, our ranking.

BY ROBERT CUMBERFORD

PHOTOGRAPHY BY GREG JAREM

“**W**hat’s the

best car in the world?”

That’s the one cocktail-

party question each of us

at *Automobile Magazine* is

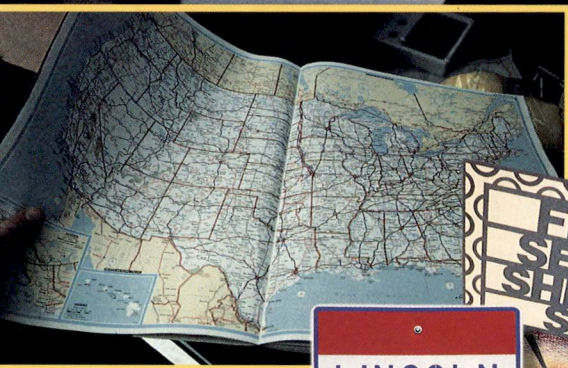
asked more often than any

other and the only one

none of us could ever real-

ly answer. Until now. The

usual cop-out is to turn the



THE BEST CAR IN THE WORLD

interrogation around: "Best? Best for what?" We won't have to do that anymore. With your help, we've found the best all-around car in the world—your world and ours. It wasn't easy, but it surely was fun.

As publication director David E. Davis, Jr., noted in his July *American Driver*, making lists of the ten best cars has become a virtual cottage industry in the publishing business, and two people in a thousand might not come up with an identical selection, so in searching for our finalists, we let a computer do it for us. We fed the digital demon all the ballots received for our annual All-Stars issue in January 1989 and told it to isolate the ten cars most often mentioned, regardless of category.

The envelope, please (delivered by

our regular Federal Express man, not by a second-rank starlet in a glittery gown, alas!) And the candidates are, in alphabetical order: the BMW 750iL, the Chevrolet Corvette, the Ferrari Testarossa, the Ford Mustang GT, the Ford Probe GT, the Ford Taurus LX, the Honda CRX Si, the Lincoln Continental, the Mercedes-Benz 560SEC, and the venerable Range Rover. What?! No Rolls-Royce, no Porsche, no Jaguar? No, and no Bristol or Citroën, no Cyclops or Denbeigh, no Lotus or Lamborghini, either. Face it: If any car is a contender for best in the world, it has to be good enough to be present on the U.S. market and good enough to stir the interest of a majority of informed and discerning drivers. *Vox populi, vox dei*, and that's that.

The list is intriguing. One car each from Italy, England, and Japan; two from West Germany; four from the U.S.A.; and—most intriguing of all—one car, the Probe, that quite literally comes from two countries—the United States and Japan—combining the best characteristics of each nation's products. It's not the list I would have made, it may not be yours individually, but it's an inspiringly intelligent one, and collectively you have come up with a group of superbly capable cars that no enthusiast can dismiss. It's always possible to design a narrow-focus device that does one thing supremely well; racing cars are the perfect example. But we were looking for a best car that could do everything a normal owner would regularly ask of it, and the cars you chose for us



**We fed the computer all the ballots from
our January 1989 All-Stars issue and told
it to isolate the ten cars most often
mentioned, regardless of category.**

seemed perfect for the task we'd set: driving from coast to coast in a sensible, relaxed manner. This would be no ban-zai run, no Burt Reynolds fantasy. We would traverse the continent at a vacationer's pace, never covering more than 525 miles in a single day.

To subject the cars to all the work an owner would, we chose to follow the route of the first improved road to cross this nation, the famed Lincoln Highway. That meant a lot of Saturday afternoon bumper-to-bumper slow going with traffic lights at every street corner in New Jersey, the highest-population-density state in the Union, a lot of foot-down running in Nevada, which has to be one of the least populated of the contiguous states, and a good variety of every sort of driving condition in between. We were enormously lucky with the spring weather, by which I mean we encountered two snowstorms, two thunderous downpours of drenching rain, lots of severe crosswinds, and on the Great Plains, some gorgeous sparkling days of the sort denizens of the polluted-air coasts thought no longer existed on this planet. So every secondary system—heating, air conditioning, defrosting, wiping—of every car received a serious real-world workout.

A ten-car caravan is far too unwieldy—and far too conspicuous—to manage, so we broke the fleet up into three groups of three cars each, tacking the anomalous Range Rover onto one of them. Group One was paced by the Continental, running with the eager Mustang and the swift but rather sedate 560SEC. In Group Two, the incredibly fast, incredibly expensive Testarossa was kept in check by the Taurus, the Probe, and the Range Rover (County edition, no less). The four-by-four was tall and slow and totally out of its element, but it had enough sound system for any two cars, which worked out nicely, as the Ferrari had none—unless you count the twelve-cylinder melody generator that is mounted just behind the cramped cabin. We did. To keep the rockets of Group Three from disappearing over the horizon, the modest but spunky CRX was included with the Corvette and the 750iL.

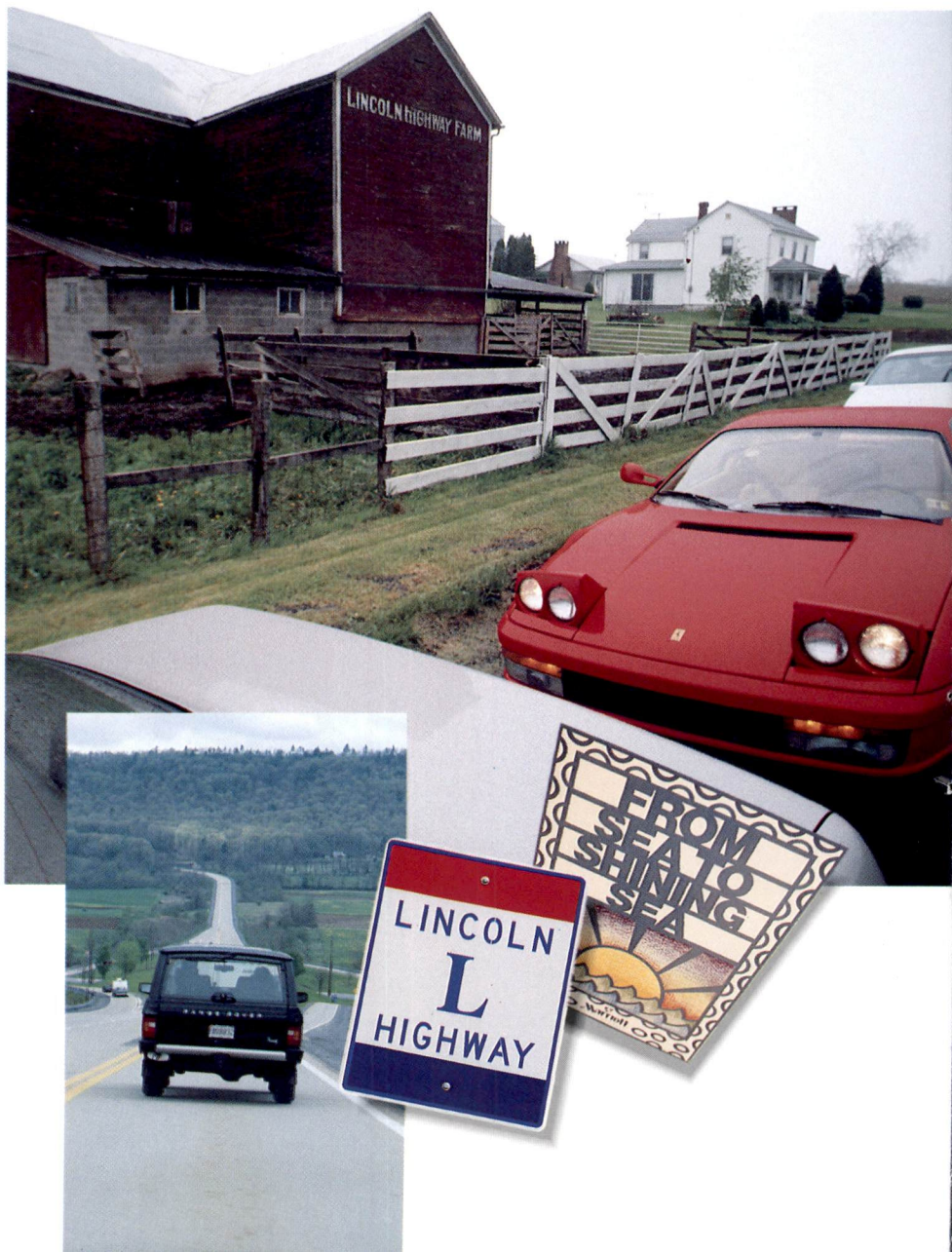
To operate this 76-cylinder, 41-liter, 2105-bhp train, we intended to use the entire fifteen-person editorial staff as crew members, but the usual schedule conflicts kept Messrs. Davis, Lienert, O'Rourke, Kacher, and Radley from

reaching the Newark International Airport starting line with editors Smith, Lindamood, Maki, Phillips, Winfield, Llewellyn, Jordan, and Cumberland, business manager Stemberger, and art director Crane. So motor gopher Bernie Moreno—in his last service for *Automobile Magazine* before departing on his path to becoming chairman of General Motors—and three “spousal units,” mesdames Françoise Cumberland and Marianne Winfield and Mr. Gary Maki, filled in for them. Photographer Greg “Moon” Jarem was told that he'd have to drive with one hand and take pictures with the other, bringing us up to full strength. Driver teams changed from day to day as everyone rotated through the collection of cars. The cars in each group stayed loosely together every day,

but the three groups did not try to keep together on the road.

If the first day—a gentle 163-mile canter down to Lancaster, Pennsylvania, in the heart of Amish country—was easy on the cars, the second involved a solid day's work at the wheel—523 miles through mountains and a surprise late-spring snowstorm. I took over the Ferrari for the first time at the top of a fairly steep hill, and I can tell you that slithering down the two-lane blacktop on tires more suitable for a race course than for a skating rink is not the best possible introduction to this mind-boggling car.

One result of not sticking together all the time was that we could swap tales of the luncheon lottery each evening. From a first-day high point of New Age health



THE BEST CAR IN THE WORLD

food at a picnic table in the front yard of a renovated house just outside Princeton, New Jersey, to the low of a grease burger at Dottie's Diner in western Iowa, our meals ran the culinary gamut. The one day all of us were together at midday, though, we had an outstandingly good meal at Carol's Country Store in Austin, Nevada—a dying mining town you'd swear couldn't provide Spam-and-Wonder-Bread sandwiches.

The absolute peak of gastronomic pleasure came in Cedar Rapids, Iowa, in the Amalgamated Spirits and Provision Company, a semi-cutesy place across the road from our motel. Dinner was so good—once we'd passed the problem of red wine *chambré* to a temperature more suitable for soup than for the fruit of the vine—that our native French gourmet, Françoise Cumberford, was moved to call for the chef to compliment him on his work. No rotund European import, slim young Greg Hentrich learned his art, amazingly, at nearby Kirkwood Junior College. But surprises like that are part and parcel of the appeal of the American road, and part of the reason why everyone should avoid the shrieking aluminum tube and make a long trip by car at least once a year.

By the time we'd reached Cedar Rapids, each of us had driven every car, and our collective thoughts about them had begun to take shape. Every comment sheet on the Range Rover mentioned the exceptional visibility from the high perch of its driver's seat, the wallowing and wandering of its chassis, and the splendors of the compact-disc-changer-equipped sound system once its silly un-ergonomic remote control unit had been figured out.

Greg Jarem found that its expansive sunroof provided ample space for his expansive backside when he serially mooned the rest of the fleet, to the considerable amazement of those in our party born on the eastern side of the Atlantic. I don't think that was the duty Spencer King and Gordon Bashford had in mind when they conceived the Range Rover a couple of decades back.

Editor Kevin Smith's notes put it best: "Okay, it's a talented vehicle, but not for this duty. And of course, *this* duty is more representative of how most buyers use it." It may well be the world's best off-road four-by-four, but it's not the best car in the world. Like a racing car, the Range Rover does one thing superbly well but is compromised

as an all-around vehicle, which is of course what we were seeking.

Going on a trip like this, one expects a certain number of untoward happenings. It stands to reason that no one is going to take a British or Italian car all the way across the country without experiencing some sort of electrical or mechanical mishap, and that proved to be so for us. The Range Rover blew fuses, leaving it without a cigarette lighter and thus without microwave detection capability. Its designers, knowing that they are working in the dark shadow of Joseph Lucas, have thoughtfully provided a wide variety of spare fuses and a special tool for changing them on the inside of the fuse-box lid (carefully placed on the instrument panel, so that it "falls readily to hand"). But of course none of the spares was of the twenty-watt rating needed. Still, the car was not incapacitated, and snatching the four-way flasher fuse gave almost a whole day's detector use before it, too, expired.

With the Ferrari, our problems were also in the electrical system but in the mechanical parts thereof. The whizzing-mouse passive seatbelt system would glitch out of service regularly. That was not a great problem since you could po-



RANGE ROVER COUNTY

Base price/price as tested \$43,100/\$43,100

GENERAL:

Front-engine, 4-wheel-drive sport-utility vehicle
5-passenger, 4-door steel and aluminum body

POWERTRAIN:

OHV V-8, 241 cu in (3947cc)
Power SAE net 178 bhp @ 4750 rpm
4-speed automatic transmission

CHASSIS:

Live-axle front and rear suspension
Power-assisted worm-and-roller steering
11.8-in front, 11.4-in rear disc brakes
205R-16 Michelin X M+S tires

MEASUREMENTS:

Wheelbase 100.0 in
Curb weight 4372 lb
Fuel capacity 20.0 gal



FERRARI TESTAROSSA

Base price/price as tested \$144,500/\$144,500

GENERAL:

Mid-engine, rear-wheel-drive coupe
2-passenger, 2-door steel body

POWERTRAIN:

48-valve DOHC horizontally opposed 12,
302 cu in (4943cc)
Power SAE net 390 bhp @ 6300 rpm
5-speed manual transmission

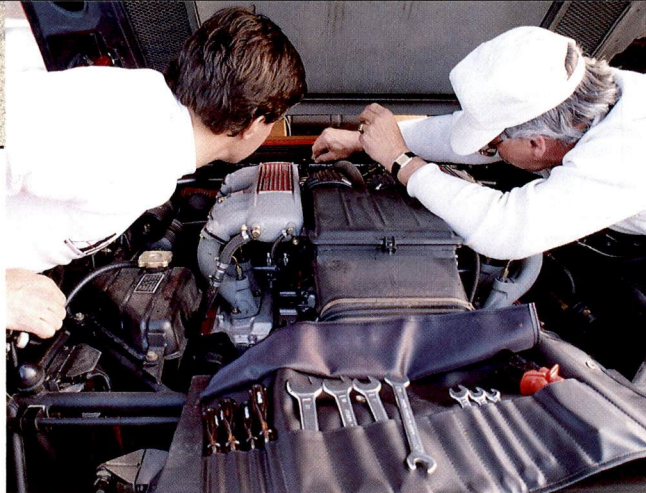
CHASSIS:

Independent front and rear suspension
Rock-and-pinion steering
12.2-in vented front and rear disc brakes
225/50ZR-16 front, 255/50ZR-16 rear Goodyear Eagle ZR tires

MEASUREMENTS:

Wheelbase 100.4 in
Curb weight 3320 lb
Fuel capacity 26.5 gal

FIX AND FLY



Editor Smith and art director Crane adjust the preload on the alternator belt in an effort to keep the Testarossa ambulatory. The fix did little more than reduce the noise.

The continuing adventures of a car guy.

