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SECURING MICHIGAN'S FUTURE

BY JENNIFER GRANHOLM

It's time for a change in Michigan.

For the past 12 years, our leadership in Lansing has been mired in partisan bickering and doling out favors to their special interest friends. Instead of looking for new ways to prepare our children and families for the challenges of the 21st century, they have been stuck in the tired old politics of the past.

I believe that it's time for a change – for our families, for our children, and for our future.

The time has come to put the priorities of Michigan's families first and foremost. I believe that if we set high expectations for Michigan and if we make the right decisions that will protect our families and educate our children, then there is no limit to what we can do.

As the first person in my family to graduate from college, I know what counts – family, faith, hard work, and community. There is not a day that goes by where I do not feel blessed for the opportunities I was given. That is why after graduating law school, I dedicated my career to giving back to the community – as a federal prosecutor, county attorney, and Attorney General.

In all those positions, I have worked hard to get things done for the people of Michigan. As Attorney General, I ran the state's largest law firm in way that made it not only more responsive, but also more efficient -- returning more than a million dollars of taxpayer money back to the state treasury. I stood up for Michigan's families, going after armed gang members and child predators and creating the first state's high-tech crime unit to find those who stalk children on the Internet. I prosecuted polluters and fought for clean air and water by prosecuting more environmental crimes than any of my predecessors. I led efforts to secure tens of billions of dollars of bond financing which went to fund job-creating projects, and I went after companies that refused to play by the rules – including drug companies looking to inflate prices.

This record of accomplishment is the foundation for what I want to do as Governor. There will be tough choices in the years ahead. The Engler-Posthumus Administration has squandered your taxpayer dollars, turning a $1.2 billion surplus into a billion-dollar deficit – and the situation is only getting worse.

A top priority of my administration will be putting Michigan's fiscal house in order by holding the line on the number of state jobs, cutting waste, fraud, and abuse, consolidating departments, and re-engineering state government so it works better and costs less.

But, as we tighten our belts, we must not harden our hearts. We must invest in things that will help create economic growth and prosperity for years to come – improving education, opening the doors to college and lifelong learning, reducing crime, and keeping the jobs we have as well as attracting the jobs of the future.

No matter what challenges we may face, I will always stand with the people of Michigan, fighting for our families and to educate our children so that they too can realize their dreams. And these are not just empty promises.

That is why I am presenting to you, the people of Michigan, my plan for the future of our great state. It is an ambitious plan that recognizes the fiscal realities before us and is responsive to the challenges all the people of Michigan face, at one time or another. For now, the budget situation may mean that we can only start implementing some of the changes we seek. But I am confident that once we
deal with the budget crisis left by the Engler-Posthumus Administration, we will be able to move forward and build the better, fairer, more prosperous Michigan outlined in this blueprint.

Some of the key goals I propose are:

- Making education our number-one priority – by making sure that every child comes to school ready to learn, by setting high expectations for our students and giving them world-class schools in which to meet them, and by expanding access to quality after school programs.

- Opening the doors to college to more of our young people through the Great Lakes Scholars Program, an innovative public-private partnership that will fund 4,500 scholarships for Michigan students by the end of my first term.

- Lowering the cost of prescription drugs by leveraging the state's buying power.

- Expanding access to affordable, quality healthcare for working men and women.

- Creating cutting-edge businesses and high-wage jobs by establishing the Michigan Technology Tri-Corridor in which universities, industries, non-profits, and workers are brought together to research, develop, and commercialize new advancements in the life sciences, automotive, and homeland security technologies.

- Demanding corporate responsibility by ordering all state agencies to cease doing business with companies that break the law, tightening state laws against corporate crime, and leveraging Michigan's power as an institutional investor to push for reform.

- Making state government fiscally responsible by holding the line on the number of state government jobs, re-engineering government so it works better and costs less, and reducing administrative and overhead costs to save taxpayers hundreds of millions of dollars.

- Fighting crime by using the latest technologies and focusing efforts to go after parole and probation violators who commit the most violent crimes.

- Breaking the cycle of drugs and crime by demanding that those on parole and probation stay clean to stay free and expanding the use of drug treatment courts.

- Protecting the quality of our air and water – and our children's health – by fighting drilling in the Great Lakes, banning new hazardous waste incinerators, and cracking down on polluters.

- Building One Michigan by ensuring that all of our people have an equal shot at their dreams and are welcomed into our inclusive community.

Most of all, in everything that I do as Governor, I will stand with the people of this state. I will never forget that I am but a representative of your wishes and a fighter for your families. I will do everything I can to usher in a new era in Michigan – an era in which progress comes ahead of partisanship and in which the public interest always comes ahead of special interests.

I believe that the people of Michigan deserve to know what the candidates for Governor have accomplished, what their values are, and what they will do if entrusted with the office.

No one has all the answers to the challenges we face. But I have a plan and I have the humility to know that we all have to work together to create the better future we seek for our children and our state. This blueprint is but a launching point for a discussion between us – one that I hope to continue as Governor.

Thank you for taking the time to read my plan. I look forward to getting the chance to talk with you about my experience and about the changes we need to make to secure the future for all the families of our great state.



EDUCATING OUR CHILDREN:
MICHIGAN'S #1 PRIORITY

Jennifer Granholm believes that the Governor of Michigan's greatest responsibility is to work hand-in-hand with the communities of our state in educating our children. As the first person in her family to graduate from college and as a product of public schools, Jennifer Granholm has seen firsthand the power of education to open up doors of opportunity once thought forever closed.

At one point in our state's history, extra years at a classroom desk only meant lost productive years on the farm or in the factory. Now, the more you learn is directly tied to the more you earn – no matter what your profession. In the Information Age, all of us – from farmers to autoworkers and computer programmers – need to constantly be learning throughout our careers.

This process begins in our schools. All Michiganians – whether you have children of school age or not – have a stake in the quality of our education system. The education we provide for our state's children will play a crucial role in what kind of Michigan we have a generation from now: whether our economy prospers or stagnates; whether our neighborhoods are whole or fractured by crime; whether our children live up to our shared values and commitments to Michigan or are paralyzed with indifference and apathy.

Jennifer Granholm believes deeply that it is our collective responsibility to provide these opportunities to our children. We can no longer turn a blind eye. We can no longer accept that bashing our schools, students, and teachers is the way to progress. We need a Governor who will be a champion for our students and our public schools. We need a Governor who will bring teachers, parents, administrators, and community leaders together – not pit one against another – to give our children a world-class education.

A Granholm-Cherry Administration will make education its top priority. It will not accept the status quo. In the New Economy, those who rest on their laurels will soon find themselves at the back of the pack, and those who don't take on challenges will never realize their full potential.

The Great Lakes State needs new innovative, commonsense leadership when it comes to education. We need to expect more, and give more.

As Governor, Jennifer Granholm will:

1. Make sure that every child gets a Great Start – and comes to the first day of class ready to learn.

2. Set Great Expectations for Michigan's school districts, teachers, and students – as well as all those involved with education policy – and make sure they are met with realistic accountability measures for all schools.

3. Create Great Schools so that our expectations can be met. Jennifer Granholm believes that we need to give our children the means to reach high standards. That's why she will fight to reduce class size, modernize crumbling schools,

retain and train high-quality teachers, and make sure that our schools are safe. She will be a champion for our public schools.

4. Help families raise Great Kids. Preparing a child for the opportunities of the future does not begin and end with the school bell nor is it limited to what is taught in textbooks. Jennifer Granholm will expand safe and enriching after school programs for Michigan's children, expand her mentoring initiative, and undertake bold new efforts to promote good character and good citizenship.

5. Give every child a Great Future. Every child in our state deserves the opportunity to go as far as their dreams and hard work can take them. It is our job to prepare them for the jobs of tomorrow. That's why Jennifer Granholm will establish a Great Lakes Scholars program to open the doors of college for Michigan students, work to keep a lid on college tuition, and expand lifelong learning opportunities.

A Granholm-Cherry Administration will be committed to fiscal responsibility. However, even in the current fiscal climate, Jennifer Granholm will make education her number one priority and will fight for Michigan's families. Education is an investment worth making – and will pay great dividends for years to come.

GREAT START

Jennifer Granholm believes that every child deserves a great start to his or her educational career, and should be ready to learn from the first day of class. Research shows how important a child's early home environment is to future success in school. "By ensuring a good start in life," a Carnegie Corporation report recently concluded, "we have more opportunity to promote learning and prevent damage than we ever imagined."

In a very real sense, learning does begin at home. Parents – and those they entrust to care for their children – are a child's first teachers. Yet until very recently, Michigan lacked any systematic effort to help parents during these critical years from birth to age five. Likewise, the state has been relatively passive in trying to upgrade child care programs, despite national findings that staff education and compensation promote high quality care and reduce teacher turnover. In fact, Michigan is one of only five states that require no training for teachers in child care centers beyond CPR and first aid.

Jennifer Granholm is committed to making sure that every Michigan child goes to school ready to learn.

A Granholm-Cherry Administration will:

Expand pre-school education for Michigan toddlers. Studies show that the years from birth to age five are when the most critical brain development occurs and that children who come to school ready to learn have a greater chance to excel academically. Jennifer Granholm will work to expand pre-school opportunities for all Michigan children, with a specific emphasis on at-risk kids.

Maintain funding for the ASAP-PIE and T.E.A.C.H. programs. In 2000, the Michigan Legislature established the All Students Achieve Program-Parent Involvement in

Education (ASAP-PIE) grant program. Limited in reach, the program allowed Intermediate School Districts (ISDs) to create parent education programs to teach mothers and fathers the skills they need to prepare their children for success in school. Last year, unfortunately, the state eliminated funding for the third year of the program.

In 2001, the Family Independence Agency began funding Teacher Education And Compensation Helps (TEACH), a program in which the state cooperates with child care centers to offer scholarships for teacher training (at community and four-year colleges) in early childhood education. Teachers who complete milestones in the training program receive increases in wages and benefits. Several hundred caregivers are now participating.

Establish a Great Start school readiness system for every county. Working through public and non-profit organizations, every county – including large counties now excluded from ASAP-PIE – should have a full-fledged school readiness system. Such a system should reach out to families from the onset of pregnancy and should be open to all families – and give families choices for what is best suited for them. Great Start will:

- Support efforts that engage parents while they are expecting their children or just after birth. To break the cycle of parents passing on to their children the same challenges they faced growing up, Jennifer Granholm believes that we need to help parents out from the get-go. A Granholm-Cherry Administration will look to best practices across the country – and within our own state. For instance, in Genesee County, the Ready-Set-Grow system enrolls a majority of the new parents and provides them with checklists for immunizations and doctor's visits that when completed entitle parents to "Kids Cash" coupons donated by local merchants.

- Provide more parent education – utilizing home visits, supervised parent-child playgroups, or parent classes – to help new parents become great parents.

- Help parents select among child care providers by offering guidelines and advice on selecting a quality provider.

- Improve the quality of child care givers, through the expansion of T.E.A.C.H. which will give caregivers an opportunity to improve their skills.

- Work with parents and community organizations to create a referral service to link parents with a wide range of services and opportunities in the community. This can be rolled into the recent legislation that designated "2-1-1" as a community information and referral hotline.

- Work with community groups, religious organizations, and cultural institutions in providing stimulating experiences for young children such as special concerts, plays, nature walks, story times at bookstores and libraries, playscapes, and museum visits.

Prepare children to be ready-to-read. Research shows that pre-school and high-quality child care programs can make a distinctive difference in putting children

on the path for reading success. The Granholm-Cherry Administration will support efforts on behalf of child care and pre-school programs to establish early reading programs and promote literacy training among their staff.

GREAT EXPECTATIONS

Jennifer Granholm believes in the promise of every child. She is running for Governor because she believes that Michigan can do better if we set our sights high enough. That means setting Great Expectations for Michigan's school districts, teachers, and students – as well as all those involved with education policy – and make sure they are met with realistic accountability measures for all schools.

For too many in Lansing, accountability has meant too much finger-pointing and not enough problem-solving. Setting high standards is not about playing "gotcha" and placing blame. It's about our children – and their future. Making sure that our students meet great expectations is all Michiganians' responsibility.

A Granholm-Cherry Administration will:

Set great expectations for Michigan's school districts, teachers, and students. As Governor, Jennifer Granholm will set real goals for our children's education – based on MEAP scores as well as other factors that cannot be captured in a multiple choice test such as attendance and graduation rates, annual reports, success in closing achievement gaps, and providing a safe and secure educational environment. In addition, Jennifer Granholm will move the administration of the MEAP test out of the state Treasury Department and into the Education Department where it belongs.

Turn around schools that are not meeting expectations. Schools that fail to meet our standards are often seen as "failing." Jennifer Granholm sees them not as a failure, but as a priority that demands attention. Once a school has been identified as not meeting standards, the funds for that school will be held back and be dedicated to turning the school around. Turnaround teams of master teachers, administrators, and education specialists drawn from state agencies, academia, education associations, and community groups would be dispatched to assess the school's difficulties – and work with the principals and superintendents who are the leaders of the schools – to set it on a course for success. At the same time, every child in that school would immediately get after-school help so they can keep up academically or receive the opportunity to transfer to a better-performing public school. Districts will be required to implement corrective action by immediately putting a reform plan in place and providing support and expertise to turn the school around.

End social promotion. Moving children from grade to grade with no regard to their achievement is a disservice to them. Children who fail to meet standards should be given extra help – in school, after school, in alternative schools, or during summer vacation – not a shove out the door. A Granholm-Cherry Administration will end social promotion.

Expand accountability to cover all public schools. Right now, Michigan has approximately 185 Public School Academies now serving more than 50,000

students. These charter schools exist outside the local school districts, and are not held to the same standards of accountability that all other public schools are. Taxpayers – not to mention parents and students – deserve to know how their money is being spent. That's why a Granholm-Cherry Administration will expand all accountability standards to cover all schools that receive public funds – including Public School Academies.

GREAT SCHOOLS

As an accomplished manager, Jennifer Granholm knows that you can't expect high standards to be met without providing the tools to meet them. Similarly, with our schools we can't expect our students, teachers, and school districts to meet Great Expectations without great schools.

A Granholm-Cherry Administration will:

Champion Michigan's public schools. Private and parochial schools play a role in educating some of our children, but public schools must remain our focus. First, almost 90 percent of Michigan's students are enrolled in our public schools. Second, public education for all children is at the heart of the American dream. It is the vehicle that millions of Michiganians have taken to better themselves and their families. To ignore our public schools is not only bad policy, it is also to turn one's back on our children's dreams. Jennifer Granholm will vigorously oppose private school vouchers and any other attempt to siphon public funds away from public schools.

Rebuild and modernize our schools. Jennifer Granholm will establish the High-Tech Schools Bonding Program, a state school bonding program to rebuild and modernize our schools. She will eliminate state barriers so that more money from bond issues does not go to overhead and consulting services, but to the rebuilding of schools and the provision of needed information technology, technology infrastructure, and science and technology laboratories for students. And a Granholm-Cherry Administration will support the "Link Michigan" initiative to make sure that our schools and communities are wired to the Internet. You can't lift children up in buildings that are falling down, and you can't prepare students for the jobs of the future with yesterday's technology.

Reduce class size. We know that children in smaller size classes get more attention and are more successful in school. This is particularly true in the earlier grades when children are just learning how to learn, and among children from high-risk populations. Smaller classes help every child get more personal attention, improve discipline in classrooms, raise student achievement and provides a solid foundation for further learning. Students, teachers, and parents all report positive effects of small classes on classroom instruction. Jennifer Granholm will work to reduce class sizes, especially in the earliest grades (K-3). Smaller classes in the early grades lead to higher student achievement, especially in basics such as reading and math.

Retain and train high-quality teachers. Next to a child's parents, the single most important factor in his or her educational success is the quality of their teachers. No reform of any kind will ever work unless we have the best teachers in all of Michigan's classrooms. Fortunately, the Great Lakes State produces

around 5,000 teachers each year. However, only half of these teachers stay and teach in our schools, and of those who do begin teaching, one-third of all teachers – and one-half of teachers in urban districts – leave the profession by the end of their fifth year.

To recruit, develop, and retain high-quality teachers, a Granholm-Cherry Administration will:

- Allocate a percentage of state and local spending to fund mentoring programs for beginning teachers, support professional development programs in school districts, and organize new sources of professional development such as university partnerships and learning networks among schools districts.

- Provide financial incentives, such as forgiving student loans in exchange for teaching in geographic and subject shortage areas, in order to retain certified and state-endorsed teachers.

- Support paid teacher training for professional development as well as training teachers, teacher aides, and other education staff to administer medicines. Currently, they are called on to do this work without the requisite training.

- Establish a School Supplies Tax Credit for teachers. Too often, teachers are forced to dip into their own pockets to give their students the tools they need to learn, or are unable to quickly purchase learning aids that can help with a lesson. A Granholm-Cherry Administration would establish a School Supplies Tax Credit, a refundable tax credit to help teachers defray the cost of items that enhance the learning environment for all students in the class.

- Work toward the goal of putting a highly-qualified teachers teaching in their subject areas in every classroom throughout Michigan.

Promote innovation within public schools. To offer parents and students a wide range of education options, a Granholm-Cherry Administration will promote the formation of innovative schools within school districts (such as magnet schools) or of innovative "schools within schools" – units within one floor or section of a larger school building, each having its own leadership, teachers, themes, and personality. By using site-based management, these laboratories of innovation will be required to maintain fiscal integrity and to provide a strong core curriculum in such areas as reading, writing and mathematics, but each would have considerable freedom to specialize in areas of study, styles of teaching and school atmosphere.

Keep our schools safe. A school should be a sanctuary – not a place that a child has to enter with fear. Our schools must remain drug-free, gun-free, and weapons-free.

A Granholm-Cherry Administration will:

- Foster ties between schools and local law enforcement. Too often schools are reluctant to cooperate with law enforcement officials. Some

communities, like Canton and Livonia, have developed excellent linkages between the police and the school community. In Canton, the connection with a demonstration program with the local District Court, that hears adolescent misdemeanors, has reduced school smoking and other related problems. We need to replicate this type of cooperation.

- Promote "second chance schools" where children expelled from school, heading for trouble, or unable to succeed in traditional learning environments can get the intensive help and service they need to excel.

- Organize and train teachers to address high-risk youth behavior. Promising approach involves using Crisis Prevention Institute -type intervention techniques. These techniques maximize teacher effectiveness in de-escalating and managing student/student conflict and teacher/ student conflict.

- Combat school truancy. Early truancy is predictive of at-risk behavior and eventually the student being pushed out or dropped out of school. Few schools file petitions because of the inaction of a county prosecutor and/or the juvenile court on these matters. We need to put children on the right path – for instance, through mentoring – so that they go to school and stay dedicated to learning. At the same time, we need to hold parents responsible to the fullest extent of the law to get their children to school, and we need to hold students responsible as well. That's why under a Granholm-Cherry Administration, teenagers will not get their driver's licenses if they don't go to school.

- Help students build communities within their schools. Balanced and restorative justice approaches – such as Western Wayne Care Management Program Community Teams – that include perpetrators also making amends to the "community" are effective in teaching valuable lessons and keeping schools calm.

Fight for quality education for all our children. We have a legal and a moral obligation to provide a quality education to children with disabilities. Jennifer Granholm will fight for federal funds to fully fund special education so that Michigan can honor its obligation to these children without decreasing funding for general education. In addition, just as we have an obligation to children with disabilities, we also must maintain programming for gifted and talented children. All our children have potential, and it is up to us to help them realize that.

Adequately fund our public schools. Proposal A brought more resources to many school districts and narrowed the spending gap overall, but it has not solved and cannot solve other inequities in our school funding system. For instance, school districts with flat or declining enrollments face severe hardships because the sales tax funding mechanism of Proposal A cannot keep pace with inflation during slowdowns. We should not return to a property tax-based system to fund our schools. Instead, we need to bring together all of those in our state with a stake in our schools to create a plan that provides adequate funding no matter the level of state revenues, gives local control options for hold-harmless districts to maintain programs, enhances state support for school construction, and adds

more local funding options. Such options could include giving districts the ability to borrow at low interest rates for capital or technology improvements through a statewide bond issue or creating educational foundations to encourage businesses or individuals to donate to schools in exchange for a tax credit.

GREAT KIDS

Preparing the children of our state for the future does not begin and end with the school bell. Students need enriching opportunities outside of school hours, and guidance while at school to become productive and responsible members of our community. As the founder of Mentor Michigan, Jennifer Granholm has signed up more than 4,000 adults to mentor, and hundreds of kids have already benefited by having someone help them navigate their studies and their lives.

As a mentor herself, Jennifer Granholm has seen the impact that a mentor can have in child's life. She believes that it is incumbent upon all the people of Michigan to help families raise our future co-workers, neighbors, and leaders.

