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# ÜBER ALLES



http://wmi.pca.org

May 2009

## UPCOMING ACTIVITIES

### MAY 2009

- 04 Monthly Meeting  
7:00pm, Delta Imports
- 10 Mother's Day
- 30 May Dinner Drive,  
4:00pm, hosted by John  
& Marshall Walters

### JUNE 2009

- 01 Monthly Meeting,  
7:00pm, Delta Imports
- 10 Gilmore Gathering,  
1:00pm, hosted by Kurt  
Wirth & Rick Riley
- 20 Spring-Up to Traverse City  
12:00pm, hosted by David  
& Beth Howard
- 29 PCA Parade, Keystone, CO  
Multiple Day Event

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## May Dinner Drive

The Walters are hosting a drive on Saturday, May 30th.

We plan to meet in the parking lot of the Wayland Quality Farm and Home at 4:00, which is just east of US 131 (Wayland exit 64) behind Big Boy and the Shell station (so there will be bathroom opportunities before we leave).

We will depart at 4:30pm (sharp) for a spirited drive through Allegan and Barry counties.

Hopefully the dogwoods will be in full bloom as we end our way around the Gun Lake/Yankee Springs area and portions south.

Those who have joined us before know that John pulls together a good route!

We will end up at Sam's Joint on Gun Lake for dinner around 6:30pm.

Please RSVP by May 27th to Marshall at [marshall.walters@watsonwyatt.com](mailto:marshall.walters@watsonwyatt.com) or (269) 672-5055.



## Congratulations Claudio!!

Claudio won all 10 of his races last season in his 1970 911

Head on over to your WMR PCA website (<https://wmi.pca.org>) to view a YouTube video starring Claudio and his 911!

# Upcoming Events

Monthly Meetings will occur on 1st Monday of every month at 7PM at Delta Imports, 6025 28th St. SE Grand Rapids, 49546

## So what are you going to be doing Wed. afternoon June 10<sup>th</sup>?

Well, Kurt Wirth and I, and as many of you who wants to join us, are going to take a leisurely drive down to the Gilmore Car Museum..

Please check out their web-site for directions and discover the many fine automobile exhibits housed in the several Barns covering the lush grounds.

There is everything from a million dollar Mercedes that was buried during WWII so the enemy wouldn't get it to the muscle cars of the 60's and 70's.

You can plan on eating a sandwich @ the authentic "Blue Moon" grill right on the grounds or just have an ice cream desert.

The grill is scheduled to close @ 4:00 so plan accordingly.

There are picnic tables as well if you so choose to bring your own food.

Wed. night is also cruise night so be prepared to check out anything and everything on wheels that may show up.

Kurt and I will be there @ 1:00pm so anytime you want to join the car fun is OK.

The barns are open until 5:00 so plan on leaving work early and enjoying the afternoon @ the Gilmore Car Museum.



## West Michigan Region - 2009 Calendar of Events (UPDATED)

May	4	Board Meeting	August (cont.)	22	Dinner Drive – Saunter to the Shore
	30	Dinner Drive <i>Hosts: John &amp; Marshall Walters</i>		28	28 <sup>th</sup> Street Metro Cruise (28 <sup>th</sup> & 29 <sup>th</sup> ) <i>Hosts: Dan &amp; Ren Phillips</i>
June	1	Board Meeting	September	14	Board Meeting
	10	Gilmore Gathering – Hickory Corners <i>Host: Rick Riley &amp; Kurt Wirth</i>		8- 20	Grattan Driver Education Dinner Drive <i>Host: Randy Portoluri</i>
	20	Spring Up to Traverse City <i>Hosts: David &amp; Beth Howard</i>		12	
	29	PCA Parade (National) – Keystone, CO <i>(29th June – 04th July)</i>	October	5	Board Meeting
July	6	Board Meeting		TBD	Fall Color Tour <i>Hosts: Paul &amp; Renee Krapp</i>
	11	Gimmick Rally <i>Hosts: Ted &amp; Gabi Blacklidge</i>		1 - 4	Porsche Escape 2009 Dayton, OH
	25	Dinner Drive <i>Hosts: Dan &amp; Ren Phillips</i>	November	2	Board Meeting (2010 planning)
	25	P2O, Oxford, OHIO		6	Dinner Drive <i>Hosts: Duane &amp; Brenda Weed</i>
August	3	Board Meeting	December	7	Board Meeting
	8	Family Picnic & Concours <i>Hosts: Amber Door &amp; Jerry Arens</i>		TBD	12 <sup>th</sup> Annual WMR Appetizer Party <i>Hosts: TBD</i>

# Spring Up to Traverse

## **SPRING UP TO TRAVERSE CITY**

Beth and David Howard are hosting the Spring up to Traverse City on Saturday, June 20th. We will meet at 12 Noon at Clinch Park in Traverse City, followed by Lunch and a sporty afternoon drive around the countryside.

Dinner will be served at the Howard's home on Lake Leelanau.

Please bring your own Beer and Wine.