There were too many revs (about 2000). The clutch clunked home abruptly and launched the Testarossa across the drainage indent and too quickly into the street. My mind's eye saw my three new friends standing behind me in the garage doorway, backlit, wondering if I'd make the first turn, never mind an all-night sprint to Nevada.

Starting a race surrounded by red-misted drivers has never given me the kind of anxiety I had leaving the Ferrari dealership on the outskirts of Denver at 9:00 p.m. on a cloudless spring evening. It wasn't the car. We had accurately diagnosed the problem back in Laramie, Wyoming, the previous afternoon: The rear bearing in the Motorola alternator had failed (only the second such failure in a Testarossa). The repair had been quick and clean, but it hadn't been simple.

The car and I were trucked to Denver, where we were met by Ken Sindall and David Tourtelot, service technicians at Roger Mauro Ferrari. Later in the evening, John Amette, technical manager for Ferrari North America in Los Angeles, arrived with a new alternator under his arm, and by 8:30 p.m., Ken and John took the car out for a test drive. For the previous two hours, I had been going over maps and planning my route for a flagrantly disrespectful dash across two states. I was determined to arrive in Wendover, Nevada, before our caravan made its early-morning departure.

Most of my anxiety was simple excitement, with the added increment of knowing the U.S.-spec headlights would be inadequate for the entire trip. Georgetown was behind me and Loveland Pass somewhere above before my confidence in the outer limits of the headlights exceeded my imagination and the black abyss of moonless mountain canyons.

A very high average speed was limited by the dense population centers through

the ski areas. But the TR's willingness to accelerate into the nether reaches of its speedometer and then brake quickly back to reality did help me maintain a reasonable average for the first couple of hours. The cost, of course, was fuel consumption. Just like the big kids, I had to weigh the time made on the road against the time lost filling the tank. My advantage was the fantastic time I was having as the big twelve sang up through the revs, with the gearsets a faint harmony. I could conduct the selection with the heavy chrome baton, which had the added attraction of adjusting my visceral response to the multiplication of torque.

The Testarossa is not a silent specter as it sweeps through the night, either inside or outside. There is no radio. At other times, I have sung old railroad songs too loudly, or listened to someone else doing the same thing electronically, to pass the time, but not in this car. The sounds are miracles of a heritage reaching back to the dawn of motor racing history. I hope all owners of these cars are sensitive to that truth. Would that the buyer who orders a sound system be refused ownership of the car.

By the time I saw the moon, it was too late to help in the mountains. But the TR and I made great time in the desert. Little settlements along the way interrupted the real speed, but the average quickly rose. I was still unable to pack 100 miles into a single hour; 97 mph was the best. That included some time at 130-and-a-bit, but it was forced to be brief. Finally, the moon and the vastness of the desert conspired to create the illusion of adequate illumination. I even saw 145 once, but that was far beyond the headlights' ability to give any indication of what I would be passing in a few seconds.

Utah became an undulating blur. The sound and the intensity of concentration began to flatten my senses. It had also

been nine hours since dinner. The second fuel stop was at about 3:00 a.m.; the car took eighteen gallons of super unleaded, and I took a packet of cheese crackers with dry peanut butter between them and a Diet Seven-Up.

It was interesting to me that I had seen only one highway patrol car since I had left Denver. He had caused my radar detector to beep once and slowed me down until I passed him parked alongside the highway doing paperwork. I passed through the remainder of Colorado and all of Utah with nothing less than tacit approval.

On the approach to Provo, I had a couple of unsettling experiences in which, with my eyes wide open, I was suddenly aware of the car's being somewhere I had not expected it to be. That was enough. Within a few miles I saw a Motel 6 sign and headed for it at the next exit. As I selected second gear and rolled into the parking lot, I spotted a little sign that read "Entrance to Denny's." Perfect. After a Grand Slam breakfast and three cups of coffee, I pulled out of the lot past three warm highway patrol cars. I saw 6000 revs in three gears as I climbed the on-ramp and headed north.

Salt Lake City passed quickly, and the long causeway across the Great Salt Lake stretched westward through a streaming rain. Heavy trucks have grooved the pavement during, I presume, the long summers when the pavement is hot and soft. The rain water filled those grooves and formed puddles an inch or more deep, a foot wide, and miles long. By positioning the right-side tires between the long puddles and the left-side wheels on the berm, I was able to maintain 100 to 110 mph on the run in to Wendover.

The Testarossa, elegantly stained with aerodynamic streaks of road grime, rolled in to the Nevada Crossing Hotel at 6:45 a.m. mountain time. Discounting two fuel stops and a Denny's breakfast, I had covered 710 miles in nine hours. Michael Jordan and then Jean Lindamood chauffeured the sleeping Crane through half the next day. I was in San Francisco before I felt recovered, but in that wonderfully satisfying Ferrari I would do it again tonight.

—Larry Crane



THE BEST CAR IN THE WORLD

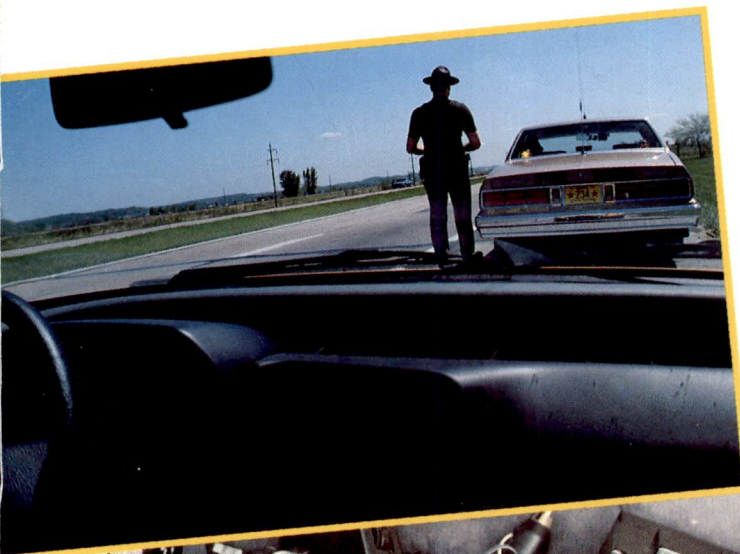
sition the device by hand, but the failure of a bearing in the high-tech Motorola alternator—embarrassingly, of U.S. origin—was, immobilizing the spectacular beast in Laramie, Wyoming. A trip to Denver on a flatbed, much attentive rushing about by Ferrari people, and an all-night run across Colorado and Utah by Larry Crane, who loves all Italian cars and who refuses to acknowledge that they could have any shortcomings, brought the Testarossa back with the rest of us for Day Seven. (See the accompanying sidebar, “Fix and Fly.”)

Opinions about the errant Ferrari were not as convergent as those about the Range Rover. Barry and Marianne Winfield both rated the Ferrari's appearance as its most pleasing aspect, as did Harriet Stemberger and Patti Maki. Michael Jordan, on the other hand, found that to be its most annoying characteris-

tic: “This is a joke car designed by the guys in my ninth-grade study hall.” But Jordan, Jean Lindamood, Larry Crane, Kevin Smith, and Bernie Moreno all loved its sound. For reasons I can't fathom, the Testarossa was of absolutely no interest to the police, leading one to surmise that they thought it was a VW Beetle-based kit car. Summing up, John Phillips III went to the heart of the matter: “This is the automotive equivalent of Kim Basinger. I have no idea whether she's stable, reliable, or steadfast. On the other hand, what possible difference might it make?” None, unless you're looking for the best car in the world. This, as wonderful as it is, isn't that.

Nor is the Corvette. It may well be the lowest-cost true 150-mph car in the world, but it is not the vehicle of choice for daily use, if only because it is so damnably difficult to enter and exit its

complex but cramped seats. Or so said the larger people in our crew. Normal-sized Larry Crane said, “I could sit in this seat for days quite comfortably.” I've driven virtually every Corvette model that has been made, including some factory one-offs, and none of them was really comfortable. On the other hand, that's not what Corvettes are *for*, and none was ever really bad. No, the greatest flaw of the Corvette is that it attracts the police as nothing else can. The only tickets garnered on the 30,000-car-mile run were given to the Corvette and its immediate traveling companions. That the electronic speedometer on ours read 73 mph at an actual 80 did nothing to help. Now that Corvette's engineers have their civilized racing-car chassis down pat, they need to devote their time to a solid, silent structure. Being a crude, boisterous adolescent is accept-



Considering our level of exposure, we were pretty lucky with the law: The Corvette/CRX/750iL group suffered a ground/air attack in Iowa.

CHEVROLET CORVETTE

Base price/price as tested \$31,545/\$37,183

GENERAL:

Front-engine, rear-wheel-drive coupe
2-passenger, 2-door fiberglass body

POWERTRAIN:

OHV V-8, 350 cu in (5733cc)
Power SAE net 245 bhp @ 4300 rpm
6-speed manual transmission

CHASSIS:

Independent front and rear suspension
Power-assisted rack-and-pinion steering
12.0-in front and rear disc brakes
Anti-lock system
275/40ZR-17 Goodyear Eagle ZR tires

MEASUREMENTS:

Wheelbase 96.2 in
Curb weight 3223 lb
Fuel capacity 20.0 gal



We took along a formidable arsenal of electronic countermeasure equipment in the hope of evening the odds somewhat. Our fleet carried ten of the latest and most sophisticated radar-receiving devices, provided by Radar World of Wheeling, Illinois: BEL-TRONICS Express 3, Cincinnati Microwave Passport, Cobra Trapshooter RD-3168, Craig R102, Fox MicroFox, K40 Sprint, Maxon RD-25, Snooper D-4000, Uniden RD9XL, and Whistler Spectrum 3SE. Unfortunately, they don't detect the spotter's plane.



able at some time in your life, but not when you're thirty-six years old.

Nor is it really acceptable at age twenty-five, which is no doubt why the raunchy, much-loved Ford Mustang finished dead last in our judging of these cars, despite the fact that everyone really liked it. Perhaps that is because one expects so much more practical refinement of a four-seater than of a pure two-seat sports car. More than one of us wondered aloud whether Ford's first inclination might not have been correct—that maybe the Probe *should* have been the new Mustang. Apart from Jean Lindamood and Gary Maki, who both found its gears a bit elusive, everyone liked the engine and the gearbox. "They work in remarkable harmony, providing a broad power band and crisp shifting. Put this drivetrain in the Corvette, please," said Michael Jordan. "Crude, rude, comes unglued on bumps, lumps, wrinkles in the road . . . chassis really abominable. . . definitely at the end of the line—if not beyond" comes from my own notes. It's easy to drive the Mustang in low-speed point-and-squirt situations, but it's a real handful over 100 mph as it hunts and shifts about on the road, refusing to go straight without a lot of tedious driver input. So why did we all like it so much? Maybe we're all still a little adolescent ourselves. So it's fun, but the best in the world? No way.

"This car does so little wrong that it's in danger of being underestimated," commented Barry Winfield about the Ford Taurus LX. "Delightfully smooth, balanced, elegant styling. Better than any Euro-Ford in this respect . . . impressed by the way it ran 125-plus in Nevada," wrote Phil Llewellyn, high praise indeed from a man who has probably covered more road miles than any two of the rest of us. To me, the attraction of the Taurus is not that it does so

FORD TAURUS LX

Base price/price as tested \$15,282/\$18,259

GENERAL:

Front-engine, front-wheel-drive sedan
5-passenger, 4-door steel body

POWERTRAIN:

OHV V-6, 232 cu in (3797cc)
Power SAE net 140 bhp @ 3800 rpm
4-speed automatic transmission

CHASSIS:

Independent front and rear suspension
Power-assisted rack-and-pinion steering
10.1-in front disc, 8.9-in rear drum brakes
205/65R-15 General Ameriway XT M+S tires

MEASUREMENTS:

Wheelbase 106.0 in
Curb weight 2901 lb
Fuel capacity 16.0 gal

**We were looking for a best
car that could do everything
a normal owner would
regularly ask of it.**



FORD MUSTANG GT

Base price/price as tested \$13,272/\$14,884

GENERAL:

Front-engine, rear-wheel-drive coupe
2+2-passenger, 2-door steel body

POWERTRAIN:

OHV V-8, 302 cu in (4942cc)
Power SAE net 225 bhp @ 4200 rpm
5-speed manual transmission

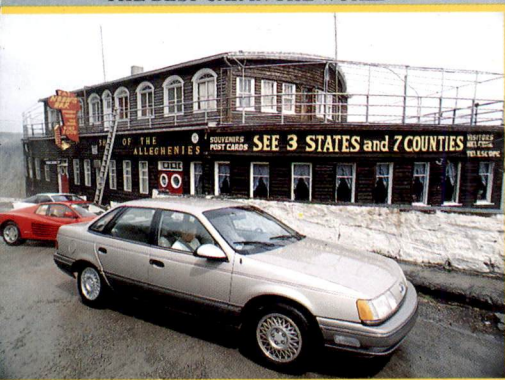
CHASSIS:

Independent front, live-axle rear suspension
Power-assisted rack-and-pinion steering
10.1-in front disc, 9.0-in rear drum brakes
225/60VR-15 Goodyear Eagle VR tires

MEASUREMENTS:

Wheelbase 100.5 in
Curb weight 2819 lb
Fuel capacity 15.4 gal

THE BEST CAR IN THE WORLD



FORD PROBE GT

Base price/price as tested \$14,077/\$17,696

GENERAL:

Front-engine, front-wheel-drive coupe
2 + 2-passenger, 2-door steel body

POWERTRAIN:

12-valve turbocharged SOHC 4-in-line,
133 cu in (2184cc)
Power SAE net 145 bhp @ 4300 rpm
5-speed manual transmission

CHASSIS:

Independent front and rear suspension
Power-assisted rack-and-pinion steering
10.3-in front, 10.1-in rear disc brakes
Anti-lock system
195/60VR-15 Goodyear Eagle VR tires

MEASUREMENTS:

Wheelbase 99.0 in
Curb weight 2870 lb
Fuel capacity 15.1 gal

little wrong, but rather that it does so much *right*. There is no place reachable by road in North America that I'd hesitate to go in a Taurus, because I know I would arrive in a reasonable time without undue fatigue. Compared with some of its domestic rivals, the Taurus manages never to look or feel cheap, although it is one of the great automotive bargains of our time. So in fact we *didn't* undervalue this exemplary family car. "Running in very heady company on this trip. Does not feel out of place,"

as Larry Crane noted. We rated it only a tenth of a point behind the Honda CRX Si.

The CRX received mixed reviews. "In its way and for what it is, this is the most successful car in the fleet," wrote Kevin Smith. "My second favorite car in this test," said Michael Jordan. "I know everyone thinks the CRX is the greatest thing since sliced bread. But I find it soft around the edges, geared too short in fifth, and I think it smells funny," noted Jean Lindamood. The



HONDA CRX Si

Base price/price as tested \$10,930/\$12,665

GENERAL:

Front-engine, front-wheel-drive coupe
2-passenger, 2-door steel body

POWERTRAIN:

16-valve SOHC 4-in-line, 97 cu in (1590cc)
Power SAE net 108 bhp @ 6000 rpm
5-speed manual transmission

CHASSIS:

Independent front and rear suspension
Rack-and-pinion steering
9.5-in front disc, 7.1-in rear drum brakes
185/60R-14 Yokohama AX-323 tires

MEASUREMENTS:

Wheelbase 90.6 in
Curb weight 2138 lb
Fuel capacity 11.9 gal

LINCOLN CONTINENTAL

Base price/price as tested \$29,910/\$32,582

GENERAL:

Front-engine, front-wheel-drive sedan
6-passenger, 4-door steel body

POWERTRAIN:

OHV V-6, 232 cu in (3797cc)
Power SAE net 140 bhp @ 3800 rpm
4-speed automatic transmission

CHASSIS:

Independent front and rear suspension
Power-assisted rack-and-pinion steering
10.1-in front, 10.0-in rear disc brakes
Anti-lock system
205/70R-15 Firestone FR480 Plus M + S tires

MEASUREMENTS:

Wheelbase 109.0 in
Curb weight 3635 lb
Fuel capacity 18.6 gal

lack of cruise control, indispensable for maintaining ridiculous legal speeds while you're being tracked by the revenue-enhancement patrol, takes the CRX off my list of favored—or even acceptable—cross-country cars. It ran a steady 105 mph across Nevada at 5000 rpm, but you couldn't hear yourself think while it was doing that. I'd say it's probably the world's best commuter, really sharp in traffic, but not quite enough of an all-rounder. Come the next fuel crisis, I might change my mind. On this long, hard drive, the CRX gave us 30 mpg, 32 percent better than the car with the next-best mileage, the Ford Probe.