A Granholm-Cherry Administration will:

Expand Mentor Michigan. Every child should have an adult role model. For some, it's a parent or relative. For many children, though, their family is unable to provide this guidance. We cannot allow these children fall through the cracks. Practically, children who are ignored are more likely to go down the paths of crime and dependency. Morally, we cannot allow any child's potential go unrealized. That is why Jennifer Granholm will expand her Mentor Michigan program so that every child will have a guide to help them as they enter adulthood. In addition, it is not only children that need mentors. For many adult Michiganians, reading at a basic level is a challenge. Jennifer Granholm will expand Mentor Michigan to include literacy mentors that will help new Americans and those with reading difficulties.

Expand high-quality after school programs. School schedules were developed when very few families had both parents working. Now, too many parents worry about what to do with their children after the school bell rings and before the whistle blows. It is during these hours that children are most likely to commit crimes and acts of vandalism, as well as be victimized by them. After-school programs keep students off the streets and out of trouble. More importantly, after-school and summer programs offer opportunities to help all students meet high academic standards. Research shows that extended learning time is a key strategy widely used by schools that have boosted student achievement in reading and math. Jennifer Granholm will fight to expand high-quality after school programs and summer programs – including summer reading programs that recently were cut from the state budget.

Strengthen good citizenship and character education. As a community, we need to impart to our young our most cherished values as well as a love for our state and our nation. A Granholm-Cherry Administration will:

- Raise the drop-out age to 18. We need to make sure that our children stay in school and off the streets. No minor knows enough without at least a high school education how to make it in our economy, and no minor knows

that they can thrive without it. Those who are unable to stay in traditional schools should be able to attend "second chance" schools.

- Support character education and good citizenship. We need to replicate efforts such as those of Battle Creek where schools that have used the "Character Counts" curriculum to instill in young people the values they need to become good neighbors. In addition, a Granholm-Cherry Administration will champion efforts to teach civics, citizenship, and democracy to our children.

- Expand the Detroit Compact program. The signing of a compact between parent, student, and community is a visceral reminder of the opportunities we must provide our children, and the responsibilities they have in return. Jennifer Granholm will work closely with local officials, community leaders, and the private sector to line up the incentives (such as employment or continuing education) to make the Detroit Compact concept work throughout the state.

- Make community service a requirement to graduate from Michigan's high schools. Being a good citizen is about action, and learning early on that we have responsibilities to one another. Community service – such as helping the truly needy, senior citizens, or people with disabilities, cleaning-up public parks; building homes for those without them, or mentoring younger students – can be one of the most rewarding educational experiences. Jennifer Granholm believes passionately in community service, and has seen how it has changed the lives of all those involved.

GREAT FUTURE

Now more than ever, post-secondary education is critical to getting a good job and providing for one's family. In fact, jobs that require a college degree are growing twice as fast as those that do not. Young men with a bachelor's degree earn 56 percent more than their peers with only a high school diploma, and women earn 100 percent more.

As the first in her family to graduate from college, Jennifer Granholm understands what the chance to learn more – and earn more – means to an individual student and to their family. She is committed to opening the doors to college to more of our state's children. In addition, Jennifer Granholm knows that learning cannot end on graduation day. To remain competitive, Michigan's working men and women must constantly be updating their skills. Learning must be for a lifetime.

To give every child in Michigan a great future, a Granholm-Cherry Administration will:

Create the Great Lakes Scholars program. Our state's universities are famous the world over, and now more than ever we need to open their doors to more of our state's children. That is why Jennifer Granholm will create the Great Lakes Scholars program – a public-private endowment that will fund 4,500 scholarships for Michigan students by the end of her first term. Under the Great Lakes Scholar program, students who reach a high level of academic achievement in high school and whose families have incomes of less than $60,000 a year will be eligible

to receive a one-time, non-renewable scholarship of up to $2,000 to attend any qualified post-secondary institution located in Michigan. Because of the dire fiscal situation facing Michigan, the Great Lakes Scholars program will be financed by a creative public-private endowment, not a government bureaucracy. Jennifer Granholm's goal is to raise $50 million from businesses, foundations, labor unions, and individuals and to have the state pledge to invest $50 million to be met over the course of her first term as the challenge of the current fiscal crisis is overcome. This will create a lasting endowment, off-limits to those in Lansing who may want to raid it, that will open the doors of college to thousands of our children.

Expand tuition savings plans. Jennifer Granholm will expand the Michigan Education Trust (MET) to ensure that thousands more students can take advantage of this highly successful program.

Keep a lid on college tuition. Michigan's system of public colleges and universities is among the top in the nation. Yet in recent years, tuition and ees have crept up and up, putting a quality education further out of reach for Michigan's students. It's time to lift this burden off the backs of Michigan families. Jennifer Granholm will exercise executive leadership to keep a lid on tuition levels.

Help students succeed in college. Although a record number of children from all backgrounds are going to college, too many do not complete their education. According to a study of seven Michigan universities by *The Detroit News,* among African-American students who were freshmen in 1994, only 40 percent got their diplomas after six years, compared to 61 percent of white students. Jennifer Granholm will work with universities and student groups to help all children succeed in college through proven strategies.

Support community colleges. Community colleges play a critical role in helping businesses and workers adjust to changes in the economy. Community colleges are able to provide the specialized skills demanded by New Economy jobs across all industries, and are uniquely situated to offer working men and women the constant upgrading of skills needed to remain competitive. A Granholm-Cherry Administration will encourage and expand programs such as Battle Creek's on-site "convenience learning" initiative that has been very successful in serving workers in the surrounding community.

Expand lifelong learning opportunities. Jennifer Granholm understands that in the new economy, learning is the key to getting and staying ahead. To make training more affordable, a Granholm-Cherry Administration will offer Lifelong Learning Loans for Michiganians to learn new skills at a certified training provider. The loans would be provided at subsidized interest rates, carry long maturities, and defer repayment for a fixed period (four years). In addition, loan repayments would be based on the borrower's income so that workers would not find themselves overburdened with loan payments if their incomes do not rise initially.

We also need to provide skills training to areas most in need. In the 1960s, Bill Cunningham and Eleanor Josaitis started Focus: Hope, utilizing abandoned auto factories as places to teach Detroiters the skills necessary for paying jobs. Today,

Focus: Hope offers comprehensive job training for low-income residents, including child care, housing, and food. A Granholm-Cherry Administration will work with communities to establish programs like Focus: Hope and to coordinate public and private resources to bring more skills and jobs to areas of need.

CONCLUSION

At the turn of the last century, much of our state was undeveloped. The automobile industry had yet to flourish, and the great migration of workers to our plants, mills, and factories had yet to begin.

At the start of the 21st century, Michigan is a very different place. But just as we could not become an industrial powerhouse of the 20th century without a skilled workforce, we cannot become an Information Age powerhouse of the 21st century without investing in education.

Jennifer Granholm's number-one priority as Governor will be fighting for a quality education for every child in our state. She believes that in the Great Lakes State, every child deserves a great start so they can come to school ready to learn; that we need to set great expectations for our students, teachers, and school districts to meet; that we need to build great schools and have great teachers so that those standards can be met; that we help families raise great kids; and that we must give every child the opportunity to realize a great future.

21ST CENTURY JOBS
AND ECONOMIC OPPORTUNITY FOR THE PEOPLE OF MICHIGAN

For decades, people came to our state in search of good jobs and a better future for their families. The people of Michigan started the businesses and worked the assembly lines that helped build America – and enabled families to give their a children a brighter future.

Lately, that dream is slipping from the grasp of our families. Despite the boom of the 1990s, our state is in the middle of the pack when it comes to wage growth, export growth, and job creation. Last year, Michigan lost 86,000 jobs, and personal income grew slower than in any other state except one. At the same time, fiscal mismanagement in Lansing means that instead of having money set aside to help Michigan weather this storm, we find ourselves with a $1 billion budget shortfall.

It's time for a change. We need fiscally responsible leadership with new ideas and new ways to create 21st century jobs and prepare the people of Michigan to seize them. We need a governor with real management experience and the fiscal discipline to get things done – without breaking the bank or mortgaging our children's future.

Jennifer Granholm has been a leader in helping to create good jobs for the people of Michigan. As a public servant, her office helped secure tens of billions of dollars of bond financing that went to fund job-creating projects throughout Michigan. Jennifer Granholm played a key role in the economic revitalization of Detroit by helping negotiate the building of Comerica Park and Ford Field, and she has been a persistent advocate for updating unemployment benefits to keep pace with inflation. As Attorney General, Jennifer Granholm runs the state's largest law firm. Through her management, the Office of the Attorney General has been not only more responsive, but it also returned more than a million dollars of taxpayer money back to the state treasury.

As Governor, Jennifer Granholm will continue her commitment to fiscal responsibility. She believes that we need to cut and to invest. Jennifer Granholm will make the tough decisions to cut the fat out of the Michigan budget and reinvest in our people, our infrastructure, and in our children's future. We need a government that is lean, but not mean.

Jennifer Granholm will:

1. Place Michigan at the forefront of the Information Age economy by creating a Michigan Technology Tri-Corridor that will build on the successful Life Sciences Corridor by adding a high-technology corridor that leverages our automotive legacy, and a homeland security technology corridor. These corridors will bring together universities, industries, non-profits, and workers to research, develop, and commercialize new advancements in these high-growth areas – creating cutting-edge businesses and high-wage jobs.

2. Prepare Michigan's workers for the 21st century by creating Regional Skills Alliances – partnerships of business, labor, community colleges, and universities – that will develop and provide training and re-training for the jobs of the future and work in alignment with the Technology Tri-Corridor.

3. Champion small businesses by making sure those entrepreneurs – especially those starting out, women, and minorities – have access to capital and management expertise.

4. Lead the way in redeveloping our cities and older suburbs through a Grow Michigan Fund that will seed new businesses and through helping local governments clear and prepare land for redevelopment.

5. Hold the line on the number of state government jobs, and cut up to five percent of the General Fund budget through reductions in administrative and overhead costs that will save taxpayers hundreds of millions of dollars.

6. Champion the improvement of Michigan's economic infrastructure through a "Fix-It-First, Fix-It-Right" program to save our roads and bridges, and through bringing high-speed Internet access across the state.

7. Promote Michigan throughout the nation and the world as a business location, technology center, and tourist destination.

8. Create a diverse Council of Economic Advisors from business, universities, and labor to provide objective guidance on economic issues.

Jennifer Granholm will fight to keep the jobs we have – and create more – by helping businesses and workers prepare for the opportunities of the future.

PREPARING MICHIGAN FOR THE FUTURE:
THE MICHIGAN TECHNOLOGY TRI-CORRIDOR

Over the years, Michigan's economic might was homegrown – building on our state's resources, location, and most of all, the creativity and hard work of our people. To make sure that Michigan's economy stays robust, creates good jobs, and that our people are prepared to fill those jobs, we must take a bold, forward-looking approach. We need to plant the seeds today for the emerging industries of tomorrow, and once again, use our state's assets to our advantage. North Carolina has the Research Triangle. California has Silicon Valley. Michigan will have the Technology Tri-Corridor.

Jennifer Granholm will establish the Michigan Technology Tri-Corridor (TTC), a concerted effort to bring together government, industry, labor, educational institutions, and community groups to research, develop, and commercialize advancements in the life sciences, automotive technology, and homeland security – creating cutting-edge businesses and high wage jobs.

The TTC will build on the success of the existing Life Sciences Corridor, which was designed to make Michigan a leader in the development and commercialization of biotechnology. Jennifer Granholm wants to build on this model and create the Technology Tri-Corridor, with two additional areas of focus: automotive and

homeland security technologies. The TTC will bring new resources to these fields for research, development, and commercialization of these discoveries. It will also include Regional Skills Alliances to ensure that the working men and women of Michigan have the necessary skills to fill these jobs.

At the center of this effort will be the creation of a number of technology laboratories located on and around the campuses of Michigan's great universities. These universities will serve as incubators of ideas that will turn into viable commercial products. While other states – such as Massachusetts, North Carolina, and California – have leveraged their universities to create clusters of innovation and new businesses, Michigan has not fully taken advantage of these opportunities.

The TTC will jump-start the effort to develop and bring to market advancements pioneered in our universities and businesses. Any university and college throughout the state will be able to compete to participate in the TTC, and businesses that wish to participate will provide matching grants. In addition, the businesses and research centers within each corridor will be linked through high-speed Internet access.

The Automotive Corridor. Representing some 20 percent of Michigan's gross domestic product, our auto industry alone provides jobs and security for about one in every thirteen of our citizens. Although an industry with a rich heritage, the automotive industry is also a seedbed for high technology. The automobile, the most complex consumer product sold today, is on the verge of dramatic change. For example, researchers estimate that a fuel-cell car is 98 to 100 percent cleaner than today's cars, and they predict that fuel cells could eliminate motorists' dependence on oil by the middle of the next century.

Michigan must lead this automotive revolution.

The TTC's Automotive Corridor will bring together auto manufacturers, parts suppliers, and autoworkers to leverage the heritage of our auto industry. The TTC will champion "smart car" technology and fuel cell technology to grow new businesses and to strengthen existing ones. In addition, the TTC will focus on promoting accelerated automotive research and development, retaining and attracting new high-tech workers and suppliers, and encouraging company expansions and start-ups – especially in other promising new areas such as composite materials and product-safety improvements. This corridor will build on and support efforts such as the Digital Drive, established by Digital Detroit and the Detroit Regional Chamber of Commerce.

The Homeland Security Corridor. Since the attacks of September 11th, municipalities, businesses, government facilities, border control stations, airports, and others have been grappling to increase security. Clearly, technology can be one of the most cost-effective ways to address the problems related to heightened security requirements. For example, an obvious – but still not fully realized – area that can be improved by new technology is communications. Wireless text pagers with global positioning systems can act as bulletin boards in crisis situations, getting messages to police officers and firefighters in the best position to respond as well as moving doctors and supplies to the places where

they are needed most. Networked, real-time public health databases can help alert officials to the possibility of a bio-terrorist attack by tracking clusters of suspicious symptoms or clusters of medication purchases at pharmacies. Web cameras with heat sensors can help close the holes in the unpatrolled sectors of our borders or monitor vulnerable infrastructure such as pipelines. And authentication technology using biometric data can speed up commercial and tourist border crossings.

Just as Detroit is leading the country in developing a comprehensive municipal security strategy, so Michigan should lead the effort to develop new technologies to help increase security throughout the country. With our long border, we have a pressing need to lead in this area, and with our tradition of innovation, we can lead this effort, creating new industries and jobs. Moreover, since these technologies generally have a shorter journey from the drawing board to market, the Homeland Security Corridor can have a more immediate impact on our state's economy.

Regional Skills Alliances. Preparing Michigan for the future means preparing our workers to fill the jobs of the future. In our high-tech economy, highly skilled labor is at a premium. To compete and to enable our people to reap the benefits of these new industries, we must pursue innovative ways to train and re-train Michigan's workers.

As part of the TTC, Jennifer Granholm will establish Regional Skills Alliances (RSAs), entities in which employers, public agencies, schools, and labor unions pool resources to train workers for region-wide emerging job opportunities. Specifically, RSAs bring businesses, unions, universities, and community colleges together to help develop and implement programs to ensure that workers have the training needed to compete in the modern workplace. This training can be on-site at businesses, at union facilities, in community colleges, or on-line such as is provided with the successful Michigan Virtual University. The RSAs will align with the automotive, homeland security, and life sciences focus of the Technology Tri-Corridor.

By targeting entire regions and industries rather than just a single company, RSAs disperse the costs of training and ease concerns about cherry picking among competitors. The key to the RSA model is that they are industry-led – because employers are generally better positioned than government agencies to identify the appropriate skills and knowledge needed for the jobs in a given industry or region. But the public sector plays a vital supporting role, providing both funds and facilities.

GROWING BUSINESSES AND CREATING GOOD JOBS

The TTC is an important hub for future economic growth. But we must also help businesses grow throughout Michigan and bring good jobs to every corner of our state, and we must do so in a fiscally responsible way.

As Governor, Jennifer Granholm will:

Promote small business. The Engler-Posthumus Administration dismantled many of the most effective programs to aid small business. As one result, Southeast

Michigan is now one of the nation's most underserved markets for federal Small Business Administration 504 loans, which help growing businesses with long-term financing. Jennifer Granholm will be a staunch advocate for small business. She will make sure that that new companies have full access to federally-subsidized SBA loan programs; expertise in writing business plans, obtaining capital, and managing growth; and help in reaching export markets. In addition, Jennifer Granholm will make sure that all these efforts empower minority and women entrepreneurs, who are seriously under-represented among Michigan's business owners.

Help entrepreneurs attract early-stage capital. A recent Stanford competitiveness study found that Michigan is "below (the) national average in micro business lending" and has "insufficient venture capital investments, low seed capital availability" and "inadequate" investments by federally subsidized Small Business Investment Companies. A Granholm-Cherry Administration will seek innovative ways to partner with companies making early-stage investments, ensuring that private investors with their own funds at risk make the decisions on what companies to back. Jennifer Granholm will encourage prominent individuals to form networks to make start-up investments in promising new companies; encourage banks to make thousands of new loans to small businesses; and will work to replicate at colleges across the state the University of Michigan's Wolverine Venture Fund, which is financed by investments from university, alumni and other private sources. In addition, she will create a Grow Michigan Fund using matching private and existing public sources to provide low-interest loans to entrepreneurs in targeted redevelopment areas.

Maintain and enhance our economic infrastructure. A strong infrastructure is the foundation of our economy. Yet lately, it has fallen into disrepair. Road conditions have fallen to a new low during the Engler-Posthumus Administration. Of our nation's major cities, only three cities have a higher percentage of roads in disrepair than Detroit. In addition, a recent national survey found that 10 of the country's 100 most-deteriorated bridges are in our state. A Granholm-Cherry Administration will pursue a "Fix-it-First, Fix-it-Right" policy, giving priority to the repair of existing roads and bridges and insisting on meaningful warranties from builders. In addition, Jennifer Granholm will initiate a "Bridge Michigan" program that will take one-half of the one-cent of gas tax money – for $25 million total –- already going to fix state bridges, and use it to repair local bridges as well.

Bridge the digital divide. Every person and business in Michigan needs access to the Internet – especially high-speed access – to gain skills and access to the opportunities of the future. The Granholm-Cherry Administration will work to ensure that the "Link Michigan" initiative reaches all regions of the state and all segments of the population.

Encourage "Smart Work" systems. Many Michigan companies have learned that engaging workers in key production decisions results in higher productivity and smoother labor-management relations. Michigan must become a leader in finding new ways to train managers and workers alike to work together as a team to solve production problems. A Granholm-Cherry Administration will encourage our universities, community colleges, and training institutions to work harder to adapt their programs to meet this challenge.

Curtail healthcare costs. High health insurance costs are a big obstacle for businesses, entrepreneurs, and workers. Jennifer Granholm is committed to making quality health care affordable and accessible to all Michiganians. A Granholm-Cherry Administration will leverage the state's buying power to bring down the cost of prescription drugs. It will pursue innovative public-private partnerships to make health care more affordable for small businesses and their employees. And a Granholm-Cherry Administration will vigorously oppose the effort to make Blue Cross Blue Shield of Michigan a private, for-profit company. Jennifer Granholm will work to retool the small-group component of the Blue Cross Blue Shield coverage to make it more affordable for small businesses. With two-thirds of our small businesses relying on Blue Cross Blue Shield for health coverage, we cannot afford to put this institution in jeopardy.

Hold the line on the number of state employees and cut the fat from the state budget. In these difficult fiscal times, the state must take the lead in tightening its belt so we have the resources needed to help Michigan's families, grow our economy, and create jobs of the future. Jennifer Granholm will hold the line on the number of state employees. In addition, she will cut as much as five percent of the General Fund Budget through reductions in administrative and overhead costs for an estimated savings of up to $450 million.

Establish a Council of Economic Advisors. It is crucial that any leader, but especially a governor, is able to access the best advice and latest findings in making policy decisions. Jennifer Granholm will establish a diverse Council of Economic Advisors – drawn from members from academia, business, labor, and government – to monitor economic conditions and make recommendations to the Governor on economic issues.

Reinvent the Department of Consumer and Industry Services. Jennifer Granholm will transform the Department of Consumer and Industry Services into the Department of Labor and Commerce to usher in a new era of economic alliance between business and labor. Its focus will be on keeping our jobs, growing our economy, training workers, curtailing health care costs, and creating safe workplaces. For too long, the voices of workers have been shunned at the policy table. Both sides need to be present to win. Jennifer Granholm believes that there's much upon which workers and employers agree. Working cooperatively to improve the lives of Michigan's working families and the vitality of our businesses only makes sense in the 21st century.

A STRONG ECONOMY THROUGHOUT MICHIGAN

Economic development in one part of an economy is good for all. It strengthens the common tax base, encourages recreational and cultural opportunities, bolsters the state's image, and enables children and grandchildren to find jobs near their families. But economic development that focuses only on a few regions or sectors of our state will leave too many people behind. Jennifer Granholm believes that we need an economic strategy that helps all sectors of our state's economy.