Soft Drinks will be provided.

**Your check for \$30 per person is your RSVP by June 15.**

TO: David Howard  
2525 N Lake Leelanau Dr  
Lake Leelanau, MI 49653

[dhoward200@comcast.net](mailto:dhoward200@comcast.net)

231-271-0022

**For those of you who wish to caravan from the Grand Rapids area, we will leave Rosie's Diner, 4500 14 Mile, Rockford, at 9:00 am on Saturday morning.**



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## From the Desk of the President ...

By now I am sure all of you have your Porsche on the road and enjoying Springtime in Michigan. As I am writing this, the thunder and rain are coming down quite impressively, but I keep saying over and over in my head, "April showers bring May flowers". Sure! Last weekend, the poor folks from the Audi Quattro club had their driving event at Grattan and I believe the total rainfall for that period was close to 5 inches. Do you suppose those folks got good use out of their Quattro 4 wheel drive systems??

Lets talk about our Grattan event for a bit. September, 18, 19, 20 are the dates and we have room for 85 participants. Of the 85, we would like to have 15 new drivers for which the club will provide instructors. Our event has been run for over 15 years and from the comments I have gotten from people from other clubs (Chicago, RSR, SEM, etc.), the West Michigan clubs runs a very "tight ship". Also, the "outsiders" think we are a pretty nice bunch of people. The reason for bringing up Grattan this early is to try and get you to put us on your schedule early. We have well over 400 members and most of you have never had your beloved Porsche on the track. Understand, the track will not hurt your car. Your Porsche deserves to have at least one experience on the track. If not for your sake, at least think of your car's feelings. That's all I will say for now, but plant the seed into your planning for September.

Driving season is upon us and you need to get ready (and RSVP) for the late May (30<sup>th</sup>) drive with John and Marshall Walters. They always have a spirited drive thru the hills and dales of the Yankee Springs area. Also, in June we will have a midweek get together at the Gilmore Museum in Hickory Corners on June 10 hosted by Rick Riley and Kurt Wirth. At the end of the month is the Spring Up to Traverse City this year hosted by David and Beth Howard. Always a delightful weekend!!

I am done for now. Rain has stopped, so I guess I will head off to work ...will probably leave the Porsche in the garage for a little nicer day.

Ted Blacklidge, President

### 2009 ZONE 4 DRIVERS' EDUCATION SCHEDULE

<u>Date</u>	<u>Track/Location</u>	<u>Organization</u>
May 14	Waterford Hills	Southeast Michigan
May 15-17	Mid Ohio	Mid-Ohio Region
May 16-17	Watkins Glen	Allegheny Region
May 26	Waterford Hills	Rally Sport Region
June 5-7	Mid Ohio	Ohio Valley Region
June 11	Waterford Hills	Southeast Michigan
June 27	Beaver Run	Allegheny Region
June 27-28	Grattan Raceway	Rally Sport Region
July 3-5	Gingerman Raceway	Southeast Michigan
July 17-19	Putnam Park	Ohio Valley Region
July 28	Waterford Hills	Rally Sport Region
August 1-2	Gingerman Raceway	Chicago Region
August 13	Waterford Hills	Southeast Michigan
August 22-23	Mid Ohio	Mid-Ohio Region
August 25	Waterford Hills	Rally Sport Region
September 10	Waterford Hills	Southeast Michigan
September 18,19,20	Grattan Raceway	Western Michigan Region
September 22	Waterford Hills	Rally Sport Region
September 26-27	Mid Ohio	Allegheny Region
October 16-1	Bluegrass Motorsports	Mid-Ohio Region

Delta Imports, Grand Rapids – Meeting was called to order by Ted Blacklidge at 7:01 pm. Members present were: Ted and Gabi Blacklidge, Dan and Ren Phillips, Amber Door and Jerry Arens, Brenda Hildon-Kaempf, Rick Riley, Arnie Axelrod, Colin Ackerman.

**Minutes:** Approved.

**Treasurer's Report:** Approved. Amber is working on the taxes.

**Webmaster' Report:** No report.

**Membership Report:** 246 Primary Members, 200 Affiliate Members – total 446. New Members are: Shaun Gober, Caledonia '85 928; Mike & Babs Pellegrom, Spring Lake '77 911; John VenRaalte, Leland '86 944; Al Yanosik, Caledonia '99 911. A suggestion was made to add the PCA membership application in the Uber. Ren will download the application and print it in the Uber.

**Advertising Report:** German Auto will be put back in the Uber after a glitch caused it to be missing for a couple of months.

**Uber:** The April edition is in the mail and is currently up on the web. Ted suggested adding a half page Autocross listing of upcoming events including those outside of PCA.

**Insurance:** No report.

#### Driving Events:

- Grattan DE Pricing – Tier pricing discussion tabled until next year.
- Grattan Advertising – Ted will pass some information to Eric to be used in email "blasts". Amber will email those who registered via Club Registration last year. Same content to be used for both.
- IROC – Information will be in next Uber.

#### Old Business:

- March