One of the biggest surprises was that the Lincoln Continental, so good an all-rounder as to place fourth in our scoring, was the third most economical car on our run, giving 21.6 miles for each gallon. Presumably, that comes from the absurdly high overall gearing (2.2:1 in overdrive fourth) and a pretty fair drag coefficient of 0.34. Heading west out of Wendover, Nevada, I ran for an hour or so with 85 mph on the screen. That's all Ford is willing to show, although if you switch to metric readout, it will tell you the truth. Even at such high speeds, the gearbox hunted constantly between third and fourth gears, but did so smoothly. Lindamood, just behind in the Mustang, said its proper dial speedo showed a steady 115, so the Continental has reasonable performance despite its weight and the feeble 140 bhp its V-6 provides. We all thought the Taurus was underpowered, but the Lincoln was worse. Still, driving a known-to-be-slow car can be helpful. Once I blew past an unlucky citizen driving a more noticeable car, only to find a police car coming my way. I slowed and the cop car made a U-turn and came barreling after us—to pull over the car behind. After all, who would go fast in a Lincoln?

Fine though it is, the Continental is just not ripe yet. It needs a *lot* more suspension work: There is a floating feeling that none of us liked, and we suspect that few of the actual buyers of this car like it, either. In the hard driving across Nevada, we came up against something new to most of us, a "ride control failure" warning that came on after sixty-seven miles at 90 mph. Michael Jordan, who was driving at the time, speculated that the system overheated, although he could *feel* no difference in the way the car behaved. No one liked the false-wood interior trim, and the antenna that goes up and down with a manual switch annoyed all of us, but this car is good and can only become better when it finally has a V-8 (or, if CAFE gets tougher, a blower on its V-6). Ford has to face up to the fact that the people buying this car are *not* Town Car customers and give it firmer suspension—a matter of reprogramming a chip—and more power. The bare bones of a big-league player are here, but an effort is required to reach the top. It *could* make it there. What price a Continental LSC?

The Ford people certainly know how to do top-of-the-class cars, as they amply demonstrate with the third-place Probe GT. It is not only that Ford's shape is four or five times more exciting than Mazda's MX-6, which is virtually the same car built in the same factory. No, Ford's version also rides better, handles better, and virtually eliminates the torque steer that plagues its sister. Although all of us have known about the Probe for a long time—Bernie Moreno owns a Probe Turbo—I think its overall excellence came as a revelation to most of us. It is smooth, fairly refined, and very, very fast for a 2.2-liter. The engine is so strong that many of us felt it must produce more than 145 bhp. Phil Llewellyn put it succinctly: "What a su-

per car this is. Terrific performance—and comfortable, too." Larry Crane gave a more detailed evaluation: "This thing is remarkable. It works. It goes. It's comfortable and has amazing fit and finish. I was chasing the Ferrari with 130 mph on the speedo. It accelerates uncomfortably close to the Ferrari. A *great* Ford."

If the Honda CRX was the easiest to drive, the Probe wasn't far behind. Patti Maki gave it a ten twice and says she wants one for her next new car. It's a little shaky on build quality, I thought.

THE ACID TEST

Put it back where you got it.

During the trip, I asked everyone one last question: "Suppose when we arrive in San Francisco we have to turn around and take all these cars back, and *you* have first choice. Which would you take? You can pick your own route, and you'll be alone in the car."

The answers were not *quite* unanimous. Die-hard Italophile Crane picked the Testarossa, of course. Phil Llewellyn told me his *heart* said Ferrari, but his head said BMW. Young Bernie Moreno chose the Probe outright, and although Harriet Stemberger picked the BMW, she did "want to mention that the BMW was not my favorite car in this test. Number one was the Probe, with the Honda CRX a close second." Kevin Smith was in the BMW brigade, but said, "Let me emphasize that I'd be perfectly happy drawing either the CRX or the Taurus, both of which surprised me by being incredibly well balanced and capable, never mind the price tags." Along with everyone else, I chose the BMW. Its selection, thirteen to two, by itself ought to tell you a lot about which of these candidates is the Best Car in the World.

Françoise Cumberland and John Phillips III took the Ferrari as second choice, whereas both of the Makis and I thought the Probe the best alternative. But if I really *had* to go coast to coast in a real hurry, I think I'd choose the Taurus. It's so common as to be virtually invisible; it's plenty fast enough for any sustainable cruising speed in the face of relentless speed-limit enforcement; and you can have it fixed anywhere, in the unlikely event of something going wrong. —RC



If you opened the right door and shut it again, you had to run the window down and back up to get rid of wind noise, but the noise did go away. Ergonomics is its strong suit. The instrument cluster that moves with the steering wheel, as in the Porsche 928, impressed me, especially on a car that costs only a fifth as much. For those with normal pocketbooks, *this* is the winner.

But forgetting money and moving

KEEPING SCORE

How we came up with a winner.

Here's how we rated the cars. Each participant was given a sheet with this question: "On a scale of one (worn-out New York City taxi) to ten (an impossibly perfect car that doesn't exist), how do you rate this car for cross-country travel?" That question had to be answered twice: once right after first driving a car and again after a second day with it. Our people have firm opinions—the biggest change noted was three points, from five to eight, when Larry Crane decided the 560SEC wasn't so bad after all. Kevin Smith boosted the Testarossa from five to seven on further acquaintance, and Patti Maki dropped it by a bit less, from eight to six and a half, but most of us had the cars pretty well pegged from the start (or were too stubborn to change). And that's it. We took the average of those scores and ranked the cars accordingly. Taking the highest and lowest scores given to each car to determine the difference-of-opinion range, the Corvette—scoring both a three and a ten—was the farthest from consensus. The sixth-place Taurus, with a low of six and a half and a high of eight, brought us closest to unanimity. —RC

1st	BMW 750iL	9.30
2nd	MERCEDES-BENZ 560SEC	7.70
3rd	FORD PROBE GT	7.60
4th	LINCOLN CONTINENTAL	7.10
5th	HONDA CRX Si	6.95
6th	FORD TAURUS LX	6.85
7th	FERRARI TESTAROSSA	6.80
8th	CHEVROLET CORVETTE	6.40
9th	RANGE ROVER COUNTY	5.05
10th	FORD MUSTANG GT	5.00

into the rarefied atmosphere of the very best, we come to our two West German bahnstormer candidates. That the Mercedes 560SEC scored so high surprised me because it had engendered few after-hours comments, and some of those had been a bit negative. In particular, the thronelike leather seats were judged by almost everyone to be much too hard, severely tempering our enthusiasm. But that didn't prevent its being recognized for what it is: one of the world's finest cars, from the world's most experienced and perhaps most serious manufacturer. The lowest score it received, a five—and there was only one of those—was equal to the final *average* score of the last-place car, so the Mercedes came in second with a solid 7.7 points.

Reading through the logbook notes, I found few expressions of pure pleasure. One of our crew indulged in a long diatribe on the car's supposed deficiencies and then promptly raised his rating from seven to eight. That reaction is typical. I didn't love the car, either, but I gave it a pair of sevens. It is simply too responsible, too competent, too thoroughly engineered, and too perfectly made to merit anything less. Yes, it *felt* a little sluggish on acceleration, but it was really quite quick; yes, it weighs more than I'd like,

but it was as solid as a steel ingot; yes, it has too little room in the rear seats, but it's spacious in front, outstandingly safe, and plenty fast, if not perfectly smooth all the time. Although I noticed nothing untoward in its behavior, one of the team wrote, "I'm more delicate with the controls than anyone I know, and I still can't keep this car composed." Yet he and nine other respondents rated it an eight. So through sheer quality, the big, expensive Merc beat eight other cars, including several that were apparently better liked and perceived to be more fun to drive. Simple honesty compelled us to rate it high, and it deserves it. But it's not the best car in the world.

That's the BMW 750iL. No question, no ifs, ands, or buts about it. In our final 10.0-point rating scale, there was only a 4.3-point range between the first- and last-place cars, and the second-place winner was only 2.7 points ahead of the last-place one. Yet the BMW was a full 1.6 points ahead of its closest rival!

All I could find wrong when I first drove it on our odyssey was that the steering wheel was on crooked (although I will admit that that *really* annoyed me). Someone who drove it later found it excessively "sensitive to crosswinds, calling for steady helm input to

BANG FOR THE BUCK

Where do you get the most for your money? Right where you thought you would.

Dimensionless coefficients—you're probably most familiar with the one we use for measuring aerodynamic drag, Cd—are useful when you want to compare things that are not directly comparable. If we suppose that one point in the *Automobile Magazine* scoring system is worth something, we can find out how much it costs by dividing the number of points our test team gave each car into its base price. Call it a relative value ranking or a bang-for-the-buck

chart; either way, it's interesting to see how closely the cars' rankings conform to popular opinion—that is, opinion backed up by people voting with their checkbooks.

In the value-for-money stakes, Honda (of course!) leads; domestic cars come immediately afterward, with the half-Japanese Probe at the head and the Corvette trailing the Ford products; and the big-ticket items from Europe are last, with the biggest sticker unit dead last. —RC

	point score	base price	cost per point
1. HONDA CRX Si	6.95	\$10,930	\$1572.66
2. FORD PROBE GT	7.60	\$14,077	\$1852.24
3. FORD TAURUS LX	6.85	\$15,282	\$2230.95
4. FORD MUSTANG GT	5.00	\$13,272	\$2654.40
5. LINCOLN CONTINENTAL	7.10	\$29,910	\$4212.68
6. CHEVROLET CORVETTE	6.40	\$31,545	\$4928.91
7. BMW 750iL	9.30	\$70,000	\$7526.88
8. RANGE ROVER COUNTY	5.05	\$43,100	\$8534.65
9. MERCEDES-BENZ 560SEC	7.70	\$79,840	\$10,368.83
10. FERRARI TESTAROSSA	6.80	\$144,500	\$21,250.00

counteract, which tired my arms out. Also, the front-end alignment went away during the course of the trip." Someone else thought it was too big and heavy, not as easy to drive in traffic as the CRX or the Probe. I disagree. Incensed after being criticized for driving too slowly to suit my teammates, I proceeded to slip the BMW through tight urban traffic in Ohio and Indiana with such speed that the CRX and the Corvette couldn't get past. Maybe some of its urban speed came from my attention to reading traffic, but a lot was because of the incredible instant (and unobtrusive) acceleration the car offers. As far as all-out performance goes, the highest speed admitted by anyone was 165 mph with the Ferrari, but someone else did 158 mph with the BMW—while listening to the radio. The only real drawback I can see is its thirst. We got 15.7 mpg, which is still better than the Mercedes (14.8) and the Range Rover (13.4), but not admirable at a time when CAFE figures are being pushed up once more.

Before tabulating the scores, I had been slightly apprehensive about the results. There had been so much genuine excitement over the Ferrari that I feared its rating might be skewed upward unreasonably. But no, our seasoned driv-

ers kept their senses. A last word about the ratings. In their excitement and enthusiasm for the 750iL, a number of my colleagues gave the BMW a 10.0 rating. I can understand that—I gave it a 9.5 myself after a second day with it (brutepower-mad Patti Maki gave the Corvette a ten, too!), but they really shouldn't have done so, as this was defined in our protocol as "an impossibly perfect car that doesn't exist." The 750iL clearly *does* exist, and it's not perfect, not with

its crooked steering wheel, severe wind-wander symptoms, and delicate front end, but it is so far superior to the others—twenty percent better than the second-place car in our subjective scoring—that none of us questioned its absolute right to the title. We are all convinced that the presence on our run of any other car you might name would have made no difference to the outcome. Right here, right now, the BMW 750iL is the best car in the world. 

BMW 750iL

Base price/price as tested \$70,000/\$70,000

GENERAL:

Front-engine, rear-wheel-drive sedan
5-passenger, 4-door steel body

POWERTRAIN:

SOHC V-12, 304 cu in (4988cc)
Power SAE net 296 bhp @ 5200 rpm
4-speed automatic transmission

CHASSIS:

Independent front and rear suspension
Power-assisted recirculating-ball steering
11.7-in vented front, 11.8-in rear disc brakes
Anti-lock system
225/60VR-15 Pirelli P600 tires

MEASUREMENTS:

Wheelbase 116.0 in
Curb weight 4235 lb
Fuel capacity 24.0 gal



MERCEDES-BENZ 560SEC

Base price/price as tested \$79,840/\$79,840

GENERAL:

Front-engine, rear-wheel-drive sedan
4-passenger, 2-door steel body

POWERTRAIN:

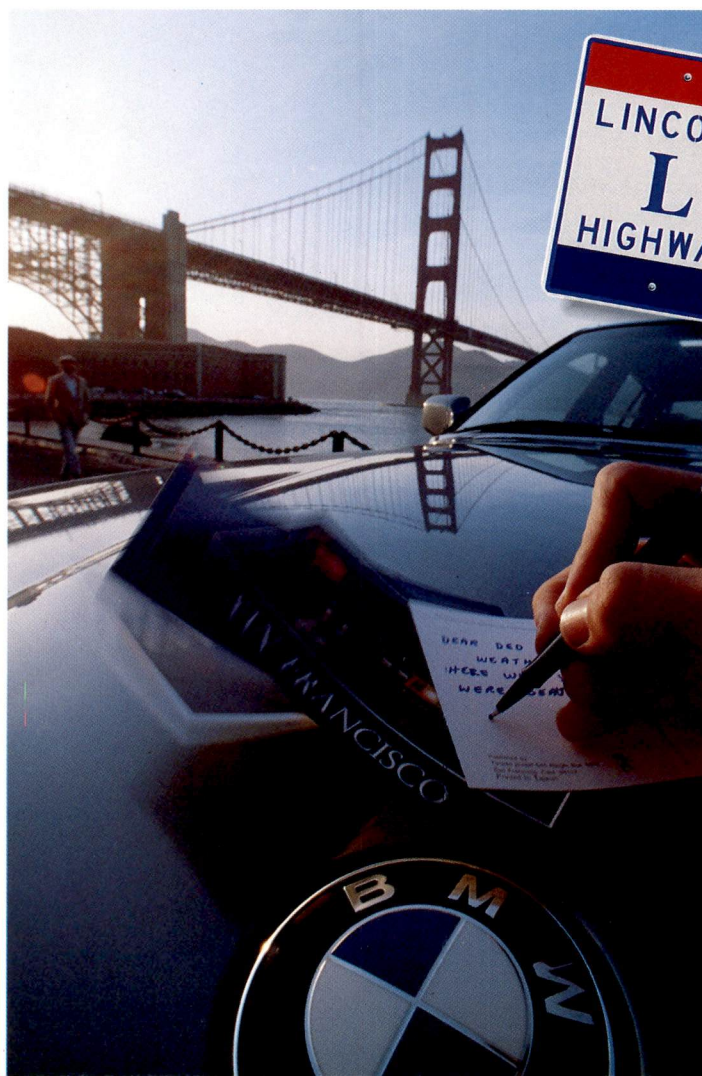
SOHC V-8, 338 cu in (5547cc)
Power SAE net 238 bhp @ 4800 rpm
4-speed automatic transmission

CHASSIS:

Independent front and rear suspension
Power-assisted recirculating-ball steering
11.8-in front, 11.0-in rear disc brakes
Anti-lock system
205/65VR-15 Michelin MXV tires

MEASUREMENTS:

Wheelbase 112.2 in
Curb weight 3915 lb
Fuel capacity 23.8 gal



THE GLEASON AGENCY



65 Years and Four Generations!

The Gleason Agency was founded in 1924 by Gus M. Gleason, grandfather of the current principals, Chris and Rob Gleason. During the 1920's, Gus worked as district manager for PMA Insurance Company, a direct writer which, at the time, insured only workers' compensation risks. In order to write fire, liability and auto insurance for his clients, Gus started The Gleason Agency as a side or part-time business.