As Governor, Jennifer Granholm will:

Redevelop our cities and older suburbs. Many of our older cities and some of our suburbs have fallen on hard economic times as their traditional industries have declined, leaving behind many social and economic problems without the tax base to address them properly. Jennifer Granholm is committed to addressing the problems of our cities and older suburbs. She will use the Grow Michigan Fund to provide low-interest loans for job-creating projects in targeted redevelopment areas. Again, the guiding principle must be that private investors with their own money at risk must make the decisions as to which companies or ventures to support. She will name a team of "blight busters" empowered to tear down dangerous, abandoned properties; to speed the clearance of titles; to dispose of vacant state-owned urban land, and to assemble packages of land suitable for redevelopment. She also will prioritize the repair of existing roads and sewers and curtail the urban sprawl that paves the countryside and duplicates existing infrastructure.

Rejuvenate Detroit. The economic rejuvenation of Detroit is especially important to the entire state. Across the nation and the world, Detroit symbolizes the entire state, and if Detroit is perceived as an undesirable place to live and work, then so is Michigan as a whole. If it lags, its problems become a cost to taxpayers across the state, and all of Southeast Michigan lacks a dynamic core. A Granholm-Cherry Administration will encourage the creation of more non-traditional sources of capital, including Small Business Investment Companies, in the city. It will encourage the Michigan Manufacturing Technology Center to open an office in Detroit to help local companies upgrade their worker skills and modernize their production techniques. A Granholm-Cherry Administration will support the development efforts of such agencies as the Detroit Economic Growth Corporation and Digital Detroit. It will also actively partner with the Detroit Regional Chamber and the Detroit Metro Convention & Visitors' Bureau to promote Detroit as a place to visit, to hold conventions, and to locate businesses.

Create opportunities for women and minorities. Michigan has not fully tapped the talents and creativity of minorities and women to help our economy. In all its economic development efforts, a Granholm-Cherry Administration will aim to increase the participation of women and minorities in the economic future of Michigan. It will insist that all programs to stimulate entrepreneurship pay particular attention to the opportunities to increase the representation of minorities and women in state contracting, business ownership, and management. In addition, Jennifer Granholm will fight for pay equity.

Sell Michigan tourism. Visitors spend over $11.5 billion in Michigan, supporting over 163,500 jobs with a payroll of over $3.5 billion, but our position is slipping. Michigan will devote a modest $4.3 million in tax dollars toward tourism ads in 2002, marking it the fourth year in a row with little or no funding increase. Meanwhile, Illinois spent $14 million in 2001, and Ontario spent $20 million for travel promotion. Research suggests that every dollar invested in travel promotion returns seven dollars in economic benefit. We need to aggressively market Michigan's great outdoors, lakes, and cultural attractions – with better targeting and better coordination with promotional efforts by private groups.

A Granholm-Cherry Administration will draw on private and public funds to market Michigan to the nation and to the world.

Promote agriculture. Agriculture is not only an important part of our entire economy, it is also the anchor for scores of rural communities. To support our state's farmers and businesses, Jennifer Granholm will start a "Buy Michigan" program, encouraging all state and local agencies and facilities to purchase Michigan products. She also will aggressively market our products and work to establish the Michigan "brand" as a sign of quality the world over. In addition, a Granholm-Cherry Administration will encourage the growth of more food-processing operations in Michigan, and strengthen food safety and animal research as well as inspection programs. Also, Jennifer Granholm will promote market-based strategies such as the purchase and transfer of development rights to encourage farmland and open space preservation to protect the character of our rural communities and prevent urban sprawl.

Support Michigan forestry. Michigan's 18.6 million acres of forests contribute thousands of jobs, provide a wide variety of natural habitats, and offer countless recreational opportunities for our citizens and visitors alike. The forest products industry is a renewable resource-based industry, which can provide good jobs for our citizens in an environmentally responsible manner. Jennifer Granholm will encourage sound forestry management policies so that this resource is there for years to come, and she will encourage the development of more plants in Michigan to process logs and lumber.

Back Michigan mining. Mining played an historic role in Michigan's development, and the ores mined in the Upper Peninsula continue to play an important role in our economy today. Jennifer Granholm believes that the health of this industry depends on the state finding ways to create incentives for Michigan ore, while lowering overhead and increasing capital in Michigan-based steel industries.

INVESTING IN OUR PEOPLE

No matter how impressive new technologies or innovations may be, the heart and soul of our economy is the people of Michigan. More than ever before, in the information economy what matters most is not the strength of one's back, but the strength of one's mind. Jennifer Granholm understands this. To make sure that all Michiganians have the skills to seize the jobs of the future.

Jennifer Granholm will:

Make education Michigan's number-one priority. Our children are our greatest resource. Jennifer Granholm believes that every child should have a Great Start, entering school ready to learn and read. She wants to set Great Expectations, high standards for our students, teachers, and schools to which we must aspire. She will give our children Great Schools to meet these expectations – with smaller class sizes, more choices among public schools, modern technology, and teachers treated like the professionals they are – and help families raise Great Kids with parent training, quality after-school activities, and mentoring.

Expand lifelong learning opportunities. Jennifer Granholm understands that in the new economy, learning is the key to getting and staying ahead. To make training

more affordable, a Granholm-Cherry Administration will offer Lifelong Learning Loans for Michiganians to learn new skills at a certified training provider. The loans will be provided at subsidized interest rates, carry long maturities, and defer repayment for a fixed period (four years). In addition, loan repayments would be based on the borrower's income so that workers would not find themselves overburdened with loan payments if their incomes do not rise initially.

We also need to provide skills training to areas most in need. In the 1960s, Father Bill Cunningham and Eleanor Josaitis started Focus: Hope, utilizing abandoned auto factories as places to teach Detroiters the skills necessary for paying jobs. Today, Focus: Hope offers comprehensive job training for low-income residents, including childcare, housing, and food. A Granholm-Cherry Administration will work with communities to establish programs like Focus: Hope and to coordinate public and private resources to bring more skills and jobs to areas of need.

Demand a minimum wage and unemployment benefits that keep up with inflation. One of the best ways to stimulate the economy is to put money into the hands of those who are most likely to spend it buying goods and services. The minimum wage is a critically important safeguard for working men and women, yet as inflation increases, it is effectively reduced. A similar phenomenon occurs with unemployment benefits that are central to helping workers who have fallen on hard times. Jennifer Granholm will fight to index the minimum wage and unemployment benefits to inflation.

Support community colleges. Community colleges play a critical role in helping businesses and workers adjust to changes in the economy. Community colleges are able to provide the specialized skills demanded by New Economy jobs across all industries, and are uniquely situated to offer working men and women the constant upgrading of skills needed to remain competitive. A Granholm-Cherry Administration will encourage and expand programs like Battle Creek's on-site "convenience learning" initiative which has been very successful in serving workers in the surrounding community.

Make college more affordable and accessible. Increasingly, post-secondary education is becoming almost mandatory to get a good job. Jennifer Granholm will work aggressively to open the doors to college and post-secondary education to more of our children. She will expand the Michigan Education Trust (MET) to ensure that thousands more students can take advantage of this highly successful program, keep a lid on college tuition increases, establish a public-private Great Lakes Scholars program, and work with universities and student groups to make sure that kids who go to college, finish college.

Recruit, educate, and retain more engineers and scientists. A recent study revealed that Michigan has a substantial shortage of high-technology workers. If Michigan is going to keep and to attract the jobs of the future, we must address the shortage of scientists and engineers. A Granholm-Cherry Administration will work to encourage the interest of our young people in math and science and upgrade the skills of our teachers through enhanced professional development programs. She will work with the state superintendents to ensure that every district has at least one school specializing in science, math and technology.

Jennifer Granholm will recognize young talent by personally awarding a Governor's Cup annually to the winners of regional science fairs and student design contests. And she will help retain our engineering talent by encouraging early links – like summer internships – between students and local companies, including new start-ups.

Promote family-friendly workplaces. A growing economy creates good jobs, but it can also create great pressures on families and personal lives. Many parents have just two choices – working in traditional full-time jobs or not working at all. Practices such as flextime, telecommuting, and job-sharing enable parents to better balance their time demands, and also are ways that our companies can attract high-skilled workers and boost productivity. As Governor, Jennifer Granholm will review state laws that may limit these options and support new initiatives that promote family-friendly workplaces, such as the family centers organized by Ford and the UAW.

CONCLUSION

The people of Michigan have the know-how and the drive to build the businesses that power our economy and create good jobs for our children. Government should honor their hard work with responsible policies that help them realize this potential. As Governor, Jennifer Granholm will provide fiscally responsible leadership that will cut what isn't needed and make smart investments to keep and create jobs for our state. She has bold new ideas to strengthen Michigan's core industries and put Michigan at the forefront of the industries of tomorrow. She will work with community, business, and labor leaders to make sure that the people of Michigan can learn the skills needed to seize the jobs of the future. And she will fight for economic growth across all of Michigan because we cannot afford to leave anyone behind.

A GOVERNMENT THAT WORKS
FOR THE PEOPLE OF MICHIGAN

Accountability and responsiveness are at the heart of representative government and of our democracy. It is a special obligation of the Governor, as the elected leader of our state, to set an example and demand that government serves the people of Michigan, not the special interests and not the personal political interests of those in office. Only then can a governor truly be able to fight for our families and focus on their concerns – from educating our children to making health care and prescription drugs more affordable.

For her entire career, Jennifer Granholm has worked to put people at the center of government. As Attorney General, she created an on-line consumer and environmental complaint form which more than doubled the number of complaints processed and cut response time by 75 percent. She encouraged citizens to report consumer violations, and led more than a dozen community forums across Michigan to inform our neighbors about the Freedom of Information Act and the Open Meetings Act.

In addition, Jennifer Granholm knows how to run a government agency in a way that is more responsive and more cost-effective. As Attorney General, she led Michigan's largest law firm. Through her management, the Office of the Attorney General was able to return to the state treasury more than a million dollars of taxpayer money appropriated to it without sacrificing effectiveness or responsiveness. In fact, in 2001, Granholm collected more than $311 million on behalf of Michigan taxpayers, and her office paid out less than $15 million in lawsuit settlements.

Over the past 12 years, the Engler-Posthumus Administration has squandered the budget surplus that the people of Michigan worked so hard to build. Their mismanagement has meant that too often government is not doing what it should, or doing what it should but in an ineffective and wasteful way. Jennifer Granholm believes it's time for a change. It's time for government that does more, costs less, and responds more quickly to every Michiganian. It's time for a government that values citizen input. And it's time for a government that belongs to the people, not the special interests.

As Governor, Jennifer Granholm will:

1. Appoint a team of "bureaucracy busters" to cut red tape and simplify citizen access to their government.

2. Hold the line on the number of state government jobs, and reduce administrative and overhead costs to save taxpayers hundreds of millions of dollars.

3. Fight for full public disclosure of any outside financial interests of elected officials and state employees.

4. Keep the state contracting process honest through new disclosure requirements, a prohibition on the solicitation and receipt of campaign contributions by state contracting managers, and placing a state vendors list on-line.

5. Reopen the government back up to the people of Michigan by restoring avenues for citizen input.

6. Reorganize state government so that it works better and costs less, including combining the state's natural resources and environmental protection efforts and transforming the Department of Consumer and Industry Services.

7. Pursue election reform to make sure that every vote counts.

8. Appoint a cabinet of high excellence that fully reflects the diversity of Michigan.

Jennifer Granholm will fight for a government that represents and listens to the hardworking families of our great state.

A GOVERNMENT THAT WORKS BETTER AND COSTS LESS

Government is not the solution to all our problems, but bad government – government that does not reflect our values, honor its commitment to our citizens, or respond to people's needs – can make our problems worse.

Jennifer Granholm is committed to creating a state government that works better and costs less – a government that is lean, but not mean. Now more than ever, as our fiscal situation worsens, we need to make sure that we cut government waste to keep State Government an effective fighter for the families of Michigan.

Part of making government run better is to open government up to the people of Michigan. Jennifer Granholm will reform Lansing so that its citizens are the focus of government's work, and that they are the ones with the access.

As Governor, Jennifer Granholm will:

Appoint a team of "bureaucracy busters." To cut red tape and simplify citizen access to their government, Jennifer Granholm will appoint a team of "bureaucracy busters" whose sole responsibility will be to find ways to make it easier for people to get what they need from government. They will be deployed throughout every state government department and agency, will be empowered to make real changes, and will report directly to the Governor.

Hold the line on the number of state employees and cut the fat from the state budget. In these difficult fiscal times, the state must take the lead in tightening its belt so we have the resources needed to help Michigan's families, grow our economy, and create jobs of the future. Jennifer Granholm will hold the line on the number of state employees. She will cut up to five percent of the General Fund Budget through reductions in administrative and overhead costs for an estimated savings of up to $450 million. In addition, a Granholm-Cherry Administration will freeze increases in funding to government departments whose main function is to service government and not the people of this state.

Freeze spending on outside consultants. During these tough fiscal times, the state of Michigan should not be showering taxpayer money on high-priced outside consultants. Jennifer Granholm will freeze spending on unnecessary outside consultants.

Bring cost-savings to Medicaid through the use of generic drugs. To bring down the cost of prescription drugs and to make Medicaid more effective, Jennifer Granholm will aggressively move Medicaid beneficiaries to use generic drugs and other less expensive drugs. This move can save Michigan as much as $17 million.

Leverage all available federal funds. The taxpayers of Michigan deserve results not just from their state government, but from the federal government as well. The Governor should not be standing in the way of federal money available for the people of Michigan. Yet this summer, Governor Engler vetoed the Hospital Quality Assurance Assessment program. By doing this, the Engler-Posthumus Administration left $83 million on the table that could have gone to Michigan's hospitals. Jennifer Granholm will leverage all available federal funds.

Bring entrepreneurialism to state government. To make government work better and cost less, Jennifer Granholm will allow agencies to compete to offer basic support services to other state agencies. These services would include: printing, accounting, inter-office deliveries, human resources, purchasing, and research.

Put more government services on-line. As Attorney General, Jennifer Granholm put complaint forms on-line and saw the number of complaints processed triple and response time cut by 75 percent. As Governor, Jennifer Granholm will expand Michigan's "e-government" by putting more government services on-line so that Michiganians do not have to wait in line to get the services they need.

Create "one-stop shops" for government services. Right now, if you have to pay a municipal parking ticket, you need to go to one office; if you need a state license, you go to another; and if you have a question about Social Security or Medicare, you go to yet another. If all government services – local, state, and federal – were housed in one building, it would make it easier for all citizens. In addition, this sharing of space will allow all levels of government to save money. A Granholm-Cherry Administration will work with local, county, and federal governments to create "one-stop shops" for government services.

Consolidate all state testing services into convenient, central sites. Right now, different parts of our government administer tests – such as to the written test for a driver's license or the exam to be a realtor – in separate sites and at different times. To provide this service in a more efficient and cost-effective fashion, Jennifer Granholm will consolidate all state testing services into convenient, central sites. For example, the offices of the Secretary of State, which are in every county in Michigan, can be used to house such an effort.

Reorganize state government. To get the best out of our government, we need to organize it in the most effective way possible. As part of a reorganization of state agencies, Jennifer Granholm will recombine the Departments of Natural Resources and Environmental Quality, and transform the Department of Consumer and Industry Services into the Department of Labor and Commerce and the Michigan Emergency Management Board into the Michigan Board of Homeland Protection.

Establish key advisory bodies on health and the economy. It is crucial that any leader, but especially a governor, is able to access the best advice and latest findings in making policy decisions. It is especially important to do this in the key areas of health and the economy. A Granholm-Cherry Administration will include Michigan's first Surgeon General and Chief Nurse Practitioner to overhaul our state's public health system; a Council of Economic Advisers – drawn from members from academia, business, labor, and government – to monitor economic conditions and make recommendations to the Governor on economic issues; and a blue-ribbon task force to examine how to reform and strengthen Medicaid.

A GOVERNMENT OF HIGH ETHICAL STANDARDS

Our leaders have a duty to set an ethical example. As the repositories of public trust, they must meet our high standards. By promoting transparency and accountability, citizens will be able to see if any misdeeds occur, and officeholders will have a huge disincentive to cut corners.

To make a state government as good as the people of Michigan, Jennifer Granholm will:

Demand full public disclosure of any outside financial interests. With the power to award contracts and allocate funds, state officials have the power to enrich others. It's important to ensure that no state official uses their office to enrich themselves, their relatives, or friends. That is why Jennifer Granholm will demand full public disclosure of any outside financial interests on the part of elected officials, state officers, and key state employees.

Keep state contracting open and honest. The state of Michigan does billions of dollars in business with a whole range of private sector contractors. We must ensure that the people of Michigan are getting the best services at the best price, and that contracts are not just going to political allies and friends of those entrusted with making contracting decisions.

To keep state contracting open and honest, Jennifer Granholm will:

- Require that state contract managers disclose their financial interests and relationships.
- Prohibit state contract managers from soliciting or receiving campaign contributions from any state vendor.
- Require all state vendors to disclose all familial and business relationships they may have with any state contracting agent, and forbid the awarding of any contract by a state contracting agent to a vendor if a conflict of interest is present.
- Establish an on-line, searchable public database of state contracting information and of state vendors' disclosure information to bring added transparency to the whole system.

Revamp state ethics law to hold all state elected officials accountable. Michigan is among four states in which there are no formal laws dealing with ethical conduct of a legislator beyond personal financial disclosure and/or campaign

finance disclosure requirements. Furthermore, Michigan is one of three states that do not require its lawmakers to disclose any outside financial interests (besides income). It is no surprise that the Center for Public Integrity ranks Michigan 50th in disclosure.

Jennifer Granholm will:

- Expand the current Board of Ethics' jurisdiction to cover all executive branch officials.
- Mandate that the Board of Ethics pass on all advisory opinions in which there may have been a violation of the law to the state Attorney General or relevant law enforcement authorities.
- Establish a bipartisan commission to establish ethics laws (concerning disclosure, prohibition of outside interests, etc), penalties, and establish an ethics board to cover the state legislature. The resulting proposal will be submitted to the state legislature for an "up or down" vote with no possibility of amendment. It's time that the state legislature is held accountable to an ethics law and for legislators to have a body from which they can seek guidance in order to avoid any appearance of impropriety.

Prohibit fundraising on state property. Those in state government are there to serve the people, not to pad their own political coffers or those of their friends. Jennifer Granholm will prohibit the solicitation of campaign funds on state property by all elected and appointed officials as well as state employees.

Stop the lobbying revolving door. People should not use government service as a stop on the way to enriching themselves by selling access. Jennifer Granholm will fight for a lobbying ban that will prohibit former high-ranking appointees, state legislators, and statewide elected officials from lobbying their own agency or body of government for one year.

Crack down on those who violate the public trust. Those who violate the public trust by using their position in government to break the law and often enrich themselves cannot be tolerated. Jennifer Granholm will institute tougher penalties on state officials for public integrity violations, and enforce them vigorously.

Demand full public disclosure of those funding "issue ads." Issue ads run by an outside group and not a candidate are the main source of negative campaigning. In addition, they are a way for big special interests to circumvent contributory limits and exert their influence. Believing that sunshine is the best disinfectant, a Granholm-Cherry Administration will demand full public disclosure of the names of those paying for election-time "issue ads."

A GOVERNMENT OF ALL THE PEOPLE

The best way to ensure that state government represents the people of Michigan is to open its doors to them. Government decisions that affect the lives of Michiganians should be made with their input. It's the basis of democracy – and of good government.

To create a government of all the people of Michigan, Jennifer Granholm will:

Restore citizen input to government. Over the last decade, too many citizens found their government distant, inaccessible, and closed to their input. For example, citizen boards and commissions that were critical conduits of people's voices were either abolished or trivialized as to be meaningless. Jennifer Granholm believes deeply in a government of all the people. She will make openness to citizen input a priority, and will seek to restore those boards and commissions that are central to reopening the gates of citizen participation.

Build a government of inclusion. One of the greatest strengths of Michigan is our diversity. We cannot afford to ignore someone's talents and contributions because of our biases. Jennifer Granholm will build a government of inclusion and will appoint a cabinet of high excellence that reflects and is responsive to Michigan's diverse citizenry.

Make sure every vote counts. After the 2000 presidential election, every American saw the importance of each and every vote as well as the challenge we have in making sure that the electoral system is able to count the preferences of every voter. We are all equal under the eyes of the law, and we should be in the voting booth too. That is why Jennifer Granholm will continue to pursue election reform including: assisting counties with voter education programs; promoting alternatives to voting in polling places on one day such as voting by mail and no-reason absentee voting; supporting extended voting periods and same-day voter registration; working collaboratively to limit the effect of partisanship by election officials; using technology to diminishing the possibility for human error; and assisting municipalities in their efforts to upgrade equipment to ensure fair and consistent administration of elections.

Promote good citizenship. Creating an active citizenry that feels invested in the future of our state begins with our children. As Governor, Jennifer Granholm will help parents and communities instill civic duty in Michigan's young by championing efforts to teach civics, citizenship, and democracy to our children; and by making community service mandatory to graduate high school.

