

M E M O R A N D U M

TO: Senator Dole  
FROM: Tyler  
DATE: November 12, 1993

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-- Mr. Post would like you to speak to the Turnaround Management Association at 6:00 p.m. at the Ramada Renaissance on Sunday, November 14.

\_\_\_\_\_ Speak to the group at 6:00

\_\_\_\_\_ Decline

Contact: David Post 872-0933

*6:00 p.m.*

*Ramada Renaissance*  
*1143 New Hampshire Ave N. St.*  
*999 9th St. N. St.*

*Keynote*  
DAVID B. POST  
5059 S. 9TH STREET  
ARLINGTON, VA 22204

HOME TELEPHONE:  
703-824-0234

*Sun, Nov 14 - evening*  
*Mon, Nov 15*  
*Tues, Nov 16*  
*am, luncheon*  
*Ramada Renaissance*  
Office: SENATE COMMITTEE ON GOVERNMENT AFFAIRS  
SUBCOMMITTEE ON REGULATION AND GOVERNMENT INFORMATION  
605 HART SENATE OFFICE BUILDING  
WASHINGTON, DC 20510  
202-224-9161

August 24, 1993

The Honorable Robert Dole  
United States Senator  
141 Hart Senate Office Building  
Washington, DC 20510

Dear Senator Dole:

I am writing to invite you to be a keynote speaker at the annual conference of the Turnaround Management Association ("TMA") in Washington on November 14-16, 1993. Your leadership in the economic debate and your prognosis is of extreme interest to TMA's membership because their work is driven by what doesn't work.

In 1988, the University of North Carolina at Chapel Hill supported a research project which examined the sharp increase in business failures in the 1980s. TMA was founded in response to that project. I was counsel and later became its executive director where I became overwhelmed with the job loss and economic stress that was paralleling an expanding economy. In fact, I wrote Sen. Terry Sanford a letter about my observations which led him to invite me to join his staff several years ago. TMA has now grown into a national organization with 1,200 members and over 10,000 affiliated contacts representing the many segments of the business community, including executives, consultants, attorneys, accountants, bankers, and investors, which work daily with troubled companies. My guess is that the audience would be approximately 500 professionals from around the country.

TMA would gladly accommodate your schedule on either Monday or Tuesday. If, through some miracle, Congress recessed before then or if pressing Senate business arose, we would understand your responsibilities to other commitments and expect you to cancel.

(As my letterhead indicates, I am presently on the staff of Sen. Joe Lieberman and happen to be from Salisbury, North Carolina. Your wife and my mother, Rose Post, are good friends. As a consequence, as you may know, the

*left voice mail mess. 11-15*  
*voice mail message 11-12*

The Honorable Robert Dole  
August 24, 1993  
Page 2

Salisbury Post newspaper has been the beneficiary of several  
"scoops" about Salisbury's favorite daughter and her  
husband.)

Thank you for your consideration. TMA would be honored  
by your presence.

Sincerely yours,

A handwritten signature in dark ink, appearing to read "D B Post", written in a cursive style.

David B. Post



TO: Senator Dole  
FR: Kerry

RE: Portland Cement Association Reception  
November 14, 1993  
Four Seasons Hotel

\*This will be an informal stand-up reception for 65-70 CEO's and leaders of the Portland Cement industry. Extending the invitation was Dick Creighton, President of the Portland Cement Alliance, and a strong Dole supporter.

\*They are looking for 5-10 minutes of informal remarks about NAFTA (they are strongly pro-NAFTA), health care, and the economy, followed by Q&A.

*List will come over this afternoon. (attached)*

## ANTITRUST STATEMENT

The Portland Cement Association assigns the highest priority to full compliance with both the letter and the spirit of the antitrust laws, and it is vital that this meeting be conducted in a manner consistent with that policy. If at any time during the course of the meeting, PCA counsel or staff believe that a sensitive topic under the antitrust laws is being discussed, or is about to be discussed, they will so advise the meeting and halt further discussion. As attendees at this meeting, you should likewise not hesitate to voice any concerns you may have in this regard.

It is important to bear in mind that those in attendance at this meeting may be your competitors. Any discussions of commercial matters with one's competitors may create the appearance of an antitrust violation, even though there is none. Therefore, such discussions should be avoided at all times before, during, and after this meeting.