In 1930, Robert A. Gleason, Gus's son, came into the business on a full-time basis. Bob, with the exception of serving in the Army for four years during World War II, successfully managed the Agency until 1970. During that period of time, the Agency grew to employ seven people and premium volume exceeded \$500,000.

Robert A. Gleason, Jr., a graduate of the University of Pennsylvania's Wharton School where he majored in insurance, joined the Agency in 1965 after serving four years as a Captain in the United States Air Force. Rob has served as President since 1970, with the exception of eighteen months in 1985-87 during which he served as Secretary of the Commonwealth of Pennsylvania under former Governor, and now Attorney General of the United States, Dick Thornburgh. Under his skilled leadership, Rob has steered the Agency from a small, local brokerage to becoming one of the largest regional agencies in the state of Pennsylvania with premium volume exceeding \$30 Million.

Christopher K. Gleason joined his brother at the Agency in 1969 after graduating from the Uni-

versity of Pittsburgh. President of Gleason Financial Ltd., the financial services division of The Gleason Agency, he serves as Agency Sales Manager in charge of marketing and new business production. Chris served as Agency President during Rob's political career in 1985-87. An accomplished automobile racing driver, Chris was recently appointed to the National Motor Carrier Advisory Committee by former United States Secretary of Transportation Jim Burnley.

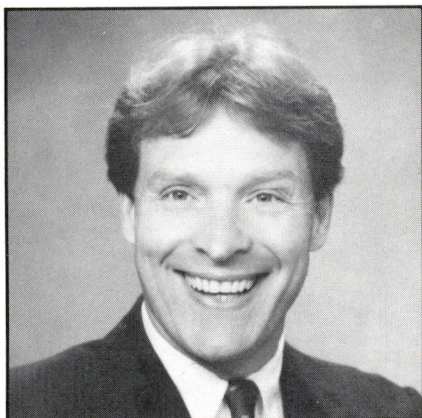
The Agency has grown rapidly. In 1981 the Agency moved to its current modern, well-designed offices in the Main Street East Office Complex. In 1983, the firm opened its first branch office in Altoona. This was followed by branches in Pittsburgh in 1984, Harrisburg in 1986 and Philadelphia in 1987. The home office in Johnstown has been expanded twice since 1984 and in 1986 was computerized to upgrade finances, service, claims and sales capabilities. Presently there are 43 employees.

In 1988 two sons of Agency President Rob Gleason and another generation of Gleason heritage entered the business. Mike Gleason, a 1986 graduate of Washington and Jefferson College, is a Commercial Lines Producer in Pittsburgh; and Robert A. Gleason, III (Rooney), a 1987 graduate of Babson College, is Personal Lines Manager in Johnstown.

The history of The Gleason Agency now spans four generations, and the celebration of its 65th Anniversary this year is an expression of the commitment and confidence they have in both the heritage and future of the Agency.



Seated, Robert A. Gleason, Sr. Standing, from left to right, Chris Gleason, Robert A. Gleason, Jr., Michael Gleason, and Rooney Gleason



Gleason Completes Harvard Program

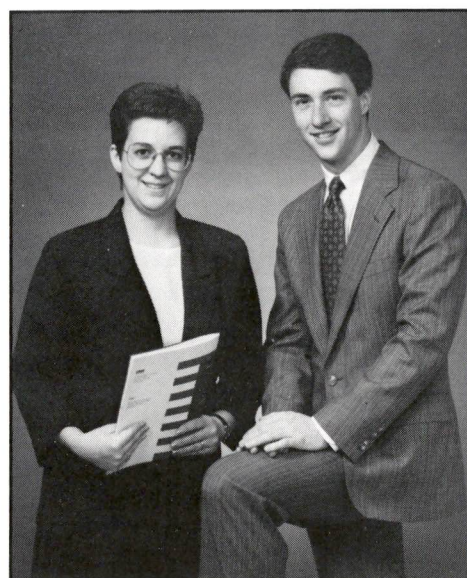
Christopher K. Gleason, President of Gleason Financial Ltd, recently graduated from the three year Owners, Managers and Presidents (OMP) program at the Harvard Graduate School of Business. This MBA equivalency program included intensive study in marketing, finance, human aspects of business, business strategy and planning for the 1990's and 21st century.

The 14th graduating class of OPM included participants from the USA, Europe, Africa, South America and Asia. All members were Presidents, CEOs or owners of businesses with over \$10 Million in annual sales. Chris plans to continue his relationship with Harvard by attending specific annual seminars.

Personal Lines Department Expands

The Agency's Personal Lines Department has been expanded to include a full-time salesperson/manager and a full-time service person.

Robert A. (Rooney) Gleason, III, has been named manager of the department. He concentrates on sales and management activities. Working with Rooney is Kathleen Wilson, who recently joined the Agency. Rooney is an economics/management graduate from Babson College in Boston, MA. He also spent a year abroad at Trinity College in Dublin, Ireland, where he studied economics and marketing. Most recently, he completed more than a year's employment with Manning-Beard, a Lloyd's of London brokerage in London, England.



Kathleen Wilson and Robert A. Gleason, III are working together to expand the Agency's Personal Lines Department.

Kathleen is a licensed agent who had been office manager and agent for a Johnstown area agency. She attended the University of Pittsburgh at Johnstown and is experienced in all phases of the Personal Lines area.

The Personal Lines team is proving to be successful in expansion efforts while streamlining service procedures. Rooney's experience with Lloyd's activities also provides the Agency with valuable insights into the production of specialty coverages, which are often underwritten by Lloyd's.

The Gleason Agency sponsors Underground Storage Tank seminar

The Gleason Agency recently sponsored an Underground Storage Tank (UST) seminar at the Holiday Inn, Allegheny Valley, in Pittsburgh.

The new UST regulations of the US Environmental Protection Agency (EPA) were reviewed. These regulations, which will be phased in over ten years, include technical standards to help prevent leaks and financial responsibility rules to help fund clean up costs if a leak should occur.

Over fifty attendees listened attentively as Charles T. Erdman described

both proper and improper installation methods for underground tanks. Mr. Erdman, who has over forty years of experience in the design, fabrication and installation of USTs, also reviewed the EPA's technical standards and revealed many practical hints to help guarantee a leak-free tank.

Next, our own Bill Rogers reviewed the current state of the insurance marketplace for underground pollution insurance. He discussed the EPA's financial responsibility rules and compared various available insurance cov-

erages to these EPA guidelines and rules.

Finally, John Zinkand of the Pennsylvania Petroleum Association brought participants up to date with proposed UST legislation in Pennsylvania. These regulations, proposed by the PA Department of Environmental Resources, would dovetail with the EPA technical standards and will provide a state fund to help UST operators meet the financial responsibility rules.

Many favorable comments were received from participants at the half-day seminar.

Gleason "Elves" Enjoy Christmas

Christmas took on a special meaning at the Gleason Agency last year when employees decided to share their good fortune with others by adopting a family for Christmas. The heartwarming response of the employees and the Agency itself provided for the "adoption" of not one, but *two* area families.

The "Elf Committee" of Michele Stager, Helen Leber, Lori Armstrong, and Diana Reitz was overwhelmed with employee response to the appeal. Gleason staffers donated \$300 for gifts and food for the family, which was contacted through Johnstown's Operation Touch. Operation Touch is a Johnstown-area facility that works with unemployed and underemployed people and their families.

The Agency itself topped off the appeal by matching employee-donated funds. Between the staff and the Agency, a total of \$600 was raised! The committee then contacted the St. Vincent DePaul Society, which serves the area's needy, for a second family.

Operation Touch and the St. Vincent DePaul Society provided names, ages and sizes of the family members so that appropriate gifts could be selected. Employees then shopped for clothing, toys and food for *each* member of both families. A wrapping party was held in the Agency's conference room, where each gift was wrapped and prepared to go under the Christmas Tree. Boxes of food were also wrapped and bow-tied.

Committee members and other employees said they felt the project "made their Christmas." Plans call for the project to be continued throughout the coming year.

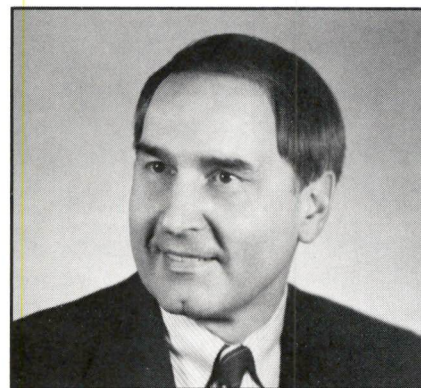


and Lori Armstrong. A second load of Christmas gifts and food was taken to Johnstown's Operation Touch.

Rob Gleason Visits with Dick Thornburgh

Agency President Rob Gleason and his wife Jeanne attended the National Association of Casualty and Surety Agents Legislative Conference in Washington, D.C. in February, 1989. Rob visited with Congressmen and Senators to discuss the many issues in which the insurance industry is interested. Also while in Washington Rob and Jeanne visited Attorney General Dick Thornburgh. When Thornburgh was Governor of Pennsylvania, Rob served as his Secretary of State.

Kaliden Given Pitt Letter Club Award



William G. Kaliden Jr., Manager of Gleason Financial Ltd., was honored recently with the University of Pittsburgh's 1988 Varsity Letter Club Award of Distinction. The award was made at the 28th annual Homecoming Dinner at the University of Pittsburgh.

The award honors those who have received a degree from the University 25 or more years ago, who earned a Varsity Letter, and who, since leaving the University, have distinguished themselves in the community or profession.

Kaliden was a two-year letterman in football and a one-year letterman in baseball in the late 1950s. He is a Phi Beta Kappa graduate of Pitt who also earned masters and doctoral degrees from the University.

Before joining Gleason Financial, Kaliden held several posts with the University and served as vice president for Shearson Lehman Hutton.



The Gleasons with Dick Thornburgh

1988 Gleason Agency Employee of the Year

Linda K. Goughnour was recognized as 1988 Employee of the Year by The Gleason Agency, Inc. The award was the first to be presented by the Agency in recognition of outstanding service by a staff member.

At the time of the presentation, Linda was a commercial lines Customer Service Representative. Since then, she has been named Supervisor of The Gleason Food Group.

Linda has been with the Agency since 1980. In recognition of her outstanding service, she was presented with a trophy and a cash award.



Linda K. Goughnour

handled a captive workers' compensation program and supervised association programs. A native of the New Cumberland area, he is a Business Administration/Accounting graduate of the Pennsylvania State University.

Bob spent several weeks in the Agency's main Johnstown office to become familiar with Agency operations. He currently works in the Harrisburg branch and is concentrating on expanding the Agency's market share in the mid-state area.

Bob and his wife, Sue Ann, are the parents of one son, Nicholas.

Education Update

The Agency's emphasis on continuing education once again proved successful when five more employees earned their Accredited Advisor in Insurance (AAI) designations and one earned an Associate in Automation Management (AAM) designation.

The new AAI designees are Patty Koop, Marketing Coordinator; Karen Glosky, Nancy Schrock, and Beth Cassata, all Account Managers; and Connie Kennedy, Placement Coordinator. Dan Buchan, computer department, completed the three-part AAM program to earn that designation.

William Kaliden, Manager of Gleason Financial Ltd., completed the program leading to the designation of Chartered Life Underwriter (CLU).

Congratulations to the following employees who successfully passed examinations in the Chartered Property

and Casualty Underwriter (CPCU) program:

Diana Klezek, Manager of Training, Education and Quality Control; William E. Rogers, Manager of Risk Management Service; and Lori Armstrong, Account Manager, Large Accounts, all passed CPCU 5, Insurance Company Operations. William E. Rogers also passed CPCU 3, Economics. Robert Zedreck, Pittsburgh Producer, passed CPCU 7, Management. Diana Reitz, Account Executive and Manager, Major Accounts Unit passed CPCU 1, Risk Management.

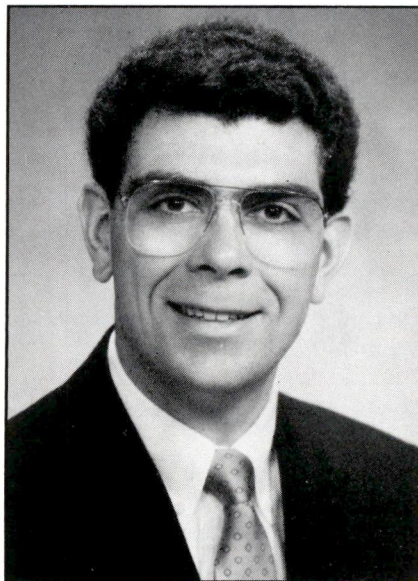
Others who passed various sections of the AAI program are Robert J. Casti, and Lynne Stano. Helen Leber of the Agency's claims department successfully completed another portions of the Associate in Claims (AIC) designation.

Linda Goughnour, supervisor of The Gleason Food Group, successfully completed an examination to update her AAI designation.

Harrisburg Office Producer Named

Robert F. Pease, Jr. of New Cumberland, Pennsylvania, has been named Producer for the Agency's Harrisburg branch office.

Bob came to the Agency from a vice presidency at Fred S. James & Co, Inc. of Pennsylvania. While at James, he



Robert F. Pease, Jr.

Major Account Unit Reorganized

The largest accounts in the Agency have been consolidated into the Major Accounts Unit so that specialized services are provided for these high volume accounts.

Members of the Unit team are Diana Reitz, AAI, Account Executive and Manager; Beth Cassata, AAI, and Nancy Schrock, AAI, both Account Managers; and Denise Toth, CPIW, AIC, Claims Analyst.

Diana manages the Unit and deals primarily with renewals and specialized activities. Beth primarily handles institutional accounts and Nancy works with manufacturing and industrial accounts.

Diana has held various service positions in the Agency for several years. She is a graduate of the University of Maryland. Beth, a graduate of the University of Pittsburgh, began her career with the Agency as a Customer Service Assistant for Major Accounts. She subsequently

served as an Account Manager in the Custom Account Unit. Nancy, who holds a master's degree from Marquette University, Milwaukee, was a Customer Service Representative for Large Accounts.

The team concept is vitally important to the Unit, and all members work closely together on every account.



Members of the Major Accounts Team are, seated, Beth Cassata, and standing from left to right, Diana Reitz, Denise Toth, Nancy Schrock

and has earned Associate in Claims (AIC) and Certified Professional Insurance Woman (CPIW) designations.

Denise concentrates on post-loss activities of accounts within the Unit and is available for consultation to any Agency account. Diana, Karen and Denise are all actively pursuing their Chartered Property and Casualty Underwriter (CPCU) designations.