CONCLUSION

A Governor must be responsive to all of the people of Michigan. She must be humble in the task before her and not be afraid to seek the help and guidance of those who know best: the people of Michigan.

Jennifer Granholm is passionately committed to creating a state government that not only works better and costs less, but also is responsive to the needs of and all Michiganians. Only then, will we be able to tackle the challenges our families face in making ends meet, raising healthy families, and educating our children.

BUILDING
A HEALTHY MICHIGAN

We have the greatest health care in the world, yet for too many of our families that care is out of reach. Insurance premiums keep going up just as the economy has slowed and families are finding it harder to make ends meet. The cost of prescription drugs that have revolutionized medicine has skyrocketed out of control, putting too many families and seniors in the position of scraping together every last cent to get a prescription filled. And for those in our state who have health insurance, they often find that they're not always getting the quality care they thought they paid for. Insurance companies are putting the bottom line ahead of what's best for the patient.

Jennifer Granholm believes that this must change.

Throughout her career, she has been a consistent fighter for the health and well-being of Michigan's families. She was a leader in the defeat of the big tobacco companies by continuing litigation that resulted in more than $8 billion for our state and in forcing tobacco companies to stop marketing their products to our kids. She cracked down on pharmacies dispensing medicines on-line to people without prescriptions, and took on drug companies conspiring to keep less expensive generic drugs off the market. Jennifer Granholm also drafted and fought for legislation to protect the privacy of patients' health care records. As Governor, Jennifer Granholm will continue to fight to bring quality health care to all Michiganians.

Over the past 12 years, the diagnosis out of Lansing was clear: a lack of leadership in health care. And this year has been no different.

The Engler-Posthumus Administration has introduced a bill that puts Blue Cross Blue Shield of Michigan on course to becoming a private for-profit insurance company. This bill would dramatically increase the cost of health insurance for the two out of every three Michigan small businesses that rely on Blue Cross for coverage. It would increase Medigap premiums for 180,000 of our seniors by as much as 30 percent, and dramatically increase the number of uninsured in our state. Just as thousands of Michigan families face skyrocketing medical costs, the Engler-Posthumus bill threatens the viability of our most effective, affordable health insurance provider.

It's time for a different course. Instead of an administration that bends to the whims of the big insurance companies, we need leadership willing to stand up for the families of Michigan and give them the help they need for affordable health care. Instead of the old-time, backroom bargains, we need to open the door to fresh ideas and new approaches that help all of our people get the quality care they deserve.

To help Michigan families stay healthy and strong, Jennifer Granholm will:

1. Vigorously oppose any attempts to privatize Blue Cross Blue Shield of Michigan.

2. Lower the cost of prescription drugs by leveraging the state's buying power.

3. Expand access to quality, affordable health care for working men and women through innovative public-private partnerships.

4. Expand access to MiChild for children of working families and Medicaid for people on low incomes or with disabilities without cutting benefits or reducing the eligibility of others.

5. Strengthen and enforce Michigan's Patients' Bill of Rights, which requires that you and your doctor – not insurance company bureaucrats – make decisions about your health care.

6. Overhaul the neglected public health system and appoint a Michigan Surgeon General to be the chief advocate for wellness and disease prevention.

Jennifer Granholm is committed to fighting for the health of Michigan's families and their children. She will end the adversarial posture of Lansing and bring together all those involved in protecting Michiganians' health: policymakers, health care professionals, business, labor, and our families. Most of all, Jennifer Granholm will bring a fresh voice, a different perspective, and new solutions to the health challenges facing the families of our state.

EXPANDING ACCESS TO QUALITY HEALTH CARE

For too many of Michigan's families, quality health care is out of reach. In our state, almost 1 million people do not have health insurance. And for those who do have health insurance, rising costs take a bigger bite out their paycheck while insurers limit services and treatment options.

This is a problem not just for these families, but for all Michiganians. As a study in the *Journal of the American Medical Association* found, the uninsured are 50 to 70 percent more likely to need hospitalization for avoidable hospital conditions, like pneumonia or uncontrolled diabetes, than those with private insurance. Moreover, children without health insurance are nearly twice as likely not to receive medical attention for conditions such as asthma or recurring ear infections.

Michigan must do more to bring quality, affordable health care to all of our people.

Jennifer Granholm will:

Lower the cost of prescription drugs for all Michiganians. Life-saving medicines are useless if the average person can't afford them. As the price of prescription drugs spiral out of control, we must take action to help families afford the medicines they need. Jennifer Granholm will:

- Implement a comprehensive prescription drug education program, promoting generic drug usage as a key cost reducing element. A recent Blue Cross and Blue Shield study showed every one percent increase in generic drug use could save $17 million down the road.

- Take the lead as a major purchaser and partner with other purchasers in the state to negotiate directly with pharmaceutical companies to get lower prices and pass this savings on to consumers.

- Promote the expansion of alliances with drug companies to offer deep discounts for the most frequently used prescription drugs, similar to programs initiated by Lilly, Glaxo and others.

- Promote the expansion of alliances with drug stores to provide discounts to frequent customers as is done in Oakland, Livingston, and Macomb counties.

- Continue efforts to assure consistent drug prices throughout the state.

Vigorously oppose any effort to "profitize" Blue Cross Blue Shield of Michigan. Nearly half of all the people of Michigan rely on Blue Cross for affordable, quality health coverage. Yet the Engler-Posthumus Administration has introduced legislation that will allow Blue Cross to become a for-profit corporation, as are the companies that insure your car or your home. This would make health insurance more expensive for small businesses, seniors, and millions of Michiganians – plus will dramatically increase the number of uininsured in our state. This is the exact opposite direction in which we need to go. Jennifer Granholm will oppose any effort to make Blue Cross a for-profit company.

Expand health care access to working men and women. Over the past 8 years, counties like Muskegon and Wayne have taken innovative approaches to extending health care to working men and women. For instance, Wayne County has helped thousands of working men and women get affordable health insurance through its HealthChoice program. With the county contributing a third of the cost, the business another third, and the worker the final third, HealthChoice enables small businesses to offer health coverage to their employees. Jennifer Granholm will seek to expand these types of public-private partnerships throughout Michigan.

Simplify and expand access to MiChild, MiFamily, and Medicaid. Over the past year, Michigan failed to utilize federal money available to our state to provide access to health care to the children of working families and to our neediest citizens. Recent FY 2003 proposals may expand the number of children and families served under these programs, but the danger is that these so-called revenue "neutral" proposals, while attempting to expand coverage numerically to more people, will actually provide fewer benefits to several and eliminate coverage for others. Jennifer Granholm will demand better planning and accountability to fully utilize these funds as soon as they become available. In addition, a Granholm-Cherry Administration will provide new ways to enroll and treat children in MiChild on the spot, make sure that outreach programs are effective, and make enrollment easier.

Expand access to primary care. More than three-quarters of Michigan's counties are medically underserved, and one-third of our citizens live in communities with a severe shortage of primary care doctors. When basic services are inaccessible, patients end up with unnecessary and preventable medical emergencies, specialty

care referrals, and hospital admissions. For instance, a national study shows that the existing centers in Michigan have saved the state $31 million annually in state Medicaid expenditures alone. Yet Michigan only has three such centers in Detroit compared to 55 in Chicago, and 10 each in Milwaukee, Cleveland and Cincinnati. A Granholm-Cherry Administration will fully leverage federal funds by creating more community-based, federally-qualified health centers to ensure that every community has access to basic health care services.

Expand school-linked health centers. National and state data show reduced absenteeism, reduced violence, higher test scores, reduced risk behavior and fewer trips to hospital emergency rooms by students and families in a school that has a School Linked Health Center. Yet, Michigan has not developed a single new center in the last decade. Jennifer Granholm will partner with the education community, the health community and the state to increase the number of School Linked Health Centers in the state.

FIGHTING TO PRESERVE QUALITY HEALTH CARE

Our country has the best health care in the world. Yet for too many in our state, their health insurance coverage limits their ability to access it. We need to make sure that that health care available to the people of Michigan is of the high quality that they expect and deserve.

Jennifer Granholm will:

Strengthen and enforce Michigan's Patients' Bill of Rights. Patient protections are only as good as their enforcement. Jennifer Granholm will vigorously enforce current patient protections and make sure that the Insurance Commissioner assiduously follows complaints from consumers. In addition, she will stand fast against any attempt to roll back or undermine these protections. Jennifer Granholm believes that you and your doctor – not an insurance company accountant – need to make the health care decisions best for you.

Protect medical privacy. The information a patient shares with a health care provider should stay between the patient and relevant medical professionals. It should not be used by marketers, insurance companies, or employers. A Granholm-Cherry Administration will work to keep every Michiganians' medical information secure and confidential. Furthermore, Jennifer Granholm will make sure that genetic information that can be used to discriminate against individuals is protected.

Fight for equity in health care coverage. Far too many women take better care of their families than we take care of them. For example, cardiovascular disease is the number one cause of death in women, but it is often overlooked by our health system until late in the course of the disease. Many minority groups also don't receive the care they need, even when they have insurance. A recent Institute of Medicine study points out glaring disparities throughout our healthcare delivery system, and recent data also show that there is an unconscionable gap between the infant mortality rate of black infants and of all others. Jennifer Granholm will challenge all health care providers to make sure that all Michiganians get the best health care possible. In addition, Jennifer Granholm will require all insurers operating in Michigan to make coverage

available for preventive and diagnostic screenings, breast and cervical exams, comprehensive family planning, and health and wellness education to women.

Address our shortage of health care workers, especially nurses. The ability to meet the health care needs of thousands of Michiganians depends on our ability to attract, train, and retain dedicated health professionals. This will take a state government working in concert – not against – health care workers and other stakeholders. This shortage is particularly acute in nursing where fully 75 percent of all hospital personnel vacancies are for nurses, and it is predicted that by 2010, Michigan may have a shortfall of 5,000 nurses. Upon taking office, Jennifer Granholm will convene a task force to develop concrete proposals – including loan forgiveness and scholarships – to address this challenge.

REFORMING AND STRENGTHENING MEDICAID

Our Medicaid programs are spending more than ever due to aging baby-boomers, advances in pharmaceuticals, and greater demands for new technology. Yet funding shortages and the increasing numbers of uninsured are threatening the viability of our hospitals, nursing homes, doctors, and other professionals that provide the safety net for our most vulnerable people. Michigan has engaged in little or no strategic planning for our future, examined how to pay the bills, or looked at how to ensure that those who need these benefits the most get them. Yet Medicaid continues to play a significant role in shaping health care for our entire population.

A Granholm-Cherry Administration will:

Bring stability and solvency to Medicaid. Jennifer Granholm will convene a Medicaid task force of the best strategic health care, financial, and legal minds to find ways to bring stability and solvency to the program. She will call for thoughtful planning to preserve our safety net, to achieve our long-range goals, to leverage the maximum federal resources, and to assure patient safety.

Slash bureaucracy to ensure on-the-spot treatment for children. Jennifer Granholm will use an available federal option so that a child who needs health care can be enrolled into MiChild or Medicaid on the spot and begin receiving services. States such as Massachusetts that have chosen this option have enrolled 90 percent of their children into the program, while Michigan is still struggling. Overall, Jennifer Granholm will expand access without taking coverage away from any Michiganian.

Create opportunities to leverage untapped funds. Stretching federal Medicaid dollars is easier when hospitals and local communities use cooperative arrangements to plan and finance programs to address unique problems related to access and financing of health care services. It also helps when Michigan has a governor committed to getting the taxpayers of Michigan their share of federal funds. Yet this summer, Governor Engler vetoed the Hospital Quality Assurance Assessment program which left $83 million on the table that could have gone to our hospitals. Jennifer Granholm will ensure that every nickel of federal support that is available is sought and secured, and that federal and state resources that are currently available to communities in other states will be made available in Michigan through partnerships between hospitals and local governments.

IMPROVING MENTAL HEALTH CARE

For the past decade, Michigan's mental health system has turned away from it's commitment to caring and fiscal accountability. Consumers and families who are most affected by the programs have been shut out of the decision-making process. Instead of streamlining towards a user-friendly system, patients have to sort through a bureaucratic maze just to find help. Jennifer Granholm will move us towards a system that pursues excellence, finding and supporting the best ways to serve individuals with a primary diagnosis of mental illness, developmental disability, or substance abuse.

As Governor, Jennifer Granholm will:

Move toward parity in health coverage. With all we have learned about the brain and mental illness, we must recognize that mental illness is an illness like any other and must be given adequate attention. Thirty-four states have enacted some form of parity, and some, such as North Carolina, have actually experienced lower mental health care costs as a result. Jennifer Granholm believes it's time for Michigan to take an active role in charting a course that makes sense for our citizens. Jennifer Granholm will launch an immediate effort to design a Michigan-specific plan and to utilize the best strategic minds to determine the most appropriate immediate and long-term strategy for mental health and substance abuse parity Michigan.

Combat teen suicide. The state and national increases in teen suicide are startling. Using the best national research, Jennifer Granholm will enlist the support of education, faith-based, health, civic and other concerned groups and individuals to make sure the message gets to kids through kids and through caring adults that help is available. To that end, she will establish a toll-free, 24-hour hotline so that kids can call anytime from anywhere if they need help.

Improve care for those with mental illness. Michigan's prison and jail populations contain many of our citizens with mental illness. Indeed, almost one-third of inmates have a mental illness diagnosis. Jennifer Granholm believes that we should make sure that those that need treatment to become productive members of society, and not commit crimes that hurt us all, get the treatment they need. Instead of short-term solutions that end up costing taxpayers more money, Jennifer Granholm supports cost-saving prevention and after-care programs.

Cut red tape for those seeking care. A person with developmental disabilities has to face a bureaucratic maze in order to access services. Jennifer Granholm will work to simplify the process for the consumer and make it more efficient for the provider by appointing an ombudsman to not only help people navigate the system, but also to find ways to make it more user friendly. In addition, she will promote consumer independence and inclusion in community life by making sure that people-centered planning is the focus of efforts to help those with developmental disabilities. Finally, Jennifer Granholm will seek to emulate the best practices in other state to make sure that people with developmental disabilities are able to access Medicaid and get the care they need.

Fight substance abuse. The costs of untreated substance abuse are enormous. Twenty percent of expenditures for hospital care is spent on alcohol-related

illness; 40 percent of industrial and traffic fatalities are alcohol-related. Drug use among our young people directly harms their health and could put them on a path that leads to even more dangerous future. Yet, states spend 113 times as much to clean up the devastation that substance abuse visits on children as they do to prevent and treat it.

Jennifer Granholm believes that as we crack down on drug dealers, we must also work to prevent and treat drug abuse and addiction. To fight drug use among Michigan's young people, Jennifer Granholm will give children the support they need by expanding her Mentor Michigan program and expanding after school programs that keep kids off the streets precisely when they are most likely to get into trouble. She will also support efforts in our schools, our communities, and our jails to prevent drug use, treat drug abuse, and help keep those who have gone through rehabilitation stay clean. A Granholm-Cherry Administration will also work to break the cycle of drugs of crime by pursuing a policy of "stay clean to stay free" for those on parole and probation and by supporting the expansion of drug treatment courts.

PREVENTION AS A PRIORITY

For generations, we have known that an "ounce of prevention is worth a pound of cure." Now, we know that it is also worth years added to our lives and thousands of dollars of unneeded medicines and hospital stays. National research and the experiences of other states show that a modest investment in primary prevention and education significantly reduces rates of teenage smoking, physical inactivity, and unhealthy diets. Yet to date, Michigan has made only a token investment in proven programs to encourage healthy lifestyles, especially among our young. Michigan has dropped from second in the nation in public health to 34th. That is inexcusable.

Jennifer Granholm will:

Appoint a state Surgeon General to coordinate Michigan's public health and prevention efforts. Over the last several years, Michigan's public health programs and leadership have been incorporated into a much larger bureaucracy, and, on many occasions, it appears to have lost its ability to advocate on behalf of the health of Michigan's citizens. To effectively organize our public health resources, Jennifer Granholm will appoint a Michigan Surgeon General with the specific responsibility to advocate for effective community-based health and wellness promotion and disease prevention programs, as well as to act as a watchdog ensuring that Michigan's public health infrastructure is able to meet the challenges of the 21st century. Working with the Surgeon General will be a Chief Nurse Executive to contribute nursing's unique perspective on health care and to be a high-profile leader in addressing the nursing shortage. To help measure our success, the Surgeon General will issue an annual report on the state of health care and wellness in our state. This is part of a total overhaul of Michigan's public health system.

Dedicate a portion of tobacco settlement funds to cut teen smoking. According to the Centers for Disease Control, Michigan ranks 50th out of 50 states in terms of spending tobacco settlement funds on cessation and prevention efforts. At the

same time, Michigan has the 38th highest rate of all states in annual deaths related to tobacco. Not investing in smoking prevention just doesn't make sense. A Granholm-Cherry Administration will partner with non-profit groups that have the most success in preventing teen smoking and in smoking cessation, and will seek to replicate the best practices from successful programs in other states here in Michigan.

Boost child immunization rates. After years of progress, Michigan is now slipping in its rates of immunizations, especially among toddlers and infants. It's critical that all Michigan children are immunized. Boosting immunization rates is not only the right thing to do, it's the smart thing to do as well. Boosting immunization rates will save thousands of dollars in treating sick children and in days that parents would have missed work. As with other public health priorities, maintaining immunization rates requires long-term consistent and persistent attention. Jennifer Granholm will work with private, non-profit, faith-based, and community groups to make sure that our children get the immunizations they need.

Fight lead poisoning. Jennifer Granholm will work to eliminate lead poisoning, which now affects 40,000 mostly low-income children, in the next five years. A Granholm-Cherry Administration will coordinate human service agencies and community-based organizations to improve the screening of children to detect lead poisoning and to prevent the lifelong impairment that it causes.

Prevent teen pregnancy. Babies born to teen mothers begin life with disadvantages from which they may never recover. This is particularly true of teens who don't have hope for a better life for themselves or their kids. That's why Jennifer Granholm has pledged to invest in kids, right from the start. Jennifer Granholm will make preventing teen pregnancy a priority. She will work proactively with non-profit and community groups to encourage abstinence and family planning. Recognizing that adults are often to blame, Jennifer Granholm will crack down on sexual predators to the fullest extent of the law. For teen mothers that are victims of in-home child abuse, neglect, or sexual abuse, Jennifer Granholm supports policies that allows teens to live in adult-supervised settings that give young mothers a safe and stable alternative to living with their parents. The mothers who live in these second-chance homes must stay in school or job training, and stay drug-free and abide by curfews. In return, they receive protection from violent family members and abusive boyfriends as well as get help with day care, health care, and schoolwork. Most importantly, they learn to nurture their children well.

CARING FOR MICHIGAN'S SENIORS

Those in their later years have unique health problems. Some need long-term care as they grow unable to care for themselves, and most seniors rely on prescription medication to keep well and active. Yet, for too many of our seniors these miraculous prescription drugs are too expensive, forcing them to choose between paying for rent or food or their medicine. And with the number of Michiganians over 65 predicted to jump by 25 percent between 2005 and 2015, it is even more important to make efforts now to improve health care for our seniors.

To help Michigan's seniors, Jennifer Granholm will:

Lower the cost of prescription drugs by leveraging the state's buying power. The average senior citizen today spends nearly $1,000 on prescription drugs annually. Our senior citizens need help now. Jennifer Granholm will strongly support the efforts of our state's representatives in Washington to obtain passage of a Medicare prescription drug benefit. In addition, she will work to lower the cost of prescription drugs by leveraging the state's buying power with pharmaceutical firms, promoting generic drug usage, and using tobacco settlement money to expand the EPIC program to help more low-income seniors afford drugs.

Help Michigan's families prepare for long-term care. With more of our nation aging and science enabling us to live longer, the challenge of long-term care is more acute than ever. Jennifer Granholm believes that we must be creative in tackling this problem, understanding that there are a variety of long-term options – from nursing homes to at-home care – and challenges. A Granholm-Cherry Administration will work to ensure that nursing homes and assisted living facilities are meeting the highest standards, and will put those ratings on-line so that families can make informed choices. Jennifer Granholm will fight for flexibility in long-term care to help people choose the alternative best for them: live in the community or enter a nursing home.

Improve preventive care. Patient self-management education and self-help have been proven to save health care costs associated with chronic diseases such as diabetes, osteoporosis, and arthritis. Yet, few adults have access to these programs just as the number of seniors is due to balloon. Fewer than 20 percent of diabetics receive patient self-management, and only one-third of those who could benefit from an arthritis self-help program have access to one. A Granholm-Cherry Administration will expand information about these programs that will reduce suffering, keep seniors active, reduce disability, and save health care dollars.

Promote the Michigan Partnership on End-of-Life Care. Educating Michigan citizens, health professionals, and students in the health professions on the special needs of patients with advanced-stage illness and their family caregivers is essential. A Granholm-Cherry Administration will expand on the work of the Michigan Partnership on End-of-Life Care so that compassionate and cost-effective care – such as palliative and hospice care – is promoted earlier in advanced stage illness to decrease pain and suffering, increase patient and family support, as well as foster independence for as long as possible.