Portland Cement Association  
June 1981

## COMPETITION ACT STATEMENT

The Canadian Portland Cement Association assigns the highest priority to full compliance with both the letter and the spirit of the Competition Act, and it is vital that this meeting be conducted in a manner consistent with that policy. If at any time during the course of the meeting, CPCA counsel or staff believe that a sensitive topic under the act is being discussed, or is about to be discussed, they will so advise the meeting and halt further discussion. As attendees at this meeting, you should likewise not hesitate to voice any concerns you may have in this regard.

It is important to bear in mind that those in attendance at this meeting may be your competitors. Any discussions of commercial matters with one's competitors may create the appearance of a Competition Act violation, even though there is none. Therefore, such discussions should be avoided at all times before, during, and after this meeting.

Canadian Portland Cement Association  
December 1986



## 1993 Fall Meeting

PORTLAND CEMENT ASSOCIATION  
November 14-16, 1993

Four Seasons Hotel  
Washington, D.C.  
Tel: (202) 342-0444  
Fax: (202) 342-1673

**REGISTRATION****Algonquin Cove**

Sunday, November 14

Monday, November 15

Tuesday, November 16

Noon - 7:00 p.m.

7:00 a.m. - 6:00 p.m.

7:30 a.m. - 1:00 p.m.

**GUEST HOSPITALITY SUITE****(Continental Breakfast)**

Desiree

Monday, November 15

Tuesday, November 16

7:00 - 10:30 a.m.

7:00 - 10:30 a.m.

**Sunday, November 14****CTL Board of Directors\***

Smithson Room

12:30 - 3:00 p.m.

**Research and Development Committee**

Dumbarton Room

3:15 - 5:15 p.m.

**Membership Development Committee**

Smithson Room

5:00 - 6:00 p.m.

**General Reception**

Dumbarton Room

6:30 - 7:30 p.m.

**Monday, November 15****Buffet Breakfast**

Salon B

7:30 - 9:30 a.m.

**Guest Program****(Continental breakfast)**

Desiree

7:00 - 9:00 a.m.

Tour of Mt. Vernon and  
Old Alexandria

9:15 a.m. - 3:30 p.m.

**Monday, November 15  
(cont.)****Market Development Committee**

Dumbarton Room

9:30 - 11:30 a.m.

**General Reception**

Corcoran Ballroom Foyer

11:30 a.m. - Noon

**General Luncheon**

Salon B

Noon - 2:00 p.m.

**APCA Board of Directors**

Dumbarton Room

2:00 - 4:00 p.m.

**Canadian Affairs Committee**

Smithson Room

2:00 - 4:00 p.m.

**Finance Committee\***

Salon B

4:00 - 5:30 p.m.

**Chairman's Reception and Dinner**

Corcoran Ballroom

6:30 p.m.

**Tuesday, November 16****Continental Breakfast**

Dumbarton Room

7:30 - 9:00 a.m.

**Guest Program****(Continental breakfast)**

Desiree

7:00 - 9:00 a.m.

Tour of the  
White House (requested)  
and the Capitol

9:00 - 11:30 a.m.

**Board of Directors Meeting**

Salon B

9:00 - 11:30 a.m.

**Reception and Buffet Luncheon**

Dumbarton Room

11:30 a.m.

\*Closed Meeting



### **SPECIFIC INFORMATION ON THE CEMENT INDUSTRY IN KANSAS**

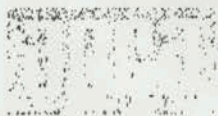
There are four cement plants in Kansas, which produce over 1.8 million tons of cement annually and employ nearly 600 people. All of these plants utilize waste as a supplemental fuel in addition to traditional fossil fuels. Examples of such waste fuels are; solvents, printing ink, paint residues and tires.

The Ash Grove Cement Company owns and operates a plant in Chanute, Kansas. Ash Grove, the fourth largest U.S. cement producer, operates eight plants in eight states.

Lafarge Corporation operates a plant located in Fredonia, Kansas. Lafarge Corporation is the second largest U.S. cement producer, operating 9 plants in 9 states.

RC Cement Company, Inc. owns a plant in Independence, Kansas, and is operated by Heartland Cement Company. RC Cement Company, Inc. is the eleventh largest U.S. cement producer, owning four plants in four states.

Finally, the Monarch Cement Company operates a plant in Humboldt, Kansas, which utilizes only tires as a supplemental fuel. Monarch also operates grinding facility in Iowa.