Recently joining the Major Account Unit is Denise Toth, who had been Account Claims Executive with The PMA Group in Pittsburgh. Denise is a graduate of Mansfield University

Underwriting/Placement Department Expanded

Lori A. Johnson has been named Assistant Placement Coordinator in a move to expand the Agency's Underwriting and Placement Department.

She joins Connie Kennely, Placement Coordinator, in the underwriting and placing of new commercial business for the Agency.

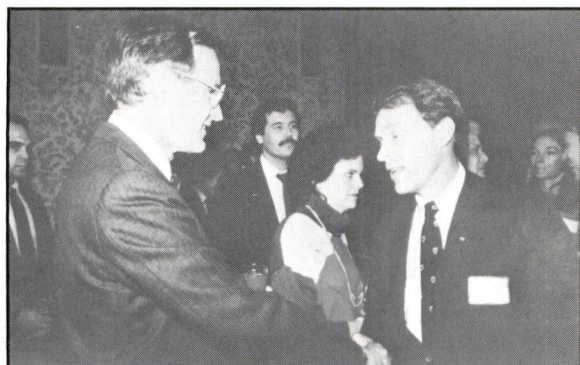
Lori attended the Indiana University of Pennsylvania, where she majored in journalism. Before joining the Agency, she was editor of an area weekly newspaper.

The Placement Department handles all large commercial new business submissions. Specifications are channelled through the Department, which then assists company personnel in underwriting and pricing the business.

Connie and Lori are part of the Agency's Marketing Department, which is further staffed by Patty Koop, Marketing Coordinator, and Diane Jordan. The marketing segment of the department deals with telemarketing to obtain commercial insurance leads and appointments.



Lori A. Johnson, right, has joined Connie Kennely in the Agency's Underwriting/Placement Department



President Bush Greets Gleason

Chris Gleason, Deputy Chairman of the Pennsylvania Coalition for Bush/Quayle is greeted by President George Bush.

PFMA Endorses Gleason Food Group



Members of the Gleason Food Group team are Bob Casti, Producer; Anthony J. Kamnikar, Manager; Michele Stager, Account Manager; and Linda Goughnour, Supervisor

The Gleason Food Group received a major boost from the Pennsylvania Food Merchant's Association (PFMA) when it endorsed the Agency's Food Group as its official workers' compensation, property, and casualty insurance program.

The Gleason Food Group was developed in 1983 and is managed by a special team of Gleason employees. They develop, market and service insurance and risk management programs for retail, wholesale and related food industries.

Team members are Anthony J. Kamnikar, AAI, who manages the Food Group; Linda Goughnour, AAI, who supervises the Group; Michele Stager, who is Account Manager for the Group, and Bob Casti, Account Executive. Sales are generated by producers from the Agency's main Johnstown office and all

branch offices, providing excellent representation across the state.

The Gleason Food Group was selected by PFMA's Board of Directors to serve the food industry in Pennsylvania. One of the most effective products is a Kemper Group workers' compensation plan, which features a 20% rate deviation, stock company discount, individual dividend plans, and monthly payments with no interest charge for qualifying members. The Gleason Food Group also offers package programs that are found to be cost effective for members.

Additional benefits of the program include prompt, professional claim service, Risk Management/Loss Prevention services, on-site inspections for hazard identification, the development of a PFMA Insurance Newsletter, and a quarterly claims review.

The Gleason Agency's 65th Anniversary Portrait



The Gleason Agency takes pride in its wonderful staff of dedicated, professional people.

THE SECRETARY OF TRANSPORTATION

WASHINGTON, D.C. 20590

OFFICIAL BUSINESS

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Department of
Transportation
DOT 518



Mr. Michael P. Galvin
Suite 5000
One First National Plaza
Chicago, Illinois 60603



THE SECRETARY OF TRANSPORTATION

2/23/89

Dear Mike:

Congratulations on your appointment and I look forward to working with you in the not-too-distant future. I am sure you and Washington will get along just fine.

Warmest personal regards,

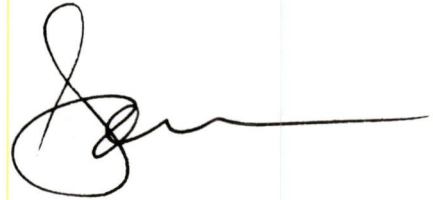
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THE SECRETARY OF TRANSPORTATION

Baer

8-16-89

Good Show. Keep it
up.



THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

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DOT 518



Mr. Robert L. Ganchiff
1901 North Fremont Street
Chicago, IL 60614

Robert Lee Ganchiff
1901 North Fremont Street
Chicago, Illinois 60614

8-5-89

Sam,

Firstly, want to congratulate you on your super performance as Secretary of Transportation. It doesn't surprise me. Jerry & Morry Adelman have kept me abreast of the management assessment process, on a confidential basis, which I would think is pretty innovative for Federal Government. I was "Adelmanized" some years ago. It was the most "on Target" personal evaluation I've ever had, among many. Your Hearings program aimed at a National Transportation Policy is outstanding. Good show, Sam!

These kinds of things lead into the second motivation for this letter I'm writing on the run. As you can see from the enclosed Indiana U. conference brochure I am deeply involved, among other things, in the nature of "Leadership" - that elusive concept that seems to be much studied and pontificated about, yet is still little understood beyond some standard platitudes. In fact, when I was in Wash.-D.C. in February and was scheduled to see you it was primarily for the purpose of sharing my leadership project and involving you as you best saw fit. I spent a lot of time then with John Gardner a friend, tho not often politically, who has done a monumental study of Leadership. We are hoping to collaborate, perhaps with an

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ambitious T.V. Production overview of Leadership Through the ages, from the Greek City-states to George Washington to Dwight McArthur, etc, etc. But that is one project. Currently, I'm working closely with Rick Cosier, chairman of the Management Dept at Indiana University's School of Business in putting together basic research to be transformed into articles and a book on Leadership which we will coauthor. It's our belief that the Pontifications of Textbooks and what effective leaders actually believe and do in the real world are often two very different things. Rick, as you can see, was also a part of the Conference of Leadership which attracted 1600 people.

To get at some of the elements of Leadership in a personal way via a dialogue process has been our basic research approach. Thus far we have interviewed people like Gene Croisant, Bob Darnall, President of Inland Steel, Paul O'Neill, Chairman of Alcoa (Chiefly, will be going to Pittsburg to spend more time) etc. We have interviewed a number of entrepreneurs with a number to follow - like Ralph Angersoll, new publisher of the new St. Louis Sun. We are scheduled to meet with Bill Mallory, Indiana U's football coach, and a friend. Will be talking to Mike Ditka + a ~~team~~ selected cross section

group of others in the military, government, non profit sector etc. We are also interested in identifying common denominators or behavior or attitude threads that may or may not run through all the sectors. Sure hope you'll be able to get some time aside in your busy schedule, Sam, to spend some time with us. 1-2 hours would be sufficient time, to say the least we'd really value your input - perspectives, as an integral part of our "important mission".

thirdly. as a matter of information I've enclosed material on the Encyclopedia of World Crime, being produced by my friend, Jay Robert Nash. Under the aegis of Hanchiff Enterprises, on a part time basis, I'm an associate ~~editor~~ publisher with the Publishing Co., Crime books. It's been a very satisfying experience helping to develop this unique, scholarly work aimed at large markets - scheduled for November release. Jay of course, is a recognized premier Crime Historian, plus the highly successful publisher of the Motion Picture Guide - reviews of every film ever made. Jay sold that company for 6+ million dollars a couple of years ago, giving an average of 1,000% return to his investors. Jay, is offering a few investment units to raise some additional capital (Jay has put well over \$500,000 of his own

money in the venture).

Jack is so confident of his venture that he is making a personal guarantee on investments. He will buy back any shares, plus interest, from any investors not satisfied with dividends (1st payout, April, '90). Due to the unusual nature of this opportunity I've shared info with several friends who have come aboard (a prominent neurosurgeon, International Investment banker, former president of Scudder Stevens etc.) Gene Croissant, Peter Bensing etc. have also received the material.

One unit or 100 shares is valued at ^{\$}50,000, half units at 50 shares at \$25,000 are also being offered. Investors, if they wish will be featured as asso. publishers.

this is a fascinating, one-of-a-kind quality venture, Sam, and am simply sharing with you in the category of "nothing ventured, nothing gained." No big deal, I'm not really pushing it - just thought you might want to see it as an investment opportunity that's unusual.

Didn't mean to burden you with a lot of material - but there just is no way to say some of this in a few statements.

I'll be glad to follow up with your secretary in the hopes that we might connect in Chicago on the leadership issue.
the Best, Bob

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ISBN: 0-923582-00-2 **ENCYCLOPEDIA OF WORLD CRIME**
(6 Vols.)
0-923582-05-3 **ENCYCLOPEDIA OF WORLD CRIME**,
Vol. V (Dictionary)

Printed in the United States
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Historical info for background



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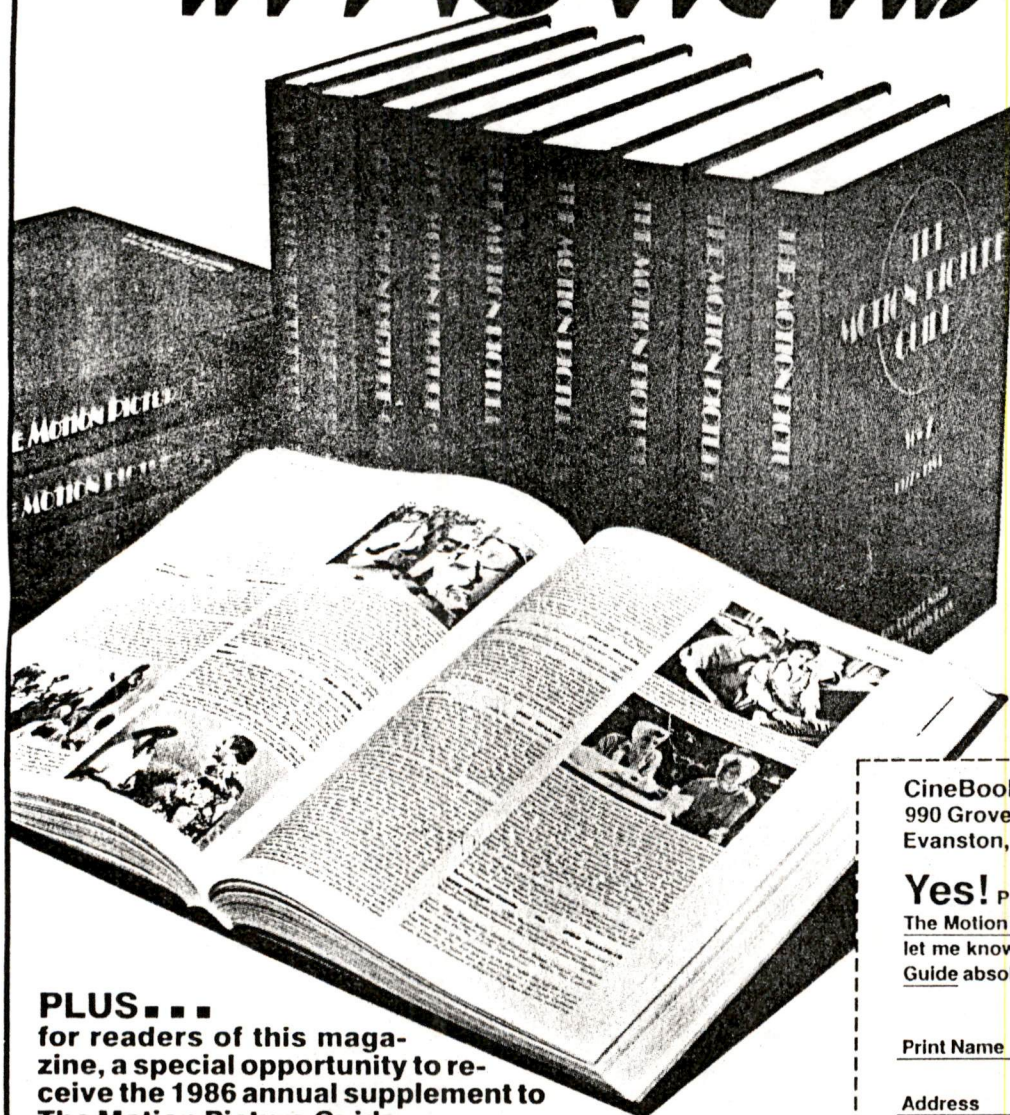
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Program
43rd Annual Business
Conference

Leadership for
Turnaround,
Growth, and Survival

April 18, 1989

Indiana University School of Business
School of Business Alumni Association

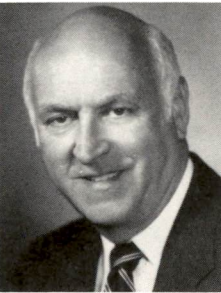


PROGRAM

8:00 a.m.
REGISTRATION—Front Lobby
Coffee served in the Main Concourse

9:00 a.m.
WELCOME—Ballroom, First Floor
Jack R. Wentworth
Dean, Indiana University School of Business

BACK IN THE BLACK—THE HARLEY-DAVIDSON STORY—Ballroom
Introduction: *Desmond C. Wong*, Conference Co-Chairperson, IU School of Business Alumni Association



Speaker: *Vaughn L. Beals*
Chairman, President and
Chief Executive Officer
Harley-Davidson, Inc.

10:00 a.m.
COFFEE BREAK—Main Concourse

10:20 a.m.
INLAND'S TURNAROUND AND ITS STRATEGIES FOR IMPROVING COMPETITIVENESS—Ballroom
Introduction: *Desmond C. Wong*



Speaker: *Robert J. Darnall*
President and
Chief Operating Officer
Inland Steel Industries, Inc.

12 Noon
LUNCHEON—Exhibit Hall B, First Floor
Presiding: *W. George Pinnell*, Executive Vice President Emeritus, Indiana University

12:30 p.m.
PRESENTATION OF RECOGNITION AWARDS
Presentation: *Dean Jack R. Wentworth* and *Terry R. Hershberger*, President, IU School of Business Alumni Association

Distinguished Entrepreneur Award
David G. Elmore
Chairman and President
First Family of Travel

Academy of Alumni Fellows
Robert E. Byrket
Executive Vice President (Retired)
Dana Corporation

Paul H. O'Neill
Chairman and Chief Executive Officer
Alcoa

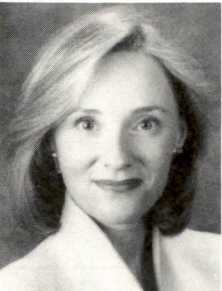
Charles L. Thiemann
President
Federal Home Loan Bank of Cincinnati

1:00 p.m.
LUNCHEON ADDRESS: NEW WINE IN OLD BOTTLES
Introduction: *Gerald L. Bepko*, Vice President, Indiana University, and Chancellor, Indiana University-Purdue University at Indianapolis



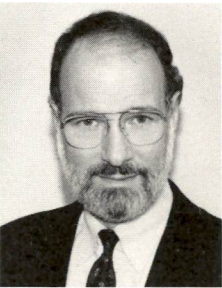
Speaker: *Walter B. Wriston*
Former Chairman and
Chief Executive Officer
Citicorp

2:00 p.m.
ADVERTISING LEADERSHIP IN THE '90s—Ballroom
Introduction: *Ann B. Kramer*, Conference Co-Chairperson, IU School of Business Alumni Association

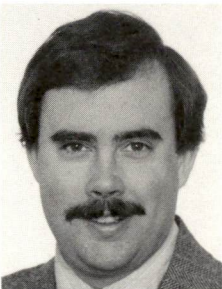


Speaker: *Louise R. McNamee*
President and
Chief Operating Officer
Della Femina, McNamee
WCRS, Inc.