CONCLUSION

Keeping families healthy and strong is one of the biggest challenges facing the people of Michigan. Our state has some of the best hospitals and health care professionals in the nation, and our country has the best health care in the world. Yet for too many families, high-quality health care is too expensive or not covered in their health insurance policies. Michigan must do better.

Jennifer Granholm is committed to helping families provide for the health and well-being of themselves and their children. She will fight to expand access and lower costs of quality health care for hardworking families and their children. She will fight to lower the cost of prescription drugs for Michigan's seniors because no one should have to choose between paying for food or medicine. And Jennifer Granholm will make disease prevention and wellness a priority as starting healthy habits early is the best way to keep Michiganians healthy for years to come.

DEMANDING
CORPORATE RESPONSIBILITY

The opening of the stock market to working men and women was one of the greatest successes of the 1990s. For the first time, those on Main Street had the same access to the markets and the possibilities for wealth as did those on Wall Street. Yet in recent months, we have seen that average investors were not investing on a level playing field.

As the scandals surrounding Enron, WorldCom, and Adelphia have shown, corporate leaders cooked the books and hid information from regulators and investors. At the same time, the investors' watchdogs looked the other way. Accountants compromised by millions of dollars of non-audit consulting work signed off on dubious audits. Corporate boards stacked with management's friends or doing business with the company itself failed to act. And Wall Street analysts, who needed to generate investment banking business from the companies they were rating, told investors to buy stocks that were dubious at best.

The results have been staggering. The markets have lost $6 trillion in recent months. Hardworking people in our state have seen their pension plans and savings for retirements shrink. Families have seen college funds disappear. Entrepreneurs have seen the dream of owning their own business go up in accounting smoke. Even more directly, the collapse of WorldCom alone has cost the Michigan state employee pension funds more than $100 million.

While the needed changes in our accounting standards, regulatory regime, and securities laws can only be made by the President, Congress, and the SEC, Jennifer Granholm believes that we cannot stand by and wait for change. Leadership demands action, and our states' families deserve nothing less.

As Attorney General, Jennifer Granholm has always stood up for Michigan's families, vigorously prosecuting corporate misconduct and working with business, labor, and community leaders to make sure that everyone has a fair shot at success. As Governor, she will continue to get things done for the people of Michigan – demanding corporate responsibility to protect the retirements and savings of thousands of Michiganians.

As Governor, Jennifer Granholm will:

1. Make her first executive order one that will direct all state agencies to stop doing business with companies that break federal and state laws that govern corporate behavior and protect shareholders, protect workers' rights and pensions, consumers, and the environment.

2. Direct the State Treasurer to invest only in companies that have good corporate governance practices and that abide by state and federal laws.

3. Make insider trading and the shredding of documents with the intent to obstruct justice a violation of state law – and will vigorously enforce that law.

4. Leverage the power of Michigan's pension funds to push for a reform agenda that includes toughening accounting standards, improving corporate governance, and securing workers' retirements.

Jennifer Granholm believes that anytime anyone cuts corners and breaks the law, it hurts every honest business and individual who does work hard and play by the rules. More than that, it undermines the promise of equal opportunity at the heart of the American dream. That is why Jennifer Granholm will lead the fight to clean up corporate America and demand responsibility from all.

HOLDING CORPORATIONS ACCOUNTABLE

Jennifer Granholm will take immediate steps to punish corporations that refuse to obey the law, and to reward the thousands of businesses who do live up to their responsibilities as corporate citizens.

Jennifer Granholm will:

Make her first executive order one directing the state to cease doing business with bad corporate actors. The first executive order that Jennifer Granholm will issue will direct all state agencies to suspend procuring goods and services and entering into other contractual relationships with any corporation, firm, person, or other entity that violates federal or state law. This will include laws governing corporate behavior including the fair use of workers' pension funds; environmental laws; and laws that protect consumers and workers. The state of Michigan should be rewarding those businesses that play by the rules, not those that break them.

Invest state pension funds in good corporate citizens. Just as the state should not be doing business with bad corporate actors, it should also not invest its money with those companies that violate the law. Jennifer Granholm will direct the State Treasurer to invest only in companies that have good corporate governance practices and that abide by state and federal laws. With more than $40 billion in holdings, the state of Michigan has tremendous leverage to pressure corporations to institute sound corporate governance and accounting practices. Yet that leverage disappears without the threat of action. This directive will let corporate America know that Michigan takes corporate responsibility seriously.

Toughen state laws against corporate crime. Currently, there is no direct prohibition in Michigan law against insider trading or shredding documents with the intent to obstruct justice. Jennifer Granholm will push the state legislature to amend the Uniform Securities Act to make it a crime to buy or sell a security based on material non-public information, and to amend the Michigan Penal Code to make it a crime to alter, destroy, mutilate, conceal, or falsify any record or document with the intent to impede or obstruct an investigation of any department or agency of the state of Michigan. In addition, a Granholm-Cherry Administration will vigorously enforce these laws.

LEADING THE FIGHT FOR REFORM

At the end of 2001 Michigan's public employee pension funds alone controlled more than $40 billion in stock being used to secure the retirements of thousands of our citizens. Jennifer Granholm believes that if we leverage our rights as shareholders, we can make an impact on the corporate governance of hundreds of companies and the retirements of millions of people. In the end, that will help us all as it will restore investor confidence in the markets, buoy our economy, and level the playing field for the millions of individual investors.

Jennifer Granholm will lead a coalition of institutional investors from Michigan to push for a reform agenda that includes:

Improving corporate governance. All middle to large-sized corporations should have a strong majority of directors, including the chairman, who are independent of management. That means no business relationships between board members and the company, and no perks such as corporate jet usage or donations to a favorite cause. Similarly, each board's audit committee, which is responsible for checking the company books, should be made up entirely of outside directors, and stockholders should be allowed to vote on any plan to grant stock options to top management.

Securing workers' retirements. In order to empower employees and protect their retirements, workers should be able to transfer their 401(k) retirement plans into an Individual Retirement Account (IRA) once they are vested. This will give employees' greater investment choices – including the choice to divest one's retirements from the company from which they draw a salary – and more control over their retirement savings.

Demanding managerial responsibility. There should be no "golden parachutes" – excessive rewards for departing executives – no matter what condition the company has been left in. Corporations should not be allowed to make loans to their own executives, and any outstanding loans should be payable in full when the manager leaves the firm.

Toughening accounting standards. It has become clear that auditor independence has been severely compromised, and as a result, one of the most important linchpins in instilling accountability in corporate America has been broken. To restore faith in the accounting profession and confidence in audit reports, outside auditors should be recruited and hired entirely by the board of directors. In addition, auditors should not receive any consulting or other non-auditing contracts that might make them beholden to management.

Cracking down on corporate crime. Those in the boardrooms who steal millions of dollars from employees and shareholders should be at least as likely to go to prison as those on the street who steal from homes and stores. Jennifer Granholm will call for strong and immediate action from Washington to increase criminal and civil penalties for corporate criminals.

Working with other institutional investors for change. Half of all state employee retirement systems belong to the Council of Institutional Investors, a powerful

voice for good corporate governance and managerial accountability. Yet Michigan is not a member of this organization. Jennifer Granholm will direct Michigan state employee pension funds to join the Council of Institutional Investors. In addition, she will have the pension funds join and help form other reform coalitions, and lead these groups as she presses for her reform agenda.

Improve transparency of corporate books. Many corporations currently grant senior management and board members excessive stock options, yet they hide the costs from investors by failing to expense them on their books. This allows companies to inflate their profit and deceive investors. Companies should move toward expensing stock options in a way that accurately reflects their value. In addition, we should focus on ways to stop the abuse of stock options by those at the top of the corporate food chain and work to improve their spread of options to rank-and-file workers.

CONCLUSION

The strength of our economy lies in its openness: anyone with a good idea and the will to work should be able to succeed. But what makes it all work are the rules that guide the economy and keep it fair. The past few months have shown us that our markets were not as fair as we thought. Those at the top were able to game the system to their benefit and at the expense of us all. Jennifer Granholm will stand with the families of Michigan, demanding corporate reform to protect the retirements and savings of thousands of Michiganians.

KEEPING FAMILIES SAFE,

KEEPING COMMUNITIES SECURE

Keeping our families safe and our communities secure is the most basic duty of government. While crime has subsided over the past few years, as the economy dips, the crime rate rises. Too many families live in fear. Too many streets, in too many communities, are overrun by violence.

As Assistant United States Attorney and Michigan's Attorney General, Jennifer Granholm has been on the frontlines on the war against crime. She aggressively prosecuted drug dealers, child pornographers, armed gang members, and bank robbers. As a federal prosecutor, Jennifer Granholm had a 98 percent conviction rate. She also has prosecuted thousands of cases of welfare fraud. At the same time, Jennifer Granholm has worked to stay one step ahead of the criminals. She created the state's first high-tech crime unit and prosecuted crimes on the Internet perpetrated by child predators and pornographers, sellers of date-rape drugs, and scam artists and pushed to get violent offenders off the streets. In addition, Jennifer Granholm led our state's effort to crack down on terrorism and re-think our outdated approaches towards homeland security.

Jennifer Granholm understands the impact that crime has on our communities. Businesses will not thrive in communities that are not safe. Consumers will not patronize stores in neighborhoods plagued with crime. Communities will not grow if fear rules the streets.

As Governor, Jennifer Granholm will continue to fight for the families of Michigan. To make our communities safer, she will:

1. Crack down on parole and probation violators who commit most violent crimes.

2. Protect Michigan's neighborhoods by developing a unified law enforcement strategy that uses technology to share policing resources and expands community policing.

3. Break the cycle of drugs and crime by demanding that those on parole and probation stay clean to stay free and expand the use of drug treatment courts.

4. Expand the use of DNA samples to identify perpetrators of thousands of unsolved crimes.

5. Fight for the rights of crime victims by allowing them a day of unpaid leave to testify in court, and requiring criminals to pay compensation to their victims.

6. Create a Michigan Board of Homeland Protection to revamp Michigan's disaster and emergency plans to bolster prevention and to ensure rapid-response capability.

Ensuring law and order is serious business. It takes bold leadership, unafraid to embrace new ideas and methods. And it takes smart policies that nip crime and violence in the bud before it can terrorize our families.

FIGHTING CRIME

Jennifer Granholm believes that we need to be tough and smart to fight crime. We need to stay a step ahead of criminals, using the latest technology and requiring more support and collaboration among law enforcement agencies. Only then can we bring law and order to our streets and security to our neighborhoods.

As Governor, Jennifer Granholm will:

Aggressively go after fugitive felons who commit most violent crime. Thousands of fugitive felons – those who have violated parole or violated probation – populate the streets of Michigan's urban centers and are committing new crimes every day. Jennifer Granholm will help state, county, and local law enforcement to devise strategies to aggressively go after these fugitive felons and get them off out streets and require the Department of Corrections to re-think their failed approaches for probation and parolee supervision.

Get tough with violent drug gangs. Gangs who deal drugs, enforce deals with violence, destroy our families and ruin our neighborhoods. As part of an overall strategy to reduce violence against children, Jennifer Granholm will toughen the laws and increase the penalties for drive-by shootings and other drug gang-related violence so that Michigan's communities have additional tools to fight violent crime.

Crack down on drive-by shootings. Too many children have lost their lives to criminals wielding their illegal weapons of fear in our urban centers. Jennifer Granholm will implement a Safe Neighborhoods Plan that will have at its centerpiece a toughening of penalties for drive-by shooters from the current four years in prison to 10 years behind bars as well as an expansion of community policing initiatives which create a visible deterrent in our neighborhoods that helps keep these killers at bay.

Break the cycle of drugs and crime. Nearly half of all prison inmates have substance abuse problems, and as many as 70 percent of drug-abusing offenders commit further crimes after their release. If we don't fight drug addiction, we cannot fight crime. A Granholm-Cherry Administration will expand innovative programs in Michigan's community corrections system which use existing local resources to require addicted offenders to undergo regular drug testing and face escalating penalties for each failed test. These programs prove that local jurisdictions can reduce relapse and reduce recidivism. By thinking smart, we can keep offenders in treatment and provide powerful incentives for them to stay drug-free.

Use technology to identify and eradicate crime hot spots. National research has shown that crime is highly concentrated with as much as 50 percent of all offenses happening at just 3 percent of locations, and that a small number of criminals commit most crimes. Many of Michigan's urban centers are experimenting with new technology to attack crime, Jennifer Granholm will help support these efforts. For example, by using ComStat, a computerized system that can display in near "real time" exactly where crimes are occurring, big cities across the country – including Detroit – are working to concentrate law

enforcement when and where it's needed most. Jennifer Granholm knows the importance of efforts to improve local technology like crime-mapping so that police and prosecutors can identify and eradicate crime hot spots. She will fight for increased federal funding to help with these efforts.

Keep kids in school and out of trouble. When kids skip school, they have plenty of time to get in trouble – or have trouble find them. We need to put children on the right path so that they go to school and stay dedicated to learning. A Granholm-Cherry Administration will hold parents responsible to the fullest extent of the law to get their children to school, and hold students responsible as well. Jennifer Granholm will raise the drop-out age to 18, and not allow young people in Michigan to get their driver's licenses if they are truant from school.

Prepare Michigan to fight on-line crime. While computers and the Internet offer unlimited possibilities for communication and commerce, they also are tools for criminals to defraud consumers, exploit children, distribute pornography, and steal private information. Jennifer Granholm will bring her experience fighting "cybercrime" to coordinate an effective statewide law enforcement response to Internet crime and begin to build a statewide technology infrastructure to take advantage of the promise of the Internet. No community in Michigan should become a haven for criminals because we failed to build a solid, modern communications structure.

Expand the use of DNA identification. The new Michigan statute requiring DNA collection from convicted felons and others as part of a comprehensive state DNA database is a good start in using this valuable investigative tool. To correctly identify the perpetrators of thousands of unsolved crimes, to solve tough cases to come, and to free innocent people wrongfully convicted, a Granholm-Cherry Administration will create a long term, multi-faceted plan to expand the use of DNA samples as well as the list of crimes from which DNA samples can be collected.

Use videotaped confessions to gather evidence that holds up in court. As seen in the recent Justin Mello case in Macomb County, in which young defendants in a homicide case retracted their confessions to police, confessions are not always airtight. In addition, some are concerned that confessions, especially by young suspects, may not always be voluntary. Videotaping maintains the integrity of confessions, and increases the likelihood of prosecuting and convicting the right person. Jennifer Granholm will pursue approaches to expand videotaping throughout the state in a way that is balanced against issues of cost and fulfilling the evidentiary needs of law enforcement agencies.

Develop a unified law enforcement strategy. To stop crimes before they happen and to track down suspects, it's imperative that the federal, state, county, and local law enforcement agencies work together. We cannot waste resources on duplication of effort or law enforcement agencies protecting their "turf." Jennifer Granholm will develop a statewide law enforcement strategy with federal, state, and county law enforcement agencies to build relationships among law enforcement entities, promote information and resource sharing, and use joint planning under a community policing model to reduce crime.

STANDING UP FOR THE RIGHTS OF CRIME VICTIMS

Too often in our legal system, the victims of crime are an afterthought. In spite of efforts to improve this situation, too little is done to help victims and to repair the damage of crime. Jennifer Granholm believes that we should embrace an approach to law enforcement that does what is right for the victim and demands responsible behavior from the offender. Perpetrators cannot hide from the victim or avoid responsibility for the harm that has been done.

As Governor, Jennifer Granholm will:

Give victims of crime unpaid leave to testify. Just as parents are able to take unpaid leave to care for an ill loved one or a newborn child, crime victims should be allowed to take unpaid time off from work to attend court proceedings involving the crime committed against them. Jennifer Granholm believes that crime victims should be empowered to attend the court hearings that affect their lives, and she believes this leave from work is just as important as a doctor's appointment or a family illness. Making it easier for crime victims to attend criminal proceedings is a gap in our justice system that must be fixed. Jennifer Granholm believes that crime victims should not be penalized for meeting their obligations and will fight to give them leave to attend court hearings.

Require criminals to pay compensation to their victims. Jennifer Granholm believes in a justice system that restores communities and the victims of crime. She believes that criminals should be confronted with the damage they do to their victims, should be forced to accept personal responsibility for their acts, pushed to make retribution, and closely monitored during and after their sentences are complete to ascertain their preparedness for reintegration back into our communities. As part of this restorative justice effort, a Granholm-Cherry Administration will develop a coordinated approach with state and local agencies so that those who commit crimes make financial restitution to their victims and help repair the harm they cause our communities.

Help battered women and abused children. National researchers estimate that as many as 10 million children are exposed to domestic violence each year, which has significant negative effects on children's emotional, social, and cognitive development including: aggressive behavior and conduct problems, depression and anxiety, lower levels of social competence and self-esteem, poor academic performance, and symptoms similar to post-traumatic stress disorder. A Granholm-Cherry Administration will work with law enforcement to seek effective models for a coordinated response to domestic violence that addresses the needs of victims and any affected children.

PREVENTING CRIME BEFORE IT HAPPENS

Despite many expensive measures to reduce crime, the crime rates in the United States still are higher than any other industrialized country in the world. Likewise, crime rates in Michigan continue to be at unacceptable levels. Nationally crime is on the rise again. Strategies to reduce crime in the long run demand creative and multifaceted approaches, which incorporate the best thinking of educators, social service agency directors, and community leaders.

Long-term strategies to reduce and prevent crime will produce results in the short term, as well as for years after their initial implementation making them a smart investment for the future of Michigan.

A Granholm-Cherry Administration will:

Tackle juvenile crime. Long-term crime prevention starts by reducing crimes among juveniles. While juvenile crime in Michigan declined during the past decade, the incidence of delinquency among the children of Michigan is still at an unacceptable level. We need to catch problem behaviors earlier, and prevent children from becoming criminals. We need to employ new technologies such as the SHOW-CAP system in Muskegon County that tracks serious habitual juvenile offenders. Also, a Granholm-Cherry Administration will take proactive approaches to work with Michigan's communities to prevent juvenile crime – approaches that emphasize proven strategies to foster healthy social, physical, and mental development. These include: mentoring, quality after school programs, community service, and promoting "second chance" schools to help problem children get back on track.

Prevent child abduction. Jennifer Granholm will begin her attack on child abduction by assembling a statewide Child Abduction Task Force to provide public awareness programs to prevent child kidnappings, improving coordination with federal law enforcement agencies, aggressively pursuing other national resources to help, and reviewing current Michigan laws surrounding parental abduction and stranger kidnappings.

Tear down abandoned buildings that house crime. Abandoned buildings in Michigan's urban centers house nothing but criminals and crime. What starts out as an eyesore quickly becomes a weight that drags down a block and then a neighborhood. As part of a comprehensive anti-blight effort, Jennifer Granholm will tear down abandoned buildings on state property and give criminals fewer places to hide.

Reduce crime through drug treatment. Nationally, drug and alcohol abuse are involved in the crimes of about 80 percent of men and women behind bars. Jennifer Granholm will support efforts in our schools, our communities, and our jails to prevent drug use, treat drug abuse, and help keep those who participate in drug treatment remain drug free as well as demand more accountability from agencies that receive state funding to treat offenders. The Department of Corrections will be held accountable for high community failure rates for probationers and parolees.

Expand drug treatment courts. Drug treatment courts have proven to be an effective way of handling offenders whose use of alcohol and controlled substances are a primary factor in the criminal behavior. Instead of using failed approaches that do not break the cycle of drugs and crime, offenders are put into court-ordered and court-supervised rehabilitation programs, subjected to mandatory drug testing, and held accountable for their actions. Jennifer Granholm supports the expansion of drug treatment courts so that we can save lives and save taxpayers' money.

Help people from falling back into a life of crime. Preventing new crimes by offenders being released from prison is a challenge that must be met by Michigan's law enforcement community. Arrangements for post prison transition must deal realistically with the poor coping skills that contribute to offenders' return to prison, particularly in the area of alcohol and drug relapse. We must make certain that as our prison system punishes, it also provides full opportunities for offender rehabilitation – particularly as offenders are near their release. Jennifer Granholm will work to devise strategies that will help families and communities build support systems for those leaving prison that begin when the offender is still in prison.

Vigorously enforce existing laws that prohibit felons from carrying firearms, encourage commonsense gun safety measures, and respect the rights of hunters and sportsmen. Hunting and sport-shooting are part of the way of life for many Michiganians. Jennifer Granholm respects the rights of hunters, sportsmen, and law-abiding adults to purchase and own guns. But with those rights come responsibilities. For gun owners, it's to keep their weapons safe and out-of-reach of minors and others who shouldn't have access to them. For all of us, it's our responsibility to keep guns out of the hands of children, criminals, and the mentally ill. A Granholm-Cherry Administration will work with hunters and sportsmen, community leaders, and law enforcement to devise strategies that keep our streets safe without infringing on the rights of law-abiding adults.