**AMERICAN PORTLAND CEMENT ALLIANCE**

1212 NEW YORK AVENUE, N.W. • SUITE 500 • WASHINGTON, D.C. 20005  
TELEPHONE (202) 408-9494 • FACSIMILE (202) 408-9392

**FACT SHEET**

- The American Portland Cement Alliance (APCA) is an association representing virtually all the cement production plants in the United States. There are 119 cement plants that operate in 39 states. The APCA was formed as the result of the January 1993 merger of the American Cement Alliance and the Washington office of the Portland Cement Association.
- Portland cement is finely ground limestone, clay, iron ore, and sand which is fed into a rotary kiln and heated to 2,700 degrees Fahrenheit to produce an interim gravel like product called clinker. Clinker is then ground with gypsum to create portland cement. When mixed with sand, stone or gravel, and water, it acts as a "glue" or the bonding agent that forms concrete.
- The United States consumed more than 80 million tons of cement in 1992. Domestic cement production for 1992 was approximately 76.5 million tons. Residential, commercial and public buildings account for nearly two-thirds of the product used in the United States. The remainder goes into highways, sewers, water projects and defense-related construction.
- Concrete is one of the most essential and widely used construction materials. Cement constitutes only about 2% of the total cost of construction. Excluding the transportation cost of delivery to the customer, cement is sold for less than 3 cents per pound. According to the Bureau of Mines, in 1990 the mill value of cement was \$49.37 per ton. The value of cement shipments in 1990 were \$4.280 billion.
- In 1991, 46% of U.S. cement plants utilized waste products with high energy value as fuel. Examples of such waste fuels are: used solvents, printing inks, paint residues and tires. Nonrenewable fossil fuels are conserved by substituting waste products as fuel. According to EPA, in 1991, an estimated 1.3 million tons of waste-derived fuels were burned in cement kilns. In 1992, approximately seven million used tires were used as fuel in cement kilns.
- The name -- portland cement -- is not a brand name but rather the name given to the material by the 19th century English patentee because the concrete produced resembled building stone found on the English Isle of Portland.



Portland C  
1993 I  
Four Seasons H

Post-It brand fax transmittal memo 7671		# of pages 2
To Peggy Hudson	Fax # Jan. Farnsworth	
Co.	Co.	
Dept.	Phone #	
Fax # 202/408-9322	Fax #	

**Preliminary Attendance List**  
(As of 11/1/93)

Company	Name
Alamo	B. F. (Bill) Manning
Allentown	Todd R. Wilkins & Mrs.
Arizona	Vaughn S. (Skip) Corley & Mrs.
* Ash Grove	Ronald V. DeLeenheer George Wells & Mrs.
Blue Circle	John Summerbell & Mrs.
California	Ronald Evans & Mrs. Peter Hawkins Mashide (Mark) Ito & Mrs.
Capitol Aggregates	Robert Engberg
CBR	Richard D. Kline & Mrs. F. A. (Rick) Nelson & Mrs. Paul Wacko & Mrs. A. R. (Al) Watt
Continental	Ronald D. Powell
Dacotah	Steve Zellmer
Dragon	Joseph Koch III & Mrs.
ESSROC Canada	Guy Mallet
ESSROC Corp.	Claude Grinfeder & Mrs.
ESSROC Materials	W. Gary Polsen
Federal White	William R. Stonebraker
Glens Falls	Michael B. Clarke & Mrs.

(over)

\* have cement plants in Kansas.

<u>Company</u>	<u>Name</u>
Gulf Coast	J. Tomas Barrett Francisco Garza James Gatens
Hawaiian	Jack Burford
Holnam	R. Michael Johnson David A. Smith Charles T. Wiedenhoft Paul A. Yhouse
Independent	Dennis W. Skidmore
Kaiser	M. J. (Paddy) Bishop & Mrs.
* Lafarge	Peter Cooke Duncan Gage Fred W. Koester John M. Piecuch John D. Redfern Michel Rose & Mrs. E. E. (Ed) Seyfried H. L. Youngblood
Lehigh	Russell M. Memmer & Mrs.
* Monarch	Walter H. Wulf, Jr. & Mrs.
National Cement	Michel Plagnol & Mrs. Spencer Waitman
National Portland	Federico J. Goudie
North Star	William D. Fitzpatrick
Phoenix	James E. Carmichael & Mrs.
* RC	David A. Nepereny Silvio G. Panseri
Rinker	William L. Snyder
Roanoke	Fred W. Cohrs & Mrs.