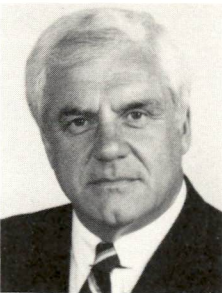
3:00 p.m.
LEADERSHIP: PERSONAL PERSPECTIVES—Ballroom
An illusive concept, effective leadership is re-examined with bold new questions about how leaders really develop and get things done. Hear this discussion by honored business executives and faculty members from the IU School of Business.



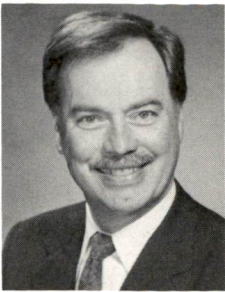
Moderator:
Robert L. Ganchiff, Director,
IU School of Business
Alumni Association and
President,
Ganchiff Enterprises



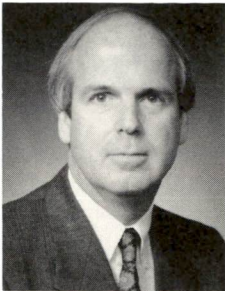
Panelists:
Richard A. Cosier
Professor of Business
Administration and
Chairperson, Department
of Management
Indiana University



David G. Elmore
Chairman and President
First Family of Travel



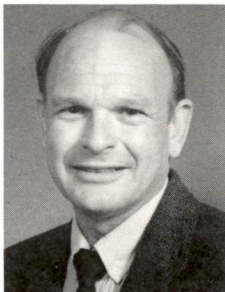
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President and Chief
Executive Officer
Huse Food Group



Richard W. Strain
President
Medical Instrument
Systems Division
Eli Lilly and Company



Charles L. Thiemann
President
Federal Home Loan
Bank of Cincinnati



D. Clay Whybark
Professor of Operations and
Systems Management
Indiana University

4:00 p.m.
CONVERSATION HOUR AND CASH BAR—Reception Room (next to Ballroom)
Enjoy the music of a jazz combo from the IU School of Music, have a drink and talk to friends.

Confidential

BUSINESS REPORT/CRIMEBOOKS, INC.
(July 10, 1989)



1213 Wilmette Avenue
Suite 203
Wilmette, IL 60091-2557
(312) 251-8350
Jay Robert Nash
Publisher

Confidential

BUSINESS REPORT/CRIMEBOOKS, INC.
(July 10, 1989)

ENCYCLOPEDIA OF WORLD CRIME, 6-Vols:

Present Markets for EWC:

Sample mailings through the spring of 1989 which were addressed to some of the below-listed markets have returned approx. \$150,000 in advance prepublication orders. It is estimated that, once product is in hand, CrimeBooks, Inc. will capture \$25 plus million over a five-year period. (See specific estimates as listed below.)

- 1) Libraries (Total of 56,000)
 - A) 35,000 U.S. & Can. public, college-university, law.
 - B) 16,600 U.S. high school libraries.
 - C) 5,000 international English-language foreign libraries.
- 2) Professionals (Total of 84,000)
 - A) 18,000 international chiefs of police.
 - B) 10,000 senior partners of criminal law firms (6,300), prosecuting attorneys (2,700) and public defenders (1,000).
 - C) 16,500 judges (all U.S.).
 - D) 6,500 penologists.
 - E) 4,500 private investigators.
 - F) 16,000 psychiatrists.
 - G) 12,500 pathologists.
- 3) Academics (Total of 20,000).
 - A) 8,000 department heads (history, psychology, sociology).
 - B) 12,000 professors (police science, social problems).
- 4) Media (Total of 34,000).
 - A) 20,000 newspaper, magazine editors, TV news depts.
 - B) 7,000 book publishers.
 - C) 7,000 film producers.
- 5) Consumer (Total of 15,000).
 - A) 15,000 members of Mysterious Press Book Club.
- 6) Miscellaneous (Total of 1,000).
 - A) 1,000 bar and fraternal associations.

Library Market

At present we estimate that we shall sell approximately 5,000 sets of the EWC @ \$500 per set (publication retail price as of November 1989 when we print and ship all books ordered on prepublication discount) each year for a five-year period, beginning in January 1990, or a yearly gross from this market of \$2,500,000, an overall five-year gross of \$12,500,000. Moreover, each year CrimeBooks, Inc. will offer an annual (beginning in spring 1990) which is part of the continuity of the basic EWC set (and therefore a "must-have" purchase for any buying the original 6-volume set), each annual retailing for \$90 each. We expect to sell 25,000 annuals over the same five-year period for an additional overall gross of \$11,250,000. The combine projected gross for the EWC set and its annuals is \$23,750,000.

At present we are about to conclude negotiations with Marshall Cavendish Corp. to handle the library distribution for CrimeBooks, Inc., an initial inventory commitment that will contractually assure our company of 8,000 sets of EWC, the first two years on a prepayment basis of \$450,000 each year at \$225 per set, or a cash guarantee of \$900,000 to CrimeBooks, Inc. for 4,000 sets, the remaining 4,000 sets to be met in sales quotas over the following three years. This, of course, is a minimal estimate of sales from Cavendish and we believe the firm believes it will sell about 25,000 sets over the entire period which will return to CrimeBooks, Inc. the discounted amount of \$5,625,000, with an almost equal amount returned on the EWC annuals over the same period of time.

We are also entering negotiations with several British distributors to handle world distribution for libraries (excepting U.S. and Can.) and expect in the next few months to establish a deal similar to the Cavendish agreement.

Non-Library Markets

The target professional markets for EWC in the U.S. alone is vast, consisting of more than one million possible purchasers, including the law enforcement field (600,000), the legal profession (535,000) and ancillary markets (more than 1,000,000). Moreover, there are approximately 500,000 general consumer book buyers who are likely prospects for EWC, particularly the 200,000 members of the Mystery Book Club, the Mysterious Press Book Club and others such clubs. We feel that through aggressive marketing we will be able to sell approximately as many sets per year to these markets as projected for the libraries for an overall gross of \$20,000,000 over a five-year period, less than ¼% of this entire market.

BUSINESS REPORT, CRIMEBOOKS, INC., 7-10-89/ADD TWO

Condensed Volume and Reprint Editions

We are currently discussing the distribution of our condensed volume of EWC and ten reprint editions from the original five-volume set with Dell, Bantam, Ballantine, Warner and other mass market publishers in New York. This condensed and mass market publishing program can see as much as a \$4,500,000 commitment to CrimeBooks, Inc. from one of the New York publishing firms. The ten reprint editions can yield, within a two-year period, a gross of approximately \$10 million.

CrimeBooks, Inc. would publish the condensed edition of EWC, selling inventory to the mass market publisher-distributor, approximately 50,000 sets (we are currently proposing) @ \$20 per volume (this volume would retail for approximately \$49.95), for an inventory advance of \$1,000,000. (This volume, 700pp, 8½"x11", 2-col., illus., would cost CrimeBooks, Inc. about \$8 each to produce.

There is a current proposal to produce ten reprint editions in various fields of crime for the mass market house. CrimeBooks, Inc. would produce these volumes up to camera-ready boards (pocket sized editions, illustrated, approx. 450pp ea.). These books would retail for about \$4.95 each. (See sample presentation sent to reprint houses.) We are asking \$300,000 advances for each of these volumes for a total advance of \$3,000,000. CrimeBooks, Inc. would see a royalty of about 7.5% of retail price per reprint volume sold, after earning back the advances. These reprint editions, published in 1991, would in no way compete with our basic five-volume set since they would be devoid of all reference assets as contained in the basic library editions (cross-references, bibliography, chronologies) and would present no more than 1500 entries culled and truncated from the 50,000 entries in the library edition. (This would also be the case with our condensed volume so that no library or professional seeking comprehensive research information from us would opt to buy these cheaper editions.)

Moreover, we are also proposing to prepare to camera-ready boards a mass market annual (mostly graphics and accompanying captions and brief copy) entitled The Year in Crime. We are asking a \$500,000 advance for this edition which would be under contract to the reprint house for a period of five years and could yield as much as \$2,500,000 in advances over that period of time. Of course the deep interest in accepting our condensed and mass market publishing program on the part of the New York reprint houses is motivated by the past successes enjoyed by Jay Robert Nash's reprint editions, notably Bloodletters and Badmen. This book, originally published in 1973, went into three condensed mass market editions in 1974, published by Warner Books and are still in print, having sold more than nine million copies to date. (This crime book profiled 389 American criminals; we are profiling 50,000 international criminals and other related personalities in EWC.)

BUSINESS REPORT, CRIMEBOOKS, INC. 7-10-89/ADD THREE

Newsletter: CrimeFacts

As you will note from our current mailing pieces, CrimeBooks, Inc. is currently offering a year's free subscription to its monthly newsletter, **CrimeFacts**, which we will commence to publish in January 1990. We expect that through our aggressive renewal and marketing programs over a four year period to have 50,000 subscribers to this newsletter for an overall gross of \$4,000,000 per year (at the discounted price of \$80 per year). **CrimeFacts** could easily outstrip the sales of most of CrimeBooks' publications over a period of several years.

Database

Since all our material has been and will continue to be produced electronically, we have but a few steps to go to establish a database which will capture all our data related to the field of crime. We intend to aggressively market this form of electronic information beginning in 1990 and expect to have an on-line retrievable service by the following year. (Since our editors and researchers are culling information on a daily basis for our future print products this information can be input and accessed also on a daily database operation which will ultimately yield several million dollars each year from institutional, law enforcement, criminal justice and other markets.

Future Editions

In addition to our present EWC set and its annuals (and our monthly newsletter), CrimeBooks has planned to publish a number of reference editions in popular fields that will certainly create considerable yearly sales for the company. These include:

Encyclopedia of World Crime Writers

A two-volume set retailing for \$200, produced in the same format as EWC, deluxe library editions. This work will cover its subject from the eighteenth century to the present, including every author of crime fiction and non-fiction, offering complete biographies on each, as well as complete bibliographies of their works and bibliographies about them. It will be international in scope. Illustrated. No competition exists for this set and we expect to sell 25,000 sets to worldwide libraries and approximately 10,000 sets to non-library markets over a three-year period for an overall gross of \$7,000,000. To be published in Fall 1990. We will also produce a condensed hard bound edition of this work and market the same work in three reprint editions, along the marketing lines we are presently pursuing for EWC as discussed above.

BUSINESS REPORT, CRIMEBOOKS, INC., 7-10-89/ADD FOUR

Encyclopedia of World Espionage

This two-volume set, illustrated and in the same format of EWC, offering deluxe library editions, illustrated, will sell for \$200. We expect an overall library and non-library sale of this work to reach 25,000 sales for an overall gross over a three-year period of \$5,000,000. To be published Spring 1991. This work will also be marketed as a one-volume trade edition and in a reprint series.

Encyclopedia of Crime Art

This two-volume set, published as deluxe library editions, will offer the visual history of crime art as it first appeared in the eighteenth century chapbooks of England (b/w illustrations), through the "penny-dreadful" publications and the classic true crime and mystery publications over the last two centuries. This material will appear in the first volume of this set. The second volume will concern itself with all major and some minor work by established international artists who have captured all manner of crime and corruption on canvas, from Goya to Benton. We will reproduce these works in full four color, art book size. This set will retail for \$300. We expect to sell 20,000 sets to library and non-library purchasers for an overall gross over three years of \$6,000,000. We will also market this work as a one-volume condensed edition. To be published in Fall 1991.

Who's Who in Law Enforcement & Who's Who in Criminal Law

A two-volume work in encyclopedic format (A-Z listings by state) will include all high-ranking police officials, along with notable rank-and-file officers (selected for meritorious service by superiors for inclusion in this volume). A biographical profile of each in which all professional achievements and awards are detailed will make up the editorial content of these two volumes, both following the present production format of EWC (8½"x11", 2-col. format). The two-volume set will sell for \$200 and we expect to sell approx. 80% of the approximately 25,000 entries in the volumes, or 20,000 @ \$180 (at a standard 10% discount) for a gross of \$3,600,000. An additional 10,000 library sales at the same amount returns an additional \$1,800,000 for an overall gross of \$5,400,000. It is important to note that this two-volume set will turn over every two years to compensate for police department changes, updates, etc., returning to CrimeBooks, Inc., approximately \$5,000,000 every two years. The same format is addressed to Who's Who in Criminal Law, involving about the same number of entries and returns from entries and libraries, an additional \$5,000,000 every two years.

BUINESS REPORT, CRIMEBOOKS, INC. 7-10-89/ADD FIVE

PRESENT OPERATING COSTS

Offices

CrimeBooks, Inc., incorporated as an Illinois corporation in January 1987, has operated and maintained professional offices since October 1, 1988. Business-editorial-production offices are maintained at 1213 Wilmette Avenue, Wilmette, IL 60091. (Main office phone: 312-251-8350.) Present space is approximately 2500 feet which is cleanly maintained with full janitorial services. CrimeBooks, Inc. occupies present space under a two-year lease from July 1, 1989 to July 1, 1989, with an option to renew for the same period of time or more time as required. We have recently expanded our office space, adding another 1200 square feet, to meet staff, production and research demands. CrimeBooks, Inc., presently pays monthly rent of approximately \$2500 per month. At present, all our editorial and production files are maintained at the above address. Our business and corporate files are maintained at 2934 Indianwood Road, Wilmette, IL 60091.

Equipment, Furniture, Supplies

CrimeBooks, Inc. currently produces all its own editorial product electronically through a cohesive Delta Gold computer system, each worker station fully equipped with the latest models of computers, monitors and, at certain stations, printers. We presently have twelve computer-monitor systems, two of which have 4-color screens. Three letter perfect printers are positioned at key stations and we also have a Hewlett Packard Laserjet (Series II) in our production office which allows us to produce complete typeset finished pages (a system which allows us to control our own production, as well as save an estimated \$250,000-\$500,000 each year by not having to go to outside typesetting operations). One third of our computer system is on a present lease while the remainder is wholly owned by CrimeBooks, Inc. On July 17, 1989, we will add to our production equipment two more 40-meg computers, a high-speed Toshiba printer and one more Hewlett Packard Laserjet. (Two additional computers with 4-color screens are also owned and operated in Mr. Nash's Indian Hill Estates residence, along with printers and other electronic equipment.) Our present computer system is worth approximately \$175,000. (All computer equipment is under full warranty and we also maintain a service contract with our computer supplier which provides same-day service.)

In addition, we presently have our own stat machine which allows our art director to produce all camera-ready graphics at less than 50¢ per stat where such processing from negative or positive through outside photo houses and our printer would cost us approximately \$20 per shot. Since we are employing more than 4,000 illustrations in EWC, the cost would be about \$80,000. We are

BUSINESS REPORT, CRIMEBOOKS, INC., 7-10-89/ADD SIX

spending through a \$12,000 lease-purchase (one year) of the camera and art staff, about 35,000, a savings of about \$55,000. The camera, of course, will continue to be used for our Newsletter and other planned books where illustrations are necessary.

CrimeBooks, Inc. also owns all of its office furniture, desks, computer tables, chairs, lamps, file cabinets, bookshelves, etc., (all purchased new), with an estimated worth of \$90,000. This includes two top-line photo copiers (Mita), a fax machine, a scanning machine, a phone system and ancillary equipment.