Heighten anti-terrorism preparedness. After the attacks of September 11, it became clear that not only our nation, but also each state must do more to prepare citizens for a possible attack. The fields of security, law enforcement, emergency response, medical readiness, and science must now be joined as a collaborative force to respond to terrorism. As Governor, Jennifer Granholm will turn the existing Michigan Emergency Management Board into the Michigan Board of Homeland Protection, which will be charged with bringing together the law enforcement, security, emergency response, medical and scientific communities of Michigan to revamp disaster and emergency management plans. The new plans will address: chemical, biological, and terrorist threats, thorough communication to all of our citizens about these plans, and adequate training, so that we are truly prepared.

CONCLUSION

Ensuring law and order is one of the most important responsibilities of the Governor of our state. Jennifer Granholm has a long record of fighting crime and in working to prevent crime in creative ways. As Governor, she will be tough on crime and as equally tough on the causes of crime. She will introduce smarter ways to be tough on crime that use modern advances in crime fighting technology. She will stand up for the rights of victims, be tough in tracking down, arresting, and convicting our most dangerous criminals, and hold both offenders and the criminal justice system more accountable for results. Jennifer Granholm will bring new ideas and new energy to keeping our families safe and communities secure.

PROTECTING
THE ENVIRONMENT, GROWING OUR ECONOMY

From our ban on DDT and PCBs, to our bottle and can deposit law, Michigan has been a leader in protecting the environment. The people of Michigan believe that we have an obligation to protect the health and safety of our children; and a responsibility to future generations to protect and preserve our state's magnificent natural resource heritage, and that those who degrade or impair our environment must be held accountable.

Jennifer Granholm has worked in that tradition. As Attorney General, she recovered millions of dollars from polluters for despoiling Michigan's air, land, and water; prosecuted more environmental crimes in her first three years as Attorney General than have been prosecuted in the history of the office; and fought the diversion of Great Lakes water, oil and gas drilling under the Great Lakes, and the destruction of wildlife habitats.

Meanwhile, her opponent has opposed a ban on out-of-state trash being dumped in Michigan, and opposed legislation to hold polluters accountable to their actions – which only passes the bill for environmental clean-ups on to our citizens.

Jennifer Granholm knows that it is time to approach environmental protection with fresh ideas based on the realities of tomorrow, not the tired thinking of yesterday. We must reject the false choice between growing the economy and protecting the environment because we can, and must, do both. Businesses and families won't move to a state with unhealthy air, dirty water, and without parks and open spaces. And we must realize that one of the most promising industries of the future is environmental technology. Michigan has the creative minds and innovative entrepreneurs to make our state the leader in this field, creating good jobs for our children and our grandchildren.

Jennifer Granholm will advance an environmental ethic that protects Michigan's natural resource heritage, embraces the principles of stewardship and sustainability, and seeks to make our cities and communities livable and strong. Our children, and our children's children, deserve nothing less. She will work to restore and build upon Michigan's former reputation as a national leader in conservation and resource management, protecting our environment while working for a clean, innovative and visionary economy.

As Governor, Jennifer Granholm will:

1. Implement a "Clean Water Forever" initiative to protect the Great Lakes from exports to other areas, protect critical wetlands, enlist the public in water monitoring, and reduce the release of toxins in our water supplies.

2. Vigorously enforce environmental laws, and crack down on polluters.

3. Phase out the worst toxic pollutants.

4. Ban all new medical and municipal incinerators.

5. Limit the number of landfills to meet Michigan's needs. Our state should not be the nation's dumping ground.

6. Give people the "right to know" the air and water quality of their surroundings.

7. Address the need to protect the health and welfare of Michigan's fish and wildlife populations from disease outbreaks, utilizing resources such as the new Animal Health Diagnostic Laboratory at Michigan State University.

8. Streamline conservation and environmental protection efforts by recombining the Department of Natural Resources and the Department of Environmental Quality into a single, more effective agency.

Jennifer Granholm believes that we can move beyond the false debates of the past, protect our environment, grow our economy, and most of all, improve the health and quality of life for all Michiganians.

PROTECTING THE GREAT LAKES

The Great Lakes are Michigan's crown jewels. They not only represent 20 percent of the world's fresh water supply, but they also define our state and shape our character as a people. The lakes deserve to be protected for their own sake. But we also must recognize that clean Great Lakes are also in our economic interest. In 1996, expenditures on Great Lakes recreational fishing were $1.4 billion; 715,000 anglers spent 4,338,000 days fishing on Lake Michigan alone. Sport fishing and tourism are industries that need to be protected and nurtured, not diminished by activities that provide short-term gain for some at the long-term expense of our environment and economy.

Jennifer Granholm will fight to fully implement a Clean Water Forever Initiative to protect our Great Lakes and water resources for our state's families and future.

As part of this initiative, Jennifer Granholm will:

Vigorously oppose the export or transfer of Great Lakes water. Jennifer Granholm will exercise her authority under federal law to veto any proposed export or transfer of Great Lakes water that is not coupled with measures that improve the ecosystem both locally and as a whole.

Enforce the ban on slant drilling for oil and gas under the Great Lakes. Under pressure from the public, the Michigan Legislature has now passed the ban over Governor Engler's objections. A Granholm-Cherry Administration will enforce the ban and toughen the monitoring of existing oil and gas operations close to the Great Lakes and other bodies of water.

Protect Lake Superior. Jennifer Granholm will implement a strategy to protect Lake Superior from toxic chemicals, to protect special places in the Lake Superior Basin, and to attract environmentally sustainable business to the Basin.

Develop a comprehensive water use strategy. Supporting water conservation and tough legislation regulating major water withdrawals are necessary elements to combat any effort to export Great Lakes water. As part of this strategy, Jennifer Granholm will develop legislation to govern the usage and withdrawal of groundwater and surface water, and will work with surrounding jurisdictions to develop sustainable strategies to control demands and limit withdrawals from the Great Lakes Basin.

Protect Michigan's watersheds. The Rouge River restoration in southeast Michigan, recent efforts in the Muskegon and Saginaw watersheds, and numerous stream bank and watershed restoration efforts in northern Michigan demonstrate how successful determined action can be. A Granholm-Cherry Administration will:

- Create the Michigan Clean Water Corps. All Michigan citizens have a role to play in protecting our water resources. A Granholm-Cherry Administration will work with volunteers to establish a comprehensive statewide clean water-monitoring network. Each volunteer will receive formal recognition and certification as a Michigan Clean Water Corps member. Together, we'll create the nation's most comprehensive and meaningful clean water monitoring system, building both a profile of our water and a legacy for generations to come.

- Clean up the toxins left by past industrial activities. The Great Lakes contain 42 toxic hot spots, or "Areas of Concern" – 14 in Michigan waters – that have been designated by the EPA for removal of toxic industrial waste. Not one of these sites has been cleaned up to date. We must win federal funding and devote greater state attention to cleaning up these hot spots.

- Actively assist communities in finding creative and effective solutions to manage sewage and waste and in adopting long-term strategic plans to end combined sewer overflows.

- Help local communities by providing legal and technical assistance for local wetland protection programs and by implementing regulatory and administrative changes to fill the gaps in wetland regulation.

- Protect rivers and streams with new initiatives under Michigan's nationally recognized Natural Rivers Act. Not a single new river has been designated during the Engler-Posthumus Administration.

- Protect and restore our rivers with a new River Keepers program supporting local watershed initiatives.

- Let more of our rivers run free again by developing a dam removal program that will help restore river ecosystems, flow rates, and flow patterns as well as re-establish natural floodplains by removing dams that are no longer useful.

- Aggressively work to control polluted run-off from city streets and large livestock operations by including better nutrient controls, encouraging the use of greenbelts along streams, rivers and drains, and collecting surface development data to make better planning decisions.

Protect beaches and coastal habitats. Jennifer Granholm will call for a ban on new sand mining sites in our precious coastal dunes and work to expand protections for dunes and coastal wetlands from other destructive impacts. In addition, a Granholm-Cherry Administration will dedicate new revenues available from extension of our deposit laws to non-carbonated beverages to the Natural Resource Trust Fund for purchasing critical habitat, wetlands, and other ecologically significant areas.

Protect our Great Lakes from exotic species. Our Great Lakes are now host to 160 exotic species with new introductions every year. It is estimated that the failure to control exotics causes $5 billion of economic damage nationally per year. Jennifer Granholm will work with our congressional delegation to pressure the Environmental Protection Agency to close a loophole in the Clean Water Act exempting ballast water from treatment requirements.

ENJOYING OUR NATURAL RESOURCES

Michigan's citizens have always treasured this state's abundant natural resources. Our state's early leaders set aside vast acreage in cut-over abandoned timber lands to create one of the largest and most productive and beautiful state forest systems in the nation. They acquired state parks that preserved and protected our scenic crown jewels. This foresight allowed for today's abundant recreational opportunities, making Michigan a leader in providing outdoor recreation.

To ensure that future generations have the opportunity to enjoy Michigan's outdoor treasures, Jennifer Granholm will:

Prevent the sale of any state parks. State parks belong to the people, and are not for sale. A Granholm-Cherry Administration will work to always keep admittance fees affordable to our parks and forest campgrounds for Michigan families. During the tenure of the Engler-Posthumus Administration, our parks have been allowed to decay without needed maintenance and upgrades. A Granholm-Cherry Administration will conduct a full inventory of park and campground quality and direct dedicated Proposal P funds to improving both.

Manage Michigan's fish and wildlife resources with stewardship and sustainability. In a Granholm-Cherry Administration, Michigan's fish and wildlife resources will be managed by using the best science available and the input of sportsmen and women. The Natural Resource Commission will be directed to obtain and analyze public input, and balance it with what is recommended by professional staff. Our goal will be to manage resources in order to achieve healthy and harvestable game and fish populations for Michigan's hunters and anglers, while also promoting the management of non-game species.

Protect Michigan's fish and wildlife from disease outbreaks. The Granholm-Cherry Administration will work to keep Michigan free from emerging wildlife diseases such as chronic wasting disease in deer and elk. It will also strive to achieve a certified TB-free status for our cattle and deer by strengthening our state's efforts to eradicate this disease and other threats to our valuable natural resource and agricultural industries. In addition, Jennifer Granholm will call for passage of the Michigan Aquatic Species Protection Act to ensure that our resource managers

have the tools necessary to achieve sustainable fish populations in the Great Lakes and inland waters. Lastly, she will support Michigan's enrollment in the multi-state Wildlife Violators Compact, thereby magnifying the effectiveness of our state's enforcement of fish and wildlife laws.

Protect the fiscal integrity of resource management funds. Jennifer Granholm will protect the integrity of the Michigan Natural Resources Trust Fund, the Game and Fish Protection Fund and other restricted resource management funds that were established to assume adequate funding for resource management and recreation. These funds will be audited to determine whether that integrity has been compromised.

LAND STEWARDSHIP

The unplanned, uncontrolled consumption of open spaces not only impairs the quality of our land, water and ecosystems, it also threatens our social and economic well-being if not met with strong leadership and vision.

As Governor, Jennifer Granholm will:

Appoint a bipartisan commission on land use. Comprised of leading Michigan citizens and land use and urban planning experts, this commission will develop and recommend a long-term land use strategy for the Granholm-Cherry Administration. The commission will make law and policy recommendations concerning regional cooperation, zoning laws and housing policy, and best development practices.

Evaluate all state subsidies for their impact on sprawl. A Granholm-Cherry Administration will undertake an evaluation of all state sprawl-inducing subsidies and terminate those that cause irreparable harm to our land resources. It will assist all communities in assessing the long-term costs of low-density development. A Granholm-Cherry Administration will revise tax policies so that farmers and growers are not forced to break up and sell family farms, and will make transportation policy an integral component of regional land use cooperation.

Facilitate urban redevelopment. By aggressively implementing and extending brownfield redevelopment programs through a new Urban Fast Track Authority, we can assist in aggregating environmentally distressed properties to facilitate large urban developments on currently abandoned land.

Protect families from abandoned dumps. The Department of Environmental Quality estimates there are more than 1,000 abandoned, unmonitored dumps and landfills – many in fast-growing suburban areas – that could threaten human health and safety as development spreads. One in Oakland County caused a house explosion in 2000. Jennifer Granholm will direct state cleanup officials to inventory these sites, set priorities based on the risk they pose, and take the necessary actions to protect families and businesses.

Expand farmland and open space preservation programs. The purchase of development rights (PDR) offers great promise as a method of conserving prime farmlands and essential habitats. Jennifer Granholm will work with communities

to find funding sources – such as the income from an expanded bottle bill—for Michigan's PDR program and fee-simple acquisition of critical lands and habitats.

She will also support the development of a transfer program for development rights and seek creation and expansion of tax credits for donations of funds and lands to our many effective, successful private land conservancies.

GIVING CITIZENS A RIGHT TO KNOW AND CHANCE TO CONTRIBUTE

Michigan has a rich tradition of inviting, and benefiting from, a vigorous public discussion on conservation and environmental issues. Since the creation of the Conservation Commission in 1921, citizen oversight of conservation and environmental decisions has contributed to Michigan's emergence as a natural resource and environmental leader.

As Governor, Jennifer Granholm will:

Establish citizen oversight for natural resources and environmental protection. Through commissions and other forums, Jennifer Granholm will open the process up to Michiganians. She will direct agencies to seek the advice of citizens, groups and industry on a range of issues, to develop and reform policy and program initiatives, and bar agencies from engaging in private dealings with regulated parties on matters of general public interest and concern.

Give citizens a "right to know." Jennifer Granholm will initiate a "right to know" compact among the Great Lakes states, setting forth standard measures of air and water quality to be released annually so that citizens can monitor the progress of the region's environmental cleanup. Her administration will expand the posting of data on the Internet regarding hazardous substances, and report annually on the amounts of these chemicals they store and release to the environment.

Fight for environmental justice. Low-income and minority communities frequently bear a disproportionate share of the negative environmental consequences resulting from waste disposal and industrial pollution. Jennifer Granholm will work to assure that needed development in urban areas does not compound the environmental and health problems that low-income and minority populations face. She supports the goal of environmental equity in the development, implementation, and enforcement of environmental laws, regulations, and policies.

Teach a conservation ethic. Jennifer Granholm will work with educators, conservation advocacy organizations, volunteers, and local leaders to instill in our children an appreciation and understanding of nature and natural systems; the importance of stewardship and sustainability as ethical principles; and respect and reverence for the Michigan's extraordinary natural beauty and resources. Our most important legacy will be the place we leave our children.

REDUCING POLLUTION AND PROTECTING OUR HEALTH

Toxic pollution has challenged Michigan since 1970, when high levels of mercury forced the closure of all fishing on Lake St. Clair. Mercury is still a problem, causing a fish contaminant warning on our 11,000 inland lakes. We must do all

we can to eliminate the use and release of long-lasting toxins that plague our environment and human health while preventing the generation of unnecessary wastes. We must also lead by example so that we, in turn, can demand that other states and Canada reduce their waste exports to Michigan.

Hazardous Pollution

Jennifer Granholm will lead a state attack on the worst chemical pollutants threatening our health – such as PCBs, mercury, and dioxins – so that we have healthy communities for our families.

Jennifer Granholm will:

Phase out the worst toxic chemicals. Long-lasting toxics still in use build up in our fish and wildlife and pose dangers to human health. For the safety of our children and our families, we must work to rid our state of these hazards through a combination of mandates and incentives.

Ban new medical and municipal incinerators. Jennifer Granholm will call for a ban on the construction or permitting of any new medical waste or municipal waste incinerators.

Reduce mercury emissions. Jennifer Granholm supports enforceable market based incentives to reduce of mercury emissions from coal-fired power plants.

Prioritize children's health. Jennifer Granholm will direct that state environmental regulators make the protection of children's health the basis of new policies, regulations and permits.

Fight lead poisoning. 40,000 mostly low-income children are currently affected by lead poisoning. Jennifer Granholm will work to eliminate childhood lead poisoning over the next five years. A Granholm-Cherry Administration will coordinate human service agencies and community-based organizations to improve the screening of children to detect lead poisoning and to prevent the lifelong impairment that it causes.

Use state contractors with proven environmental records. State business should go to vendors and businesses who have proven track records of compliance with our environmental laws and can demonstrate innovation and commitment to sustainable business practices in delivering goods and services.

Solid Waste and Recycling

Because of a lack of leadership, commitment and vision, Michigan has become a regional dumping ground for municipal waste. Toronto will soon send all of its municipal waste to our state. Michigan should not be turned into a dumping ground for the rest of North America.

A Granholm-Cherry Administration will:

Limit the number of landfills in Michigan to meet our needs. The Engler-Posthumus Administration has allowed the number of landfills to balloon, making Michigan a dumping ground for the region. Jennifer Granholm will

limit the number of landfills so that we can meet our needs while protecting our environment.

Require those who use our landfills to abide by our rules. The Engler-Posthumus Administration allowed states and countries with lax environmental laws to send their solid waste to Michigan. Jennifer Granholm will require governments that wish to use Michigan landfills for municipal waste to certify that they meet the same standards that we do. For example, Michigan recycles its bottles and cans. Any incoming solid waste should be as free of bottles, cans, batteries and electronic components as waste generated in Michigan.

Boost recycling. Jennifer Granholm will challenge Michigan businesses and citizens to achieve a 40 percent recycling rate within five years, up from today's estimated rate of 25 percent. In addition, she supports a state Recycling Opportunity Act that will extend access to recycling services to all citizens.

Expand container deposits. A Granholm-Cherry Administration will expand our nationally renowned container deposit law to include bottled water and non-carbonated beverage containers, using the additional revenue to establish a fund for purchasing or leasing of development rights of property for recreational purposes.

Enforcement

Michigan's environmental laws must be carefully balanced to foster both economic growth and the protection of public health and the environment. But that balance becomes skewed if laws are not enforced and if those breaking the laws are not held accountable. Those who break environmental laws create unfair and unlawful economic advantages for themselves. They also transfer the cost of their illegal activities to all Michiganians by threatening our health, raising our medical costs, impairing our resources, and passing clean-up costs to the people of Michigan.

Jennifer Granholm will:

Vigorously enforce environmental laws. As Attorney General, Jennifer Granholm prosecuted more environmental crimes than any of her predecessors. She will bring that commitment to the Governor's office by demanding that those who break the law be held accountable.

Put enforcement actions on-line. A Granholm-Cherry Administration will maintain an up-to-date list of ongoing enforcement actions on the Internet that will list the parties involved, violations in question and status of activities to correct those violations.

Issue an annual report on enforcement actions. A Granholm-Cherry Administration will publish an annual report of the results of its enforcement actions demonstrating that, in Michigan, those who attempt to avoid their environmental responsibility are, indeed, held accountable.

Reward environmentally friendly practices. A Granholm-Cherry Administration will work to reform Michigan's tax code and regulatory practices to reward environmentally sound actions and discourage pollution.

Reward whistleblowers. Jennifer Granholm believes that citizens with the bravery to blow the whistle on polluters should receive rewards created with the fines that are collected from cases they help the state initiate.

Streamline conservation and environmental protection efforts. Jennifer Granholm will recombine the Departments of Natural Resources and Environmental Quality to create a single agency that is more effective and focused on protected Michigan's environment and natural resources.

Fighting for Clean Air

Jennifer Granholm believes that Michigan cannot to stay mired in the old paradigm of sacrificing the environment for economic growth or sacrificing economic growth to rotect the environment. Over the past decade, we have seen all over the nation that it's possible to protect the environment and grow the economy and that we can have clean air and good-paying jobs. All it takes is vision and the leadership to pursue both.

To clean up our air, Jennifer Granholm will:

Set the goal of 10 percent clean energy within 10 years. Jennifer Granholm will set a state goal of deriving at least 10 percent of Michigan's energy from clean, renewable energy within 10 years.

Spend energy efficiency funds wisely. A Granholm-Cherry Administration will work with the PSC to assure that tens of millions of dollars in the state's Low-Income and Energy Efficiency Assistance Fund are spent wisely to promote cost-effective energy efficiency in residences and institutions.

Reduce power plant pollution. Jennifer Granholm will support the phase-out and elimination of mercury emissions from coal-fired power plants, along with tougher controls on sulfur dioxide, nitrogen oxide, and carbon dioxide. She will work to implement an approach, such as a cap and trading policy, that sets firm limits and timetables while giving utilities the ability to incorporate pollution control into long-term investments and to capitalize on market incentives to reduce emissions cost-effectively.

Work with industry to produce cleaner cars. As part of a new Michigan Technology Tri-Corridor, Jennifer Granholm will establish an automotive corridor that will bring together universities, industries, non-profits, and workers to research, develop, and commercialize new advancements in automotive technology – including fuel cell and clean car technologies. This will help our state's most important industry become a leader in this growing market.

CONCLUSION

The people of Michigan have been blessed with a richness of precious natural resources. Our lakes, streams, rivers, and open spaces are our treasures. They are held in a “public trust” – a natural endowment that is protected by law for the benefit all Michigan citizens. Our resources not only give us enormous satisfaction and pride, they are also an integral part of our economy. To keep our families healthy and prosperous and to sustain and improve this state we love, we must commit ourselves to become intelligent and wise stewards of our natural resource heritage. And as we prepare for the future, we must use our ingenuity and have the vision and determination to create and nurture the technologies that will preserve our environment and grow our economy for years to come.

FIGHTING
FOR ALL MICHIGANIANS

The heart of Michigan is its people – the men and women who live in our communities and cities and work hard to create a better life for themselves and their children. Throughout our history, people have come to Michigan from all over the nation and all over the world to realize their dreams. This diversity of backgrounds, talents, and skills is our state's greatest strength.

As Attorney General, Jennifer Granholm has led the largest law firm in the state, turning it into an aggressive advocate for the people of Michigan. She took on unscrupulous businesses that put their workers' safety at risk, and prosecuted on-line peddlers of date-rape drugs. She created a High-Tech Crime Unit to prosecute those who use technology to prey on our children, and established a Hate Crime Prosecution Team to fight bias-motivated crime. Jennifer Granholm also stood up for consumers by cracking down on gas gougers looking to increase their profit by taking advantage of the aftermath of September 11 and took on drug companies conspiring to keep less expensive drugs off the market.

As Governor, Jennifer Granholm will continue to stand up for all the people of Michigan. No group or interest will get special treatment. Instead, Jennifer Granholm will fight for equal opportunity for all Michiganians. She is a proven leader who knows how to get things done for all the people of our state.

A Granholm-Cherry Administration will:

1. Fight for Michigan's working men and women, protecting their safety and health by increasing the number of workplace inspectors.

2. Stand up for consumers, working to protect the privacy of Michigan's families.

3. Fight for women, upholding and defending a woman's right to choose.

4. Build an inclusive Michigan, ensuring that all of our people have an equal shot at their dreams and are welcomed into our community.

5. Fight for people with disabilities, making sure that they have equal access to opportunity and the tools needed to succeed.

6. Help our neediest children, overhauling the child welfare system.

We need to build an inclusive Michigan that draws on the talents of all our people. Jennifer Granholm is committed to that goal and to making sure that the laws and policies coming out of Lansing reflect our common values and work for all our families.

FIGHTING FOR WORKING MEN AND WOMEN

As Attorney General, Jennifer Granholm stood up for the rights of working families throughout our state. She prosecuted criminal cases against those whose safety-regulation violations resulted in worker deaths. She prosecuted more than 650

wage-and-hour violations, recovering $500,000 in back wages for working men and women. And in court, Jennifer Granholm vigorously defended Michigan's prevailing wage act.

As Governor, Jennifer Granholm will continue to fight for the working men and women who power this great state. She will:

Protect the right to organize. From the Industrial Age to the Information Age, labor unions have given working men and women a voice in the workplace. Through their efforts and struggles, all workers have benefited – not just those who are union members. Jennifer Granholm will defend the right to organize and right to bargain collectively for fair wages, benefits, and working conditions. She also believes that these rights should include our public servants who work every day to make our communities stronger.

Demand a minimum wage and unemployment benefits that keep up with inflation. The minimum wage is a critically important safeguard for working men and women, yet as inflation increases, it is effectively reduced. A similar phenomenon occurs with unemployment benefits that are central to helping workers who have fallen on hard time. In fact, unemployment benefits are currently frozen at 1995 levels. Jennifer Granholm will fight to index the minimum wage and unemployment benefits to inflation.

Improve workplace safety. The workplace safety laws we have on the books are only as good as their enforcement. To protect Michigan's working men and women, a Granholm-Cherry Administration will increase the number of workplace safety and health inspectors and pursue the use of new technology to ease reporting of violations and compliance with the law.

Give employees the right to refuse to work in hazardous conditions. No one should unduly jeopardize their health or well-being on the job. Often, it's the workers who know if a site is dangerous. A Granholm-Cherry Administration will give employees the right to refuse to work in hazardous or unhealthy conditions.

Urge minimum workers' compensation benefits. To keep injured workers out of poverty, Jennifer Granholm will fight for minimum workers' compensation benefits. No working man or woman should have to suffer the humiliation of poverty because of an injury that keeps them from working.

Reinvent the Department of Consumer and Industry Services. Jennifer Granholm will transform the Department of Consumer and Industry Services into the Department of Labor and Commerce to usher in a new era of economic alliance of business labor. Its focus will be on keeping our jobs, growing our economy, worker training, curtailing health care costs, and creating safe workplaces. For too long, the voices of workers have been ignored at the policy table. Jennifer Granholm believes that there's much upon which workers and employers agree. Working cooperatively to improve the lives of Michigan's working families and the vitality of our businesses only makes sense in the 21st century.

STANDING UP FOR CONSUMERS

Jennifer Granholm has been a tireless advocate for the families of Michigan. As Attorney General, she successfully challenged more than a half of a billion dollars in proposed utility rate hikes, saving millions of dollars for families. Jennifer Granholm protected consumers against price-gouging on the part of dozens of gas stations looking to profit from the attacks of September 11. She aggressively enforced Michigan's item-pricing law, collecting hundreds of thousands of dollars in fines and costs from abusive retailers, and cracked down on predatory lenders, vacation swindlers, and crooked auto shops.

As Governor, Jennifer Granholm will:

Require telemarketers to comply with a statewide "do not call" list. Citizens all over the state are interrupted by telemarketers at dinner time. While businesses have the right to sell their products, consumers also have a right not to be bothered at home. Jennifer Granholm will reduce these unwelcome intrusions by requiring telemarketers to comply with a statewide "do not call" list.

End predatory lending. By using aggressive sales tactics, charging higher interest rates and fees, and setting unfair repayment terms, lenders unfairly take advantage of people seeking loans – usually those who need them the most. The damaging effects of predatory lending further exacerbate conditions in many of our communities. Jennifer Granholm will fight to end predatory lending in the state of Michigan. In addition, Jennifer Granholm supports efforts to promote financial literacy and give people the information they need to make sound financial decisions. An educated community of consumers is one of the best defenses against predatory lending.

Protect people's privacy. Modern technology enables vast amounts of private information to be collected and stored by insurance companies, health care providers, and companies whose services we purchase. Michiganians should be secure in knowing that this information is private and not sold or shared without their consent. Jennifer Granholm will work to protect people's privacy. Furthermore, Jennifer Granholm will protect genetic information that can be used to discriminate against individuals.

Lower the cost of prescription drugs for all Michiganians. Life-saving medicines are useless if the average person can't afford them. As the price of prescription drugs spiral out of control, we must take action to help people afford the medicines they need. Jennifer Granholm will implement a comprehensive prescription drug education program; promoting generic drug usage as a key cost-reducing element, have the state take the lead as a major purchaser and partner with other purchasers in the state to identify and implement the best strategies to get the best prices on pharmaceuticals, promote alliances with drug companies and drug stores to secure discounts on prescription drugs, and continue efforts to assure consistent drug prices throughout the state.

Vigorously oppose any effort to "profitize" Blue Cross Blue Shield of Michigan. Nearly half of all the people of Michigan rely on Blue Cross for affordable, quality health coverage. Yet the Engler-Posthumus Administration has introduced

legislation that will allow Blue Cross to become a for-profit corporation, as are the companies that insure your car or home. This would make health insurance more expensive for small businesses, seniors, and millions of Michiganians – plus it will dramatically increase the number of uninsured in our state. This is the exact opposite direction in which we need to go. Jennifer Granholm will oppose any effort to make Blue Cross a for-profit company.

FIGHTING FOR WOMEN

Often being one of the first women to shatter the glass ceiling, Jennifer Granholm knows firsthand the challenges that women of our state face. She understands that while women share the same concerns as other citizens, they have unique concerns that too must be addressed. In her public career, Jennifer Granholm led efforts to establish an on-site child-care center for Wayne County employees. She successfully defended Michigan's anti-stalking laws and prosecuted those who sold date-rape drugs over the Internet. She drafted and promoted amendments to tighten our state's laws on domestic violence, and saved 200,000 mammography records – crucial for breast cancer research – from destruction.

As Governor, Jennifer Granholm will:

Defend a woman's right to choose. Jennifer Granholm has always believed in a woman's right to choose, and will continue to defend it. This very personal decision is between a woman and her doctor – and it should not be dictated by government.

Fight for paycheck fairness. Women currently earn 73 cents for every dollar a man makes. Although there has been progress, we can do better. A Granholm-Cherry Administration will work to provide employers with information and resources to help them comply with equal pay requirements. At the same time, Jennifer Granholm will call for increased penalties for discrimination against women and improved remedies for women who have suffered discrimination.

Fight for equity in health care coverage. Far too many women take better care of their families than we take care of them. Jennifer Granholm will require all health plans operating in Michigan to make coverage available for all necessary preventive and diagnostic screenings, breast and cervical exams, family planning, and health and wellness education to women.

Promote family-friendly workplaces. A growing economy creates good jobs, but it can also create great pressures on families and personal lives. Many parents have just two choices – working in traditional full-time jobs or not working at all. Practices such as flextime, telecommuting, and job-sharing enable parents to better balance their time demands, and also are ways that our companies can attract high-skilled workers and boost productivity. As Governor, Jennifer Granholm will review state laws that may limit these options and support new initiatives that promote family-friendly workplaces, such as the family centers organized by Ford and the UAW.

Work to give every Michigan child a Great Start. Jennifer Granholm will make sure that every county has a Great Start school readiness system that will work with local governments, non-profit and community groups to give parents guidance on

prenatal care and caring for young children, help families find high-quality child care and enriching experiences for their children, and establish "2-1-1" as a referral line for community information of interest to families.

FIGHTING FOR PEOPLE WITH DISABILITIES

There are approximately 1.7 million people with disabilities living in the state of Michigan. Jennifer Granholm believes that instead of focusing on these people's disabilities, we should focus on their abilities and make sure that they have the tools they need to succeed.

As Attorney General, Jennifer Granholm took on those who tried to take advantage of people with disabilities. She took on drug companies who conspired to keep less expensive drugs off the market, and prosecuted operators of long-term care facilities who violated safety standards and abused residents. Jennifer Granholm was recognized as a "Champion for Independent Living" by the Michigan Association of Centers for Independent Living for her support to win people with disabilities the right to live in less restrictive settings.

As Governor, Jennifer Granholm:

Protect the rights of individuals with disabilities. To ensure that Michiganians with disabilities do not face barriers of discrimination in seeking education, housing and employment opportunities, a Granholm-Cherry Administration will toughen enforcement of the Americans with Disabilities Act (ADA), the Michigan Persons with Disabilities Act, and all state civil rights laws.

Fight for quality education for all our children. We have a legal and moral obligation to provide a quality education to children with disabilities. Jennifer Granholm will fight for federal funds to fully fund special education so that Michigan can honor its obligation to these children without decreasing funding for general education. All our children have potential, and it is up to us to help them realize it.

Ensure access to the voting booth. The right to vote can only be realized if everyone has the same equal right to access the voting booth. Yet in the wake of the 2000 presidential election, it became clear that too many people with disabilities were unable to access polling places or to accurately and fairly cast their ballot. Jennifer Granholm is committed to pursuing election reform, including: promoting alternatives to voting in polling places on one day, supporting extended voting periods, same-day voter registration, and assisting municipalities in making sure that polling places are accessible to those with mobility impairments, that there are voting machines available for people with disabilities so they can vote independently, and that poll workers are trained and educated as to how to legally assist voters with disabilities.

Bridge the digital divide. Every person and business in Michigan needs access to the Internet – especially high-speed access – to get the skills and have access to the opportunities of the future. The Granholm-Cherry Administration will work to ensure that the "Link Michigan" initiative reaches all regions of the state and all segments of the population including people with disabilities. Broadband Internet

access and advances in assistive technologies can open up the doors to independence and opportunity to thousands of people with disabilities. Jennifer Granholm will work with local governments and the private sector to ensure that the power of this technology is brought to people with disabilities.

Provide options for long-term care. Long-term care is not just a concern for the elderly, but also for younger people with disabilities. Jennifer Granholm believes that we must be creative in tackling this problem, understanding that there are a variety of long-term options – from institutional to at-home care. A Granholm-Cherry Administration will work to ensure that institutional and assisted-living facilities are meeting the highest standards, and will put those ratings on-line so that families can make informed choices. In addition, Jennifer Granholm will fight for flexibility in long-term care to help people choose the least restrictive environment best for them: home, community, or long-term care facility placement.

Lower the cost of prescription drugs. Persons with disabilities are particularly hard hit by the high cost of prescription drugs. In addition, because many people with disabilities need the drug benefits under Medicaid, the absence of prescription drug coverage is yet another barrier to them returning to work as they are reluctant to give up the benefit. To lower the cost of prescription drugs for all Michiganians, Jennifer Granholm will implement a comprehensive prescription drug education program, promoting generic drug usage as a key cost reducing element; have the state take the lead as a major purchaser and partner with other purchasers in the state to identify and implement the best strategies to get the best prices on pharmaceuticals; promote alliances with drug companies and drug stores to secure discounts on prescription drugs; and continue efforts to assure consistent drug prices throughout the state.

Reform and strengthen Medicaid. Many people with disabilities rely on Medicaid for their medical care. Yet the Medicaid system in Michigan is in critical condition. Upon taking office, Jennifer Granholm will immediately convene a Medicaid commission drawn from the best minds among health care professionals and providers, financial and legal experts, and community leaders to find ways to bring stability and solvency to the program. She will call for thoughtful planning to preserve our safety net, to achieve our long-range goals, to streamline the bureaucracy, to leverage the maximum federal resources, and to assure patient safety. She will ensure that every nickel of federal support that is available is sought and secured, and that federal and state resources that are currently available to communities in other states will be made available in Michigan through partnerships between hospitals and local governments. In addition, Jennifer Granholm will explore ways to put Michigan on the path towards a Medicaid buy-in option so that no one has to choose between the dignity of work and the coverage they need.

Move toward parity for mental health coverage. With all we have learned about the brain and mental illness, we must recognize that mental illness is an illness like any other, its effects can be just as serious, and often it can be treated just as effectively. However, equal focus is not given in our health care system. The 34 states that have enacted some form of parity, such as North Carolina, have actually experienced lower mental health care costs as a result. Jennifer Granholm

believes it's time for Michigan to take an active role in charting a course that makes sense for our citizens. Jennifer Granholm will launch an immediate effort to design a Michigan-specific plan to determine the most appropriate immediate and long-term strategy for mental health and substance abuse parity Michigan.

Cut red tape for people with developmental disabilities seeking care. A person with developmental disabilities has to face a bureaucratic maze in order to access services. Jennifer Granholm will work to simplify the process for the consumer and make it more efficient for the provider by appointing an ombudsman to not only help people navigate the system, but also to find ways to make it more user-friendly. In addition, she will promote consumer independence and inclusion in community life by making sure that person-centered planning is the focus of efforts to help those with developmental disabilities. Finally, Jennifer Granholm will seek to emulate the best practices in other states to make sure that people with developmental disabilities are able to access Medicaid and get the care they need.

BUILDING AN INCLUSIVE MICHIGAN

Jennifer Granholm believes very deeply that the religious, ethnic, and racial diversity of Michigan is one of our greatest strengths. To build an inclusive Michigan, we need to reach out to all our people as well as knock down barriers and dispel prejudices that hold us all back.

As Governor, Jennifer Granholm will:

Build a government of inclusion. Michigan's diversity is one of its greatest assets. We cannot afford to ignore someone's talents and contributions because of our biases. Jennifer Granholm will build a government of inclusion and will appoint a cabinet of high excellence that reflects and is responsive to Michigan's diverse citizenry. In addition, she will work tirelessly to ensure that state government is a model of non-discrimination and accessibility, open to all of our people.

Defend affirmative action. To open the gates of opportunity for all Michiganians, Jennifer Granholm believes in fair affirmative action policies in employment, contracting, and education that reach out to qualified individuals from communities historically shut out from these opportunities.

End racial profiling. Jennifer Granholm has been an outspoken advocate for ending racial profiling and has actively participated in a statewide taskforce looking at creative ways to bring law enforcement, community leaders and religious communities together on this issue. She worked with State Representative Buzz Thomas to craft a bill to ban the practice of racial profiling in Michigan. As Governor, Jennifer Granholm will push to continue to have a state-level public dialogue on this topic, advocate the passage of this bill, and sign it into law.

Vigorously prosecute hate crimes. As Attorney General, Jennifer Granholm created the first Hate Crime Prosecution Team to fight bias-motivated crime. She strongly believes that we cannot allow those motivated by hate to divide our state. That is why a Granholm-Cherry Administration will continue to vigorously prosecute hate

crimes as well as work with local community organizations to educate Michiganians about the state's hate crime laws.

End discrimination in employment. Although many of our largest cities have banned discrimination in employment based on sexual orientation, the state of Michigan does not. Law-abiding, hard-working men and women can be fired from their jobs solely because of who they are. Jennifer Granholm will work with legislative and community leaders to develop and pass legislation that will extend fair employment practices to all our people.

Fight discriminatory business practices. We cannot allow discriminatory business practices – such as redlining – to get in the way of hard-working men and women being able to start businesses, buy homes, or own vehicles. As Governor, Jennifer Granholm will vigorously enforce fair lending, housing, and insurance laws and ensure that all communities are adequately served by financial institutions.

Make sure every vote counts. After the 2000 presidential election, every American saw the importance of each and every vote as well as the challenge we have in making sure that the electoral system is able to count the preferences of every voter. We are all equal under the eyes of the law, and we should be equal in the voting booth as well. That is why Jennifer Granholm will continue to pursue election reform including: assisting counties with voter education programs; promoting alternatives to voting in polling places on one day such as voting by mail and no-reason absentee voting; supporting extended voting periods and same-day voter registration; working collaboratively to limit the effect of partisanship by election officials; using technology to diminishing the possibility for human error; and assisting municipalities in their efforts to upgrade equipment to ensure fair and consistent administration of elections.

HELPING OUR NEEDIEST CHILDREN

More than 10,000 children are living in foster care in Michigan. Caring for them is a challenge as we try to balance the needs of the child with the need to preserve families. In 1994, a string of horrific, well-publicized child deaths and a growing distrust of the state agency responsible for ensuring child protection – the Michigan Family Independence Agency (FIA) – spurred the Governor and legislature to establish the Office of Children's Ombudsman (OCO). In 1995, the newly formed OCO began to receive and to handle complaints from citizens and officials regarding the state's processing of child protection, foster care, and adoption cases.

Over the past decade, there has been consistent and intense scrutiny of Michigan's child welfare system as well as efforts to improve it. As Attorney General, Jennifer Granholm protected between 8,000 and 9,000 children annually from abuse and neglect through the efforts of her office's Child and Youth Services Division. Yet, we must do more to protect these most vulnerable children.

As Governor, Jennifer Granholm will:

Establish a statewide toll-free child abuse and neglect complaint hotline. When children need help, nothing should stand in their way. This hotline will serve as a first alert system for child abuse and neglect.

I**mprove investigation and supervision of CPS cases.** Jennifer Granholm will mandate accurate collection, analysis, and reporting on worker caseloads consistent with a uniform statewide standard of child abuse and neglect. All CPS complaints will also be fully investigated according to established criteria to include at a minimum: face-to-face contact with the children and review of medical, hospital, school records, files and other documents before allegations are dismissed.

Eliminate family preservation eligibility in the worst cases. We should pursue family preservation programs for certain CPS cases, but Jennifer Granholm believes that we must eliminate serious physical and sexual abuse cases from current family preservation programming eligibility.

I**ncrease the frequency of performance reviews.** A Granholm-Cherry Administration will require the Auditor General to conduct performance reviews of CPS and foster care annually or bi-annually instead of every six years.

Expand Mentor Michigan. Every child should have an adult role model in their lives. For some, it's a parent or relative. For many children, though, their family is unable to provide this guidance. We cannot allow these children fall through the cracks. Practically, children who are ignored are more likely to go down the paths of crime and dependency. Morally, we cannot allow any child's potential go unrealized. That is why Jennifer Granholm will expand her Mentor Michigan program so that all children will have guides to help them enter adulthood.

CONCLUSION

Michigan has boundless potential for the future, potential that we can realize if we tap into the talents and creativity of all our people. What's needed are fresh ideas and proven leadership. Jennifer Granholm has spent her career working with others to build strong families and strong communities throughout our state. She has worked to tear down barriers and build bridges between people all over Michigan. As Governor, she will work tirelessly to include all Michiganians in our state's promise and fight for equal opportunity for all.

REBUILDING
OUR NEIGHBORHOODS

Our cities are centers of jobs and culture, and their neighborhoods are home to thousands of hard-working families. Over the past decade, we have seen signs of rebirth in many of our cities. It's crucial that we don't slip back to the time when America's urban communities were unable to support hardworking families trying to do right by their kids and raise them in safety. We must continue to push forward and build neighborhoods in which commerce can thrive, the streets are safe, and communities are whole.