<u>Company</u>	<u>Name</u>
St. Lawrence	Frank J. DeWitt & Mrs.
St. Marys	John L. Crawley & Mrs.
Southdown	Clarence C. Comer Stephen Miley
Texas-Lehigh	Gerald J. Essl
<u>PCA</u>	
George B. Barney	
William Baumgartner, Jr.	
Jan E. Farnsworth	
Eric G. Fines	
Anthony E. Fiorato	
John P. Gleason, Jr.	
William C. Kramer	
Norman F. MacLeod	
Bruce D. McIntosh	
William D. Toal	
Gertrude L. Western	
<u>CTL</u>	
David Evans	
John Fraczek	
Marty Sazzech	
<u>APCA</u>	
Deborah M. Burke	
Richard C. Creighton	
David S. Hubbard	
Margaret (Peggy) R. Hudson	
Brenda D. Pulley	
John Sullivan	
Cynthia D. Witkin	





## AMERICAN PORTLAND CEMENT ALLIANCE

1212 NEW YORK AVENUE, N.W. • SUITE 300 • WASHINGTON, D.C. 20005  
TELEPHONE (202) 408-9494 • FACSIMILE (202) 408-9392

## FAX TRANSMITTAL

TO:

Mark Muller

COMPANY:

Campaign America

FAX:

408-5117

FROM:

Richard Brighton

DATE:

11/10/93

NO. PAGES (Including transmittal sheet):

8

COMMENTS:

As requested, please call.

Sun., Nov. 14

MEMORANDUM

~~OCTOBER 27, 1993~~

Nov. 3

TO: SENATOR DOLE  
FROM: JO-ANNE  
SUBJ: SPEAKING REQUEST

In a previous memo, you indicated you might be interested in speaking to the Boards of Directors of the American Portland Cement Alliance and the Portland Cement Association when they are here in Washington for their annual meeting on Sunday, November 14 through Tuesday, November 16. (Invitation comes from Dick Creighton, President of the Alliance, and Dole supporter.)

The event you expressed interest in is the Sunday reception from 6:30 to 7:30 -- at the Four Seasons. There will be 60-75 people in attendance, including the CEO of every portland cement manufacturer in North America.

PLEASE ADVISE:

           ACCEPT

           REGRET

M E M O R A N D U M

TO: Senator Dole  
FROM: Tyler  
DATE: November 12, 1993

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Information regarding your speech to the Turnaround Management Association on Sunday, November 14 at 6:00 at the Washington, D.C. Renaissance Hotel:

The Renaissance Hotel is located at 999 9th Street, N.W., across the street from the Convention Center.

Enter at the 9th Street main entrance. David Finwall and a security guard will be at the entrance to escort you to the Renaissance East Salon. If by chance they are not there to greet you, here are the directions to the Renaissance East Salon -- Bear left at the entrance to the escalator. Take the escalators down to the Ballroom Level (BR) -- it is the last level on the escalators (you will take 2 escalators). Make a right when you get off the 2nd escalator and follow signs to Renaissance East Salon (it will be on your left).

David Finwall, Convention Coordinator, can be reached at 682-4419 or paged through the main desk at 898-9000.



TO: Senator Dole  
FR: Kerry

RE: Turnaround Management Association  
Sunday, November 14, 1993  
Ramada Renaissance

\*The Turnaround Management Association is an organization of businessmen, executives, consultants, attorneys, bankers, investors, etc. who deal with troubled companies.

\*The organization was founded after a University of North Carolina research project in 1988. It's founding counsel was David Post, son of Rose Post of the Salisbury Post. David now works for Senator Lieberman.

\*They are looking for 5-10 minutes of informal remarks on NAFTA, health care, and the economy.

\*You might want to begin with something like:

"When I heard a group of experts in troubled operations were in town, I figured you had to be getting together to save the...(Washington Redskins?)...(Clinton State Department?)

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\_\_\_\_\_ Speak to the group at 6:00

\_\_\_\_\_ Decline

Contact: David Post 872-0933

*Ramada Renaissance*  
*999 9th Street N. W.*  
*East Salon 325 people*

*Keynote*

DAVID B. POST  
5059 S. 9TH STREET  
ARLINGTON, VA 22204

HOME TELEPHONE:  
703-824-0234

*in Boston*  
*Policy function*  
Office: SENATE COMMITTEE ON GOVERNMENT AFFAIRS  
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Washington, DC 20510

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The Honorable Robert Dole  
August 24, 1993  
Page 2

Salisbury Post newspaper has been the beneficiary of several "scoops" about Salisbury's favorite daughter and her husband.)

Thank you for your consideration. TMA would be honored by your presence.

Sincerely yours,

A handwritten signature in blue ink, appearing to read "D. B. Post".

David B. Post