All office and computer supplies are purchased weekly or as need arises, expenses that average \$1000 to \$2000 each month. Additional art supplies and costs are estimated to be approximately \$5,000 per month for the next six months.

Research Material

All research material, hard copy files, electronic files, reference books, and extensive photo files which are fully insured in our Wilmette Avenue offices, have an estimated worth of \$2,000,000. Copies of all electronic disks, hard copy files and research materials are kept on different premises.

Staff

We presently employ fifteen full-time employees, twenty-three part-time employees and have a number of "stringers" in such places as Washington, D.C., New York, Los Angeles and other cities (these free-lance researchers providing CrimeBooks, Inc., with updated information not supplied at staff level). The employees are all professional editors, writers and editorial production personnel. We also have a full-time business manager and a bookkeeper-accountant. CrimeBooks, Inc., also employs, on a fee basis, an outside marketing consultant, a research-copy lawyer, a graphic design artist, our corporation lawyer (E. Leonard Rubin of Willian, Brinks, Olds, Chicagao, Il.), and a certified public accountant firm (Herzog & Associates, Northbrook, Il.). Staff costs presently approximate \$40,000 per month. All other costs per month approximate \$10,000 (including new expenses outlined above), for a total monthly operating cost of approximately \$50,000. We do not foresee any considerable increase in these costs within the next year of operation. No major debts are now outstanding and we are current with accounts payable.

BUSINESS REPORT, CRIMEBOOKS, INC., 7-10-89/ADD SEVEN

Printing Costs

Our printer for the present 5-volume encyclopedia is Braun-Brumfield of Ann Arbor, Michigan. This firm will produce deluxe library editions for CrimeBooks, Inc. (approx. 600pp, hardbound editions, 8½x11-inch, 2-col. format on 70lb deluxe coated stock, casebound with deluxe vellum cloth, gold-stamped, smyth-sewn bindings with reinforced spines). The price per volume from Braun-Brumfield (on written quote) will be \$7 per volume or \$35.00 per 5-volume set. Since we are presently offering this 5-volume set at a prepublication discount price of \$350, this constitutes a 1000% markup. When this 5-volume set is at our published retail price of \$500, CrimeBooks, Inc. will enjoy a 1500% markup. Printing expenses for volumes planned for future publication are not expected to increase beyond 2-3% in the next three years.

AVAILABLE EQUITY INVESTMENT IN CRIMEBOOKS, INC.

At present 96½ points of equity ownership in CrimeBooks, Inc. (100 points, 10,000 shares), is held by its president and publisher, Jay Robert Nash. (Three private investors have purchased stock amounting to 3½ points of equity ownership.) Mr. Nash is currently offering select private investors an opportunity to purchase up to eight percentage points (8%) of the stock of the corporation. The price per point is presently \$50,000. The total amount presently sought to cover additional sales programs, staff and production costs is \$400,000 which will allow CrimeBooks, Inc. to complete its first encyclopedia, as well as other on-going publishing projects. (It should be noted that purchase of half points or fifty shares is acceptable.) The stock of the corporation will not be diluted and stockholders will receive bi-annual business reports. Dividends will be paid twice each year, in April and September of each year.

Mr. Nash, president of CrimeBooks, Inc., founded CineBooks, Inc. in 1984 and was its president; this firm produced a 25-million-word 12-volume encyclopedia, The Motion Picture Guide. Mr. Nash arranged for the sale of CineBooks, Inc. in 1986 to McPherson's Ltd., an Australian conglomerate, for \$6 million. He returned to investors in CineBooks, Inc., an average of 1000% on their equity investments in that firm.

NOTE: Sales projections given in this business report are based upon the best experience and understanding of existing markets and their sales histories by the principals of CrimeBooks, Inc.

Robert Lee Ganchiff
1901 North Fremont Street
Chicago, Illinois 60614

Please note Page 19

AMERICAN *FILM*

FILM, VIDEO AND TELEVISION ARTS

DANNY DEVITO
SYMPATHY FOR THE DEVIL

A VOLATILE 'SEASON'

**EUZHAN PALCY AND MARLON
BRANDO TACKLE APARTHEID**

SERGIO LEONE

**REMEMBERING THE GOOD,
THE BAD AND THE HUGE**

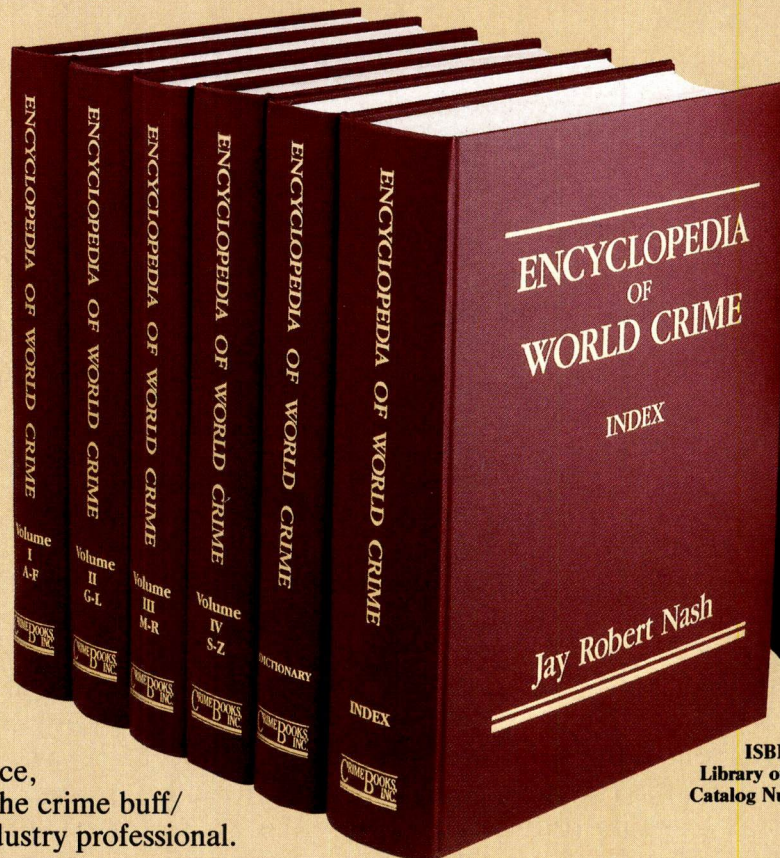
PLUS: VIDEO REVIEWS



**Individuality.
First you discover it.**



*The
Stuff
That Movies
Are
Made Of!*



Finally!
Here are all
the true-life classics
of crime in a single source,
a priceless treasure for the crime buff/
movie lover and film industry professional.

*Here's just a partial list of subjects covered in the **ENCYCLOPEDIA OF WORLD CRIME**:*

Abduction ★ Abortion ★ Accomplices ★ Adultery ★ Alcohol & Crime ★ Aliases & Monikers ★ Alibi ★ Amnesty & Pardon ★ Appeal ★ Arraignment ★ Arrest ★ Arson ★ Assassination ★ Assault ★ Assault & Battery ★ Bail ★ Banishment & Exile ★ Bank Robbery ★ Bigamy ★ Black Marketeering ★ Blackmail ★ Bombings ★ Bootlegging ★ Burden of Proof ★ Burglary ★ Cannibalism ★ Capital Punishment ★ Children, Criminal Activities ★ Child Abuse ★ Coining ★ Computer Crimes ★ Confessions ★ Conspiracy ★ Counterfeiting ★ Courts & Trials ★ Crime Commissions ★ Crime Prevention ★ Crime Statistics ★ Criminalistics ★ Criminal Justice ★ Criminal Law ★ Criminology ★ Delinquency ★ Detection ★ Deterrence ★ Deviance ★ Drugs ★ Drugs & Crime ★ Duelling ★ Embezzlement ★ Entrapment ★ Escapes from Prison ★ Euthanasia ★ Evidence ★ Extortion ★ Eyewitness Identification ★ Fencing & Receiving Stolen Goods ★ Fingerprint Identification ★ Fire Arms & Ballistics ★ Forgery ★ Fraud ★ Gambling ★ Genocide ★ Graphology ★ Heresy ★ Hijacking ★ International Crimes Against the Peace ★ International Criminal Law ★ International Law Enforcement Agencies ★ Jails ★ Jurisdiction ★ Jurists ★ Kidnapping ★ Ku Klux Klan ★ Law Enforcement Agencies ★ Law Enforcement Officials ★ Libel, Criminal ★ Looting ★ Lotteries, Illegal ★ Lynching ★ Manslaughter ★ Mayhem ★ Military Justice ★ Mob Violence ★ Murder ★ Mutiny ★ Notable Criminal Lawyers ★ Notable Detectives ★ Obscenity/Pornography ★ Organized Crime ★ Pardons & Paroles ★ Penal Colonies ★ Penal Reform ★ Penology & Corrections ★ Piracy ★ Police ★ Political Corruption ★ Prisons ★ Professional Criminals ★ Prosecution, Criminal ★ Prostitution ★ Public Opinion & Crime ★ Punishment ★ Racketeering ★ Rape ★ Robbery ★ Secret Criminal Societies ★ Skyjacking ★ Smuggling ★ Suicide ★ Terrorism ★ Theft ★ Torture ★ Toxicology ★ Treason ★ U.S. Secret Societies ★ Victimology ★ Vigilantism ★ War Crimes and Criminals ★ Western Outlaws ★ White Collar Crime ★ White Slavery ★ Wiretapping ★ Witchcraft, Criminal ★ Women & Crime ★ Who's Who in Real Life Crime in Drama, Fiction, Films, Poetry, and Song (in separate articles, cross-referenced to historical entries) ★ Wrongly Convicted

Jay Robert Nash, the "dean of crime writers," has worked thirty years to create the *ENCYCLOPEDIA OF WORLD CRIME*, which offers 30,000 in-depth profiles of real criminals and their stranger-than-fiction lives and exploits—the stuff of classic movies. This one-of-a-kind masterwork will prove invaluable to the film producer, director, screenwriter and captivating to anyone who enjoys a fascinating crime story.

The film buff will find thousands of citations on films dealing with real criminals (as well as detectives, lawmen, and criminal lawyers), as separate entries and cross-referenced following biographical entries. How many films were based on Al Capone? Jesse James? Rasputin the Mad Monk? The Lincoln Assassination? The robbery of Brink's? Jack the Ripper? You'll find the answers to these questions and thousands more in the definitive *ENCYCLOPEDIA OF WORLD CRIME*.

Here's what you get in the *ENCYCLOPEDIA OF WORLD CRIME*:

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A 700-page Index Volume (Vol. VI) with more than 150,000 proper name entries, plus a special index-by-subject covering hundreds of categories from Abduction to Wrongly Convicted.

A massive Bibliography, cross-referenced to entries, with tens of thousands of reference citations, the biggest of its kind ever published on any subject. (Hundreds of references following individual cases which makes *EWCA* a one-stop single source for researchers.)

The **ENCYCLOPEDIA OF WORLD CRIME** is a priceless treasure of real criminals and true crime stories . . . the stuff that movies are made of.

JAY ROBERT NASH, author of the *ENCYCLOPEDIA OF WORLD CRIME*, has written dozens of best-selling works in the crime field that have sold millions of copies over the past two decades—many are required reading in college-level criminology courses. He is one of the few authors whose books have been honored three times by the American Library Association's prestigious "Best Reference Work" citation—in 1973 for his monumental single volume on crime, *Bloodletters and Badmen*; in 1976 for his single-volume encyclopedic *Darkest Hours*; and in 1985-86 for creating the unprecedented twelve-volume *Motion Picture Guide*, a 25-million-word encyclopedia on films, considered the definitive work in the film field. Among Mr. Nash's best-selling crime books are *Dillinger: Dead or Alive*; *Citizen Hoover*; *Hustlers and Con Men*; *Among the Missing*; *Murder: America*; *Look for the Woman*; *Murder Among the Mighty*; *Open Files*.

The six-volume **ENCYCLOPEDIA OF WORLD CRIME** is bound in durable, top-quality vellum cloth, gold embossed, with deluxe case binding, with reinforced end sheets, 80-pound illustrated end papers, and is Smyth-sewn for decades of constant use. The text is printed on 70-pound opaque quality paper to withstand hard, frequent handling. The large 8½" x 11" pages with two-column format provide convenient, easy access and readability. Each volume contains more than 600 pages, with a 700-page Index Volume. The set is lavishly illustrated with more than 4,000 photos and graphics.

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JOHN PATRICK SHANLEY

Believe in heroes, advises the Moonstruck writer, and dare to be a fool

A TROUBLESOME STUDENT OR AN AWARD-WINNING screenwriter, John Patrick Shanley has demanded acceptance on his own terms. Raised in the Bronx by a meat-packer father and telephone-operator mother, Shanley was kicked out of three Catholic high schools before landing at New York University. Leaving college after one year, "under an academic cloud," he joined the U.S. Marines and then became a sandwich maker in Manhattan. Shanley returned to NYU after a five-year hiatus and graduated class valedictorian, with a degree in educational theater. Dropping out of graduate school, he worked as a bartender and concentrated on play-writing. Shanley gained initial success with the off-Broadway production of *Danny and the Deep Blue Sea*, and followed with *Savage in Limbo*, the dreamer examines his pillow and *Italian-American Reconciliation*.

Tired of eking out a living, Shanley wrote his first

screenplay, *Five Corners*, an unconventional piece that focuses on a Bronx neighborhood. Fortunately, producer/director Tony Bill was attracted to the project, which went on to win the special-jury prize at the Barcelona Film Festival.

Although Hollywood beckoned, Shanley refused to pre-sign contracts, choosing to write *Moonstruck* on spec for Sally Field. When Field could not finance the project, Norman Jewison stepped in. The sentimental romance won Academy Awards for Best Actress (Cher), Best Supporting Actress (Olympia Dukakis) and Best Original Screenplay.

Shanley remains unscathed by the poor reception of *The January Man*. He is currently making his directorial debut with his screenplay, *Joe Versus the Volcano*. Starring Tom Hanks and Meg Ryan, it "takes place over half the world and has typhoons and mythical cultures."

QUESTION: What brought you to writing?

SHANLEY: Well, I was always a writer. I wrote poetry from the time I was 11 years old. I was looking for an art form that was satisfying and, when I stumbled onto playwriting at NYU, that was pretty exciting. I realized that I had found a social life and that I wasn't going to have to stay in my room for the rest of my life, which frightened the daylights out of me. Also, just being a poet and going to parties and meeting other people who were poets made me decide that I didn't want to be a poet anymore. [Laughter] Poets are a rather dour lot. But when you're a playwright, which is very similar to being a screenwriter, it's a collaborative effort that begins with you. Screenwriting provides that—and also provides a lot of cash at the same time.

QUESTION: You've said in the past that you decided to write your first screenplay for the money—that you had finally started making a living as a playwright. . . .

SHANLEY: Just barely. I'd made

*Whatever you do
in terms of telling
a story, the most
important thing
that you can define is
who you are.*

enough money from a play called *Danny and the Deep Blue Sea* to survive in New York City for a year. And I realized then—I'd made a living painting people's apartments—I was going to be back painting apartments. It's very hard to do that and write, because it's enervating work. So I decided to write a screenplay.

QUESTION: When you were making this decision, were you looking at films, were you looking at screenplays?

SHANLEY: Oh yeah, I looked at films, and I got hold of some screenplays. I wanted fresh screenplays; I

didn't want a screenplay from 20 years ago, because I found that the things that were done 20 years ago don't help me. They may be totally great, but they don't help me to understand how I, as somebody existing now, would do something. So I read 10 screenplays, just completely willy-nilly. One of the 10 screenplays was called *Scarface*, by Oliver Stone. And as I read this, I started laughing because I thought it was very silly—the prose was so purple. Stone had all this stuff about this guy standing at the head of the boat, his black hair blowing in the wind, his heroic face twisted by his anger against the injustice that happens to every man. And I'm, like, How can the guy write this? [Laughter] How can he do it? And then I thought about it, and I said, You know, you're looking at this like it was something you picked up in the store to read, like a novel. Think of this as an image. Would you buy it? I said, Yes, I'd buy it immediately if you didn't ask me to say it out loud.