We need leadership dedicated to finding new solutions to rebuilding our neighborhoods and communities for generations to come. We need a Governor who will work with our cities to help them grow and prosper. We need a Governor who will fight for our families.

Throughout her career, Jennifer Granholm has been a fighter for the people and neighborhoods of our cities. She promoted legislation to allow neighborhoods to evict drug dealers as public nuisances, and cracked down on felons who possess firearms and bring so much violent crime to our streets. Jennifer Granholm has gone after predatory lenders who target minorities, low-income residents, and seniors. And she has been a forceful advocate for a law to ban redlining, a discriminatory practice that keeps many from getting the capital and credit they need to invest in their neighborhoods and their future.

As Governor, Jennifer Granholm will continue to be an ally for our neighborhoods. She will:

1. Promote economic empowerment in targeted redevelopment areas by establishing a Grow Michigan Fund that will leverage private and existing public sources to provide low-interest loans to entrepreneurs and small businesses in targeted redevelopment areas.

2. Protect our neighborhoods and quality of life by supporting sustainable growth and fight urban sprawl with a "Fix-It-First, Fix-It-Right" policy that will repair existing roads and sewers first.

3. Appoint a team of "blight busters" to tear down abandoned and dangerous buildings as well as dispose of vacant state-owned land.

4. Eliminate red tape in the approval of "brownfields" development to restore polluted sites to productive and safe use.

5. Develop "Smart Building Codes," which will make it quicker and easier to obtain permits while providing greater protection to the public from shoddy and unsafe work.

6. Work to develop affordable, clean, and efficient regional transit such as DARTA in southeastern Michigan.

7. Fight discriminatory lending practices such as red-lining and predatory lending.

8. Respect the autonomy of our local and municipal governments.

Jennifer Granholm won't turn her back on the families who live in cities throughout our state. In addition to the agenda outlined below, the policies she has presented on education, economic development, health care, and law enforcement not only will benefit all the families of our state, but also will have a specific and direct impact on our cities, which are on the frontlines of so many of the challenges we face. With her comprehensive vision and new approaches, Jennifer Granholm will work with all Michiganians to build strong neighborhoods, healthy cities, and a great Michigan.

STRENGTHENING OUR NEIGHBORHOODS

Creating livable urban communities takes treating cities, older suburbs, and entire metropolitan regions as central to economic growth, job retention and creation, and a vibrant quality of life. Jennifer Granholm believes in the people of Michigan. She believes that if we remove the barriers to investment and growth, we will be able to unleash the potential of the people of our state. We will be able to rejuvenate our cities and make our neighborhoods places for families to raise their kids, confident of their safety and of their future.

As Governor, Jennifer Granholm will:

Promote economic empowerment. One of the biggest roadblocks to urban revitalization is a lack of access to capital and credit, especially for projects in our cities and for minority and women entrepreneurs. To help stimulate economic growth in core cities and targeted redevelopment areas, Jennifer Granholm will establish a Grow Michigan Fund – a partnership between private and existing public sources to increase access to capital and credit for business start-ups. The fund will provide low-interest loans, including micro loans and venture capital, to entrepreneurs – including women and minorities who traditionally have found it difficult to access capital. Jennifer Granholm also will increase participation in public contracting by minorities and women.

Rejuvenate Detroit. A strong and economically vibrant Detroit is important to the economic well-being of all of Michigan. Across the nation and the world, Detroit symbolizes the entire state. If it lags, its problems become a cost to taxpayers across the state. A Granholm-Cherry Administration will encourage the creation of more non-traditional sources of capital, including Small Business Investment Companies for Detriot. It will encourage the Michigan Manufacturing Technology Center to open an office in Detroit to help local companies upgrade their worker skills and modernize their production techniques. A Granholm-Cherry Administration will support the development efforts of such agencies as the Detroit Economic Growth Corporation and Digital Detroit. It will also actively partner with the Detroit Regional Chamber and the Detroit Metro Convention and Visitors' Bureau to promote Detroit as a place to visit, hold conventions, and locate businesses. Finally, Jennifer Granholm hopes that Detroit will be an active participant in the Technology Tri-Corridor, an innovative approach to put Michigan at the forefront of life science, automotive, and homeland security technologies.

Curtail sprawl through a "Fix-it-First, Fix-it-Right"policy. As Michigan grows, we need to balance new development with our love of open spaces as well as consider the impact of this development on existing cities, towns, and infrastructure. To curtail urban sprawl and strengthen neighborhoods, Jennifer Granholm will initiate a "Fix-it-First, Fix-it-Right" policy before authorizing the building of new roads. She will give priority to the repair of existing roads, and insist on meaningful warranties from builders. A Granholm-Cherry Administration will commit to a policy of maintaining and protecting the investments we already made in our road system.

Speed the clean-up and development of "brownfields." Properties in need of environmental clean-up are untapped resources in the middle of many of our cities. At times, developers are eager to work on these sites, but they encounter seemingly endless red tape. We need to facilitate, not frustrate, the development of these sites. Jennifer Granholm will streamline the approval of brownfields development. She will expand Michigan's efforts to cleanup these contaminated sites and will work aggressively to secure additional funding from the U.S. Environmental Protection Agency for more brownfield assessment dollars.

Bridge the digital divide. Every person and business in Michigan needs access to the Internet – especially high-speed access – to gain skills and access to the opportunities of the future. The Granholm-Cherry Administration will work to ensure that the "Link Michigan" initiative reaches all regions of the state and all segments of the population.

Expand lifelong learning opportunities. Jennifer Granholm understands that in the New Economy, learning is the key to getting and staying ahead. In addition, job training and re-training is particularly important to workers in our urban areas who have suffered from plant closures and the transformation of our economy. To make training more affordable, a Granholm-Cherry Administration will offer Lifelong Learning Loans for Michiganians to learn new skills at a certified training provider. The loans would be provided at subsidized interest rates, carry long maturities, and defer repayment for a fixed period (four years). In addition, loan repayments would be based on the borrower's income so that workers would not find themselves overburdened with loan payments if their incomes do not rise initially.

We also need to provide skills training to areas most in need. In the 1960s, Father Bill Cunningham and Eleanor Josaitis started Focus: Hope, utilizing abandoned auto factories as places to teach Detroiters the skills necessary for paying jobs. Today, Focus: Hope offers comprehensive job training for low-income residents, including childcare, housing, and food. A Granholm-Cherry Administration will work with communities to establish programs like Focus: Hope and to coordinate public and private resources to bring more skills and jobs to areas of need.

Develop "Smart Building Codes." Public officials and private developers both find great difficulties in getting projects off the ground due to disparities in building codes and enforcement practices. We must do our utmost to assure the public's safety and protect citizens from substandard work. At the same time, we need to look at ways to improve our system. A Granholm-Cherry Administration will

develop “Smart Codes,” a flexible system to streamline the process and make it easier and quicker to obtain permits, while protecting the public from shoddy and unsafe work.

Improve water and sewage infrastructure. In many of our urban centers, the water and sewage systems are antiquated and in need of repair. Yet many of our cities find it difficult to obtain funding to reconstruct and update this critical infrastructure. Jennifer Granholm will work with cities and local governments to help them secure funding for infrastructure improvements.

Redevelop abandoned land. A Granholm-Cherry Administration will establish pilot “urban homestead” program to redevelop abandoned parcels of land in urban areas in partnership with local municipalities and under parcel improvement contracts. This neighborhood revitalization initiative will provide planning assistance, tax incentives, and low-interest financing to redevelop these parcels into productive housing and commercial reuse. In addition, Jennifer Granholm will speed up the redevelopment of state-owned abandoned land. She will establish a land disposition program to clear titles and get parcels of land back into productive reuse and back on the tax rolls. Municipalities will be granted a right of first opportunity to develop a parcel for a fixed time period after which the state will auction the parcel off to the highest bidder.

Promote the building of affordable housing. Housing is the bedrock of any community. Yet too many Michiganians find it difficult to find affordable quality housing. In addition, many cannot afford to live near their jobs or afford a car to get there. A Granholm-Cherry Administration will support new incentives to promote affordable housing and homeownership and make it easier for cities to turn over abandoned properties to non-profit organizations willing to rehabilitate them.

Connect people and jobs. One of the biggest challenges facing working people in our cities is being able to get to work. Many of our biggest employers are located outside of cities, and for those without cars, it is difficult to get to work. Community-level programs that help workers afford cars or rehabilitate old ones are a creative way of addressing this problem, and Jennifer Granholm will work with local leaders to support them. However, a more comprehensive approach is needed – especially in southeastern Michigan. That is why Jennifer Granholm supports the creating of an integrated regional transportation system under the Detroit Area Regional Transportation Authority (DARTA). She will work with local and community leaders to develop a system that uses buses and commuter rail to bring our citizens to where the jobs are, link our communities together, and increase prosperity for the entire region and the state.

Respect local autonomy. Local communities know what’s best for their communities and their neighbors. Jennifer Granholm believes that Lansing should be a partner with local government, not a force to tell them what to do. She supports efforts by local leaders and communities to make their own decisions as to how best to organize their own local governments.

CLEANING UP OUR COMMUNITIES

Before we are able to tap fully the potential of our neighborhoods in urban and older suburban areas, we must help neighborhoods overcome stubborn obstacles that sit in their way. For too long, people have looked at these challenges and given up. Jennifer Granholm refuses to give up on the people of our cities. She will take aggressive action to improve our cities and the lives of the families and businesses in them.

A Granholm-Cherry Administration will:

Tear down abandoned and dangerous buildings. Vacant buildings are havens for crime and dangers to our children. Much as a missing tooth, as one building falls into disrepair, it drags down a whole block and neighborhood. Jennifer Granholm will appoint a team of "blight busters" who will take whatever action necessary to remove these eyesores from our communities. In addition, a Granholm-Cherry Administration will also move affirmatively to dispose of vacant state-owned land.

Give local governments spot blight condemnation authority. Blighted properties that are an eyesore and a source of urban decay need to be removed quickly and safely. Jennifer Granholm supports giving local communities the power to target and condemn dilapidated properties quickly so that they can be removed before they reduce property values and become a haven for crime.

Crack down on illegal dumping. Illegal dumping of trash creates pollution that hurts the health of our citizens and of our communities. Jennifer Granholm supports local efforts, such as Detroit's "Motor City Makeover," in which community groups and local government work together to clean up neighborhoods. In addition, a Granholm-Cherry Administration will crack down in illegal dumpers, vigorously enforcing dumping laws and rewarding whistle-blowers out of fines collected from polluters.

Lead the fight to make our streets safer and neighborhoods secure. As Attorney General, Jennifer Granholm has been on the frontlines on the war on crime, aggressively prosecuting armed gang members, child pornographers, and bank robbers. As Governor, she will take a multi-pronged approach to fighting crime which will include going after fugitive felons who commit the most crime, breaking the cycle of crime and drugs, and pursuing unified law enforcement strategies to stop crimes before they happen. In addition, a Granholm-Cherry Administration will promote regional crime-fighting and crime-prevention efforts.

Secure our cities against terrorist attack. Since the attacks of September 11, cities carry the added responsibility of protecting economic assets, historical monuments, and critical infrastructure. While cities may be more vulnerable, it is all of our responsibility to make sure that they are able to remain secure. As part of a comprehensive homeland security effort, Jennifer Granholm will work with local officials to develop security measures and to ensure that they have the resources and training needed to keep our state safe.

Fight lead poisoning. In the next five years, Jennifer Granholm will work to eliminate childhood lead poisoning, which now affects 40,000 children statewide. A Granholm-Cherry Administration will coordinate health care providers with

human service agencies and community-based organizations to improve screening programs to detect lead poisoning in children and to prevent the lifelong impairment that it causes.

End predatory lending. Urban communities are disproportionately affected by preduatory lending. By using aggressive sales tactics, charging higher interest rates and fees, and setting unfair repayment terms, lenders unfairly take advantage of people seeking loans. The damaging effects of predatory lending further exacerbate conditions in urban communities. Jennifer Granholm will fight to end predatory lending in the state of Michigan. In addition, Jennifer Granholm supports effort to promote financial literacy and give people the information they need to make sound financial decisions. An educated community of consumers is one of the best defenses against predatory lending.

Fight discriminatory business practices. We cannot allow discriminatory business practices – such as redlining – to get in the way of hard-working men and women being able to start businesses, buy homes, or own vehicles. As Governor, Jennifer Granholm will vigorously enforce fair lending, housing, and insurance laws and ensure that all communities are adequately served by financial institutions.

CONCLUSION

If Michigan is to be a leader in the years to come, our cities must be centers of vibrant economic activity. We need to build strong neighborhoods for the families that live there – and for all of us. We cannot forget that when we allow one neighborhood to fall into disrepair, it eventually affects all of us. Jennifer Granholm is committed to strengthening the neighborhoods of all Michigan's cities – from Marquette to Detroit, Grand Rapids to Flint – and in standing up for all our families.

KEEPING
MICHIGAN MOVING

Whether moving the goods and services of commerce or moving our people from place to place, our transportation system is absolutely critical to Michigan's economic future, and modernizing it is vital to keeping businesses and jobs in Michigan as well as to attracting new ones.

Michigan once led the nation in transportation innovation. From Henry Ford's early automobiles to building the Mackinac Bridge, our state has a rich transportation heritage. We must tap that heritage to keep Michigan moving – to keep our infrastructure modern and maintained, and improve upon it to meet the needs of the future.

As Attorney General, Jennifer Granholm worked to improve Michigan's transportation infrastructure – cracking down on waste and fraud, and making sure that Michigan taxpayers got their money's worth for their transportation investments. She prosecuted out-of-state road contractors for faulty work, defended Michigan against frivolous lawsuits that cost taxpayers millions of dollars, and saved taxpayers' money by helping to develop Internet bidding for transportation projects.

As Michigan faces a huge budget shortfall left by the Engler-Posthumus Administration, Jennifer Granholm believes that we need to bring fiscally responsible leadership to meet our transportation challenges. We need new ideas and sound manangement so that taxpayers are getting their money's worth and so that we are able to invest in our economic infrastructure and prepare Michigan for the future.

A Granholm-Cherry Administration will:

1. Implement a "Fix-It-First, Fix-It-Right" program to save our roads and bridges by prioritizing the repair of existing roads and bridges – especially those in greatest need of repair.

2. Insist on meaningful warranties from road contractors.

3. Establish a "Bridge Michigan" initiative that will take one-half of the one-cent of gas tax money already going to fix state bridges – for $25 million total – to repair local bridges.

4. Improve road safety through design changes and better signage on state and local roads.

5. Improve safety, noise reduction, and aesthetics for families living near and around our roads, and create new bike paths and trails that improve quality of life.

6. Aggressively pursue a greater share of federal transportation dollars for Michigan.

7. Work to develop affordable, clean, efficient, and safe public transportation.

8. Restore a working partnership between the Department of Transportation, local government, and private industry to better serve our citizens.

If we make the right, smart investments in our transportation today, we will put our economy on track to grow and create jobs for years to come.

MAINTAINING MICHIGAN'S ROADS

Michigan's roads are what keep our economy moving. In many ways, they are an extension of our automobile heritage and pride. Yet during the Engler-Posthumus Administration, road conditions were allowed to sink to new lows. Of our nation's major cities, only three have a higher percentage of their roads in disrepair than Detroit has. Our bridges are also in need of repair. A recent national survey found that ten of the 100 most-deteriorated bridges in the entire country are in Michigan. Indeed, one-quarter of the bridges in Wayne, Oakland, Macomb, Livingston, Monroe, Washtenaw and St. Clair counties have "advanced stage" structural deterioration. We must take action – for our safety and for our future.

As Governor, Jennifer Granholm will:

Fix-it-First, Fix-it-Right. Jennifer Granholm will initiate a "Fix-it-First, Fix-it-Right" policy before authorizing building new roads. She will give priority to the repair of existing roads – especially those in the most traveled areas. A Granholm-Cherry Administration will commit to a policy of maintaining and protecting the investments we already made in our road system. In addition, Jennifer Granholm will make sure that all decisions about the construction and placement of any new roads are made based on science, not politics. Roads should carry cars, not precincts.

Insist on meaningful warranties. Jennifer Granholm will make sure that taxpayers get their money's worth from those who rebuild our roads. She will insist on meaningful warranties from builders

Establish a "Bridge Michigan" initiative to repair local bridges. Michigan's aging bridges are among the worst in the nation, and many local bridges are crumbling and unsafe after years of neglect. One report ranked Michigan the 9th worst in the country in maintaining its bridges. We need a fiscally responsible way to begin to repair our bridges. Jennifer Granholm will start the "Bridge Michigan" initiative that will take one-half of one cent of the Engler-Posthumus gas tax increase and direct it towards repairing local bridges. This will generate $25 million annually to repair bridges on the Critical Bridge list, and enable us to leverage as much as $10 million in additional federal funds for the same purpose. Also, it will do so in a fiscally responsible manner – without raising taxes or adding to our state's debt.

Make our roads safer. Working together, we can make our roads safer. We should embrace the advances in reflective technology to ensure that Michigan's system of road signage is the safest possible. A Granholm-Cherry Administration will focus

on road improvements that show demonstrable safety benefits, and will establish a cooperative program with the Department of Transportation to improve road safety through design changes (e.g. extra passing lanes, signage, etc.) on both state trunklines and secondary local roads.

Make our roads last longer. Michigan cannot afford to fix roads or build new ones only to have to turn around and repair them again and again. That is a drain on our resources and a major inconvenience to the businesses, commuters, and citizens who need roads to be open for business – not closed for construction. Jennifer Granholm will support efforts to develop the best, longest-lasting building materials, and will move the state toward using them. A Granholm-Cherry Administration will strive for 50-year roads.

Respect communities living in high-traffic areas. The people of Michigan should not have to make the false choice between convenient access to our highway system and a reasonable quality of life. Under a Granholm-Cherry Administration, the Michigan Department of Transportation will make neighborhood impact a consideration in its project planning. Jennifer Granholm will also establish a highway "quality of life" policy to improve safety, noise reduction, and aesthetics for residents living adjacent to specific high-traffic areas.

Increase the number of bike paths and trails. Bicycle paths and trails provide cherished recreational outlets for Michigan's families. Jennifer Granholm will work with state and local groups to increase the number of bike paths and trails.

Maximize federal transportation dollars. A Granholm-Cherry Administration will ensure that the state has sufficient funds set aside for federal matching fund programs to maximize federal return of transportation dollars. It makes little sense to lobby for more federal dollars if Michigan will not make the commitment to maximize our ability to capture existing federal transportation funds. Spending one dollar of state money to capture four dollars of federal money is a wise investment in our infrastructure. In addition, Jennifer Granholm will work with Michigan's congressional delegation to ensure that Michigan gets its fair share of federal dollars during the TEA-3 authorization process.

Charge the Department of Transportation to work cooperatively. Jennifer Granholm will restore a working partnership between the Department of Transportation, local government, and private industry to better serve our citizens.

IMPROVING TRANSPORTATION BY BUS, RAIL, AND WATER

Our roads are only one part of the transportation network that supports the communities and economy of Michigan. We must not neglect public transportation and other ways that commerce and citizens move throughout our state.

A Granholm-Cherry Administration will:

Support efforts to help connect people and jobs. One of the biggest challenges facing working people in many of our cities is being able to get to work. Many of our biggest employers are located outside of cities, and for those without cars, it is difficult to get to work. Community-level programs that help workers afford

cars or rehabilitate old ones are a creative way of addressing this problem, and Jennifer Granholm will work with local leaders to support them.

Support DARTA and other regional transportation solutions. Improving transportation options is not the concern of one city or county, but of entire regions. This is especially the case in southeastern Michigan. That is why Jennifer Granholm supports the creating of an integrated regional transportation system under the Detroit Area Regional Transportation Authority (DARTA). She will work with local and community leaders to develop a system that uses buses and commuter rail to bring our citizens to where the jobs are, link our communities together, and increase prosperity for the entire region and the state.

Support the development of I-94 high-speed rail. As the air and highway corridors between Detroit and Chicago approach capacity, it is important that Michigan show leadership in promoting this transportation option.

Support full state share funding for the new Sault Ste. Marie Lock. Jennifer Granholm will make sure that this vital piece of transportation infrastructure receives all the necessary state support it needs to ensure its continued viability. The Lock is a crucial link between the resources of northern Michigan, the industrial needs of southeast Michigan, and the rest of the Great Lakes.

Establish a water transportation task force. Michigan must be sure it is doing everything possible to take advantage of the natural transportation infrastructure that we have: the Great Lakes. This task force will conduct a needs study and establish a long-term water transportation plan to enhance public transportation and tourism and recreation.

Restore sound fiscal management. A Granholm-Cherry Administration will audit the state's transportation bond indebtedness and restore prudent asset and fiscal management practices.

CONCLUSION

Michigan has long been a transportation pioneer. As the new century unfolds, we must recapture that innovative spirit, and devise fresh strategies that make it easier to get around our state and do business with it as well. Our families don't need to sit in traffic, and our communities can't support businesses if we do not use our strategic advantages to keep commerce moving in, out, and throughout Michigan.