And I realized that in order to write an effective screenplay, you have to

THE SECRETARY OF TRANSPORTATION

5-5-89

Wendy

Good luck in life
and school. Thank for the
note.
Sam

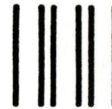
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Suite 5400
1 1st National Plaza
Chicago, Illinois 60603



THE SECRETARY OF TRANSPORTATION

Wendy

4/17/89

How goes the Wens? If you
need any help let me know



THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

May 22, 1989

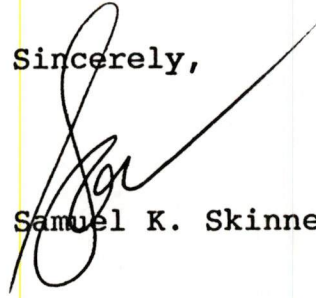
Dear Mrs. Gee:

Thank you for your letter and the background on your great-great grandfather Samuel Skinner. It was fascinating. He sounds like just the kind of ancestor I'd like to claim as my own, but, to be honest, I have no idea if we're related.

I appreciate your writing and promise to let you know if I ever learn anything further about my relationship to your great-great grandfather.

With best wishes,

Sincerely,


Samuel K. Skinner

Mrs. John W. Gee
11056 Brint Road, Box 237
Berkey, Ohio 43504

cc: Abby

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

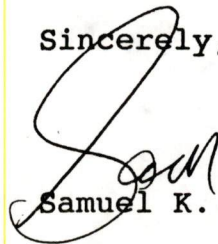
July 11, 1989

Dear Donna:

Thank you for coming in to see me yesterday about the cellular phone. I have a better comprehension of what's involved, and I appreciate your understanding.

With best wishes,

Sincerely,



Samuel K. Skinner

Ms. Donna Gerhart
Government Account Manager
Cellular One
Suite 100
7855 Walker Drive
Greenbelt, MD 20770

P.S. Donna: Great presence in a tough situation.

THE SECRETARY OF TRANSPORTATION

Paul

thanks for a great
weekend. I am very lucky
to have you as my friend.
See you soon 

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

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DOT 518



Mr. Paul Gerlach
Vice President
Signode Corp.
3610 West Lake Avenue
Glenview, IL 60025

Alpha.

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

August 3, 1989

Mr. Ronald J. Gidwitz
President
Helene Curtis, Inc.
325 N. Wells Street
Chicago, IL 60610

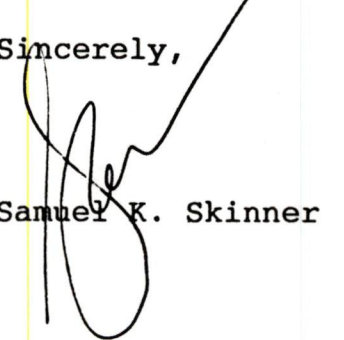
Dear Ron:

Many thanks for inviting me to join you for a
golf outing on August 21, 1989.

I regret that I will be unable to attend this event,
due to other scheduling commitments.

I appreciate your thoughtfulness, and I hope we have
the opportunity to get together sometime in the near
future.

Sincerely,


Samuel K. Skinner

Helene Curtis, Inc.
325 N. Wells Street
Chicago, Illinois
60610
Telephone 312-661-0222

Ronald J. Gidwitz
President

Abby has orig.

June 30, 1989

Mr. Samuel K. Skinner
Secretary of Transportation
Office of the Secretary
U.S. Department of Transportation
400 7th Street, S.W.
Room 10200
Washington, D.C. 20590

ABBY
*I will
try to
make
it*

Dear Sam:

I would like you to join me and a few friends for a golf outing on Monday, August 21, 1989.

The festivities will begin with lunch at 11:30 a.m., followed by a golf tournament and then the Awards Dinner about 6 p.m. Tennis and swimming are available for the non-golfers. If you can't come during the day, please try and join us for dinner. All this will take place at Lake Shore Country Club, 1255 Sheridan Road, Glencoe, Illinois.

Please come to what is going to be a fun-filled day. When you respond, please let us know your handicap.

→ R.S.V.P. to Eileen Sacco, 661-0222.

Best regards,

RJG
Ronald J. Gidwitz
RJG:brt

*Shawn -
Per the Secretary
please request -
Ask
P.S. Have Julie
type request
note*

Alphab.

THE SECRETARY OF TRANSPORTATION

John

9/23/89

Thanks for your note
and call. Hope it is twins
for you both. See you in the
Day Care Center

Jan

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

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DOT 518



Mr. John E. Gilchrist
Chairman and Senior Managing Director
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Chicago, IL 60670-0826

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Capital Markets, Inc.

Mail Suite 0826
One First National Plaza
Chicago, Illinois 60670-0826
Telephone: (312) 732-4848

John E. Gilchrist
Chairman &
Senior Managing Director

September 8, 1989

Dear Sam:

I just received my notice from the Economic Club of Chicago that you will be speaking at the October 31, 1989, dinner. (I had planned to go trick-or-treating that evening, but will forego the candy to hear your remarks.)

Joan and I were delighted to learn the news that Honey and you were recently married. Since we are expecting to be parents on or about September 29th, I'll be able to fill you in on what it's like to change diapers after the age of 40. I suppose it will only be a matter of time before you get some first-hand experience!

Kind regards.

Sincerely,



/psh

Mr. Samuel K. Skinner
Secretary
U.S. Department of Transportation
Room 10200
400 7th Street, S.W.
Washington, D.C. 20590



THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

alphabetical

The Honorable Hazel Frank Gluck
Commissioner
Department of Transportation
State of New Jersey
CN 600
1035 Parkway Avenue
Trenton, New Jersey 08625

Dear Commissioner Gluck:

I want to take this opportunity to congratulate you for the excellent work you have done as Commissioner of New Jersey's Department of Transportation during the past three years.

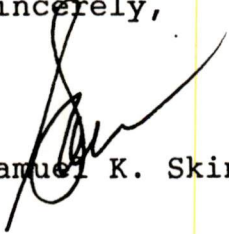
My Department has come to have a tremendous respect for your finesse and skill in representing your constituency and in improving transportation services in the State of New Jersey. We will miss the vital role you played in addressing transportation issues important to New Jersey.

These are very trying as well as exciting times for transportation officials. As you know, we face the challenge of rebuilding our infrastructure to ensure that it continues to adequately meet the transportation needs of the Nation now and into the next century. In this era of budget constraints, this is no small task but I am confident we can achieve success.

You can count on my continued support of your successors, and I look forward to working with them in forming a national transportation policy that is global, intermodal and long range in nature.

Again, I congratulate you for the significant contributions you have made during your tenure and wish you the best of success in your future endeavors.

Sincerely,



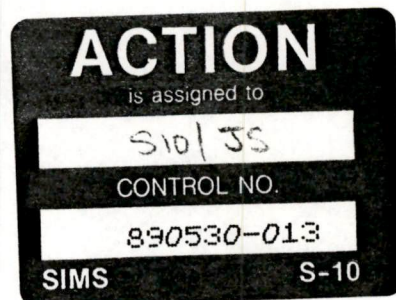
Samuel K. Skinner



HAZEL FRANK GLUCK
COMMISSIONER

STATE OF NEW JERSEY
DEPARTMENT OF TRANSPORTATION
1035 PARKWAY AVENUE
CN 600
TRENTON, N.J. 08625
609-530-3535

May 25, 1989



Dear Mr. Skinner:

It is with mixed emotions that I have submitted my resignation to Governor Thomas H. Kean, effective July 7, 1989.

For the past three years I have had the great personal privilege to serve the Governor as Commissioner of the New Jersey Department of Transportation -- a department that is, in my opinion, second to none in State government.

It has been three busy and productive years. We've seen an emerging recognition that transportation in New Jersey must develop new strategies if we are to maintain the mobility that is so important to all of us. I think the NJDOT is ready to meet these challenges in the coming years, and I hope I have made some contribution to that end.

But there is still much to be done. I would ask you to be as helpful to future commissioners as you have been to me.

My personal thanks for your association during my tenure in the Kean Administration, and I look forward to future challenges.

Sincerely,

Hazel Frank Gluck
Commissioner of Transportation

Honorable Samuel K. Skinner
Secretary
U.S. Department of Transportation
400 Seventh Street SW
Room 10405
Washington, DC 20590

alphabetical

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

June 6, 1989

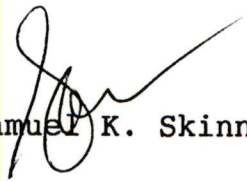
Lieutenant Charles Godwin
Commander (md)
Maintenance and Logistics Command Atlantic
Governors Island, N.Y. 10004

Dear Lieutenant Godwin:

Thanks for all your logistics support during my recent visit to Governors Island and New York City. Your transportation arrangements were superb and I know that it was no small task!

Best of luck in graduate school and throughout your Coast Guard career.

Sincerely,


Samuel K. Skinner

alphabetical

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

Mr. Jonathan L. Goldstein
1180 Raymond Boulevard
Newark, New Jersey 07102

Dear Jon:

Thank you for your kind comments and
thoughtfulness in forwarding the press
clipping from The Star Ledger.

My visit to New Jersey was very constructive,
and I am confident we will be successful in
forming a national transportation policy and
in implementing creative programs to rebuild
our Nation's infrastructure.

I look forward to working with the State of
New Jersey in achieving these far-reaching
goals.

Sincerely,

Samuel K. Skinner

all Bob Wells -

JONATHAN L. GOLDSTEIN
1180 RAYMOND BOULEVARD
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May 24, 1989

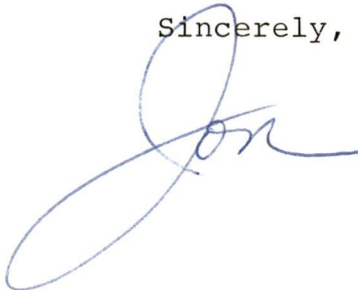
Honorable Samuel K. Skinner
Secretary
Department of Transportation
400 7th Street, S.W.
Washington, D.C. 20590

My Dear Mr. Secretary,

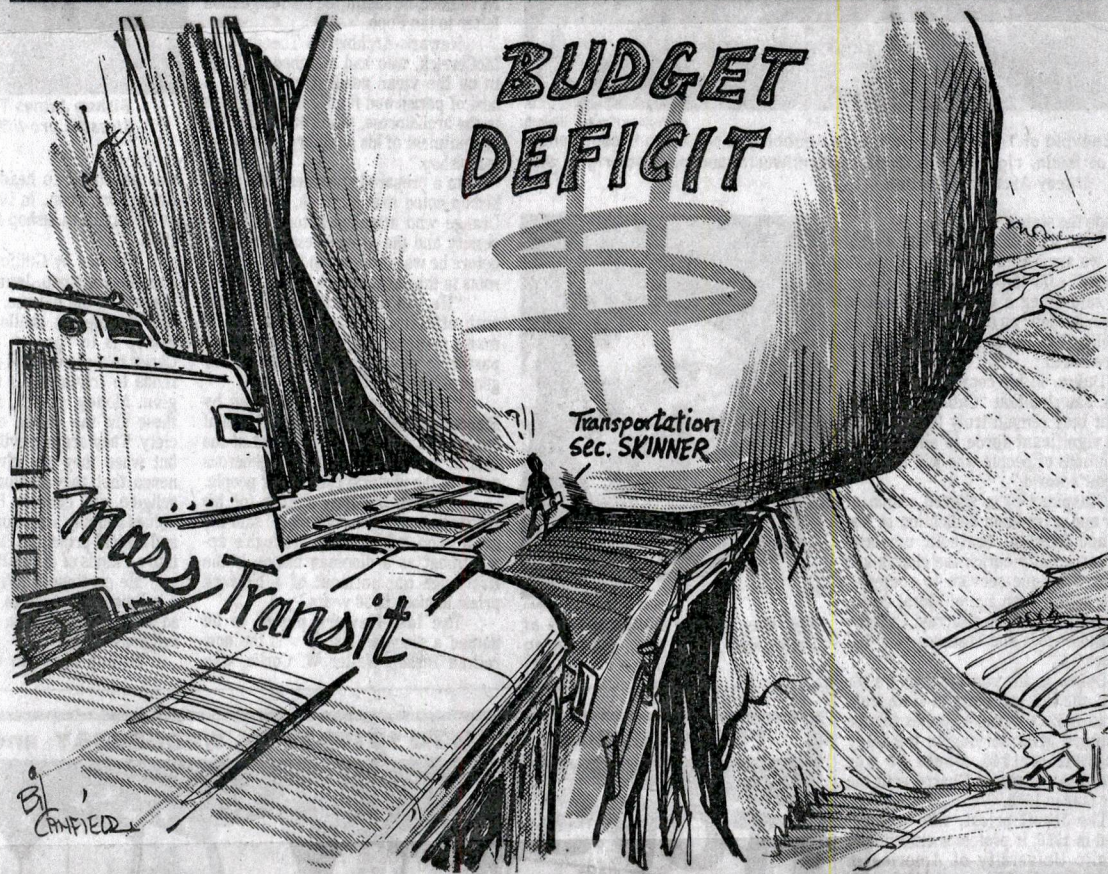
I thought you would enjoy the excellent press that
you have in our local New Jersey newspaper.

Keep up the great work.

Sincerely,

A handwritten signature in blue ink, appearing to be "Jon", with a large loop at the end.

JLG/job
Enclosure



Transit woes

The job of U.S. transportation secretary has not generally achieved a reputation for being a political powerhouse. Many holders of this office would serve today as good candidates for trivia quizzes, such as: Who was President Nixon's first secretary of transportation? (The answer is John Volpe).

But the new transportation secretary, Samuel Skinner, shows signs of breaking that pattern. Mr. Skinner, a former transit authority official from Illinois, is one of the more interesting people in Washington today. He has not been afraid to speak out on a number of issues and there is no doubt that he knows his subject.

Mr. Skinner met recently with transportation officials from New Jersey and New York and he displayed not only sound knowledge, but an ambitious goal. He is the first transportation secretary to sound the need for an integrated policy, meaning policy for each transportation mode—such as highways, mass transit or aviation—must be made with a view to how it might affect the other modes of transportation.

And there is another area in which Mr. Skinner is a decided improvement over most of his predecessors. He is a staunch believer in mass transportation and has described it as a necessary antidote to the traffic congestion and air quality problems caused by the single-occupant automobile.

Moreover, Mr. Skinner knows the astronomical sums it will take to rebuild our transportation infrastructure, placing the amount in the trillions. But he also realizes that such an upgrading is essential. The transportation secretary gets high marks for understanding the problems in his field. But will he get equally high marks for solving them? It's far too early to say, but the odds are heavily against him.

For one thing, the budget deficit still hangs over Washington like a cloud, dooming almost any effort to find a solution to any major problem. For another, a sensible reordering of budget priorities to de-emphasize military spending seems far off.

Mr. Skinner talks hopefully of "user fees" to finance transportation facilities. But user fees translate to raising the fares and the tolls. That means fewer riders because higher prices keep the public away.

Mr. Skinner has his work cut out for him. In his job, even a modest triumph can be achieved only with considerable difficulty. It will take unprecedented cooperation from President Bush and Congress to achieve these much-needed goals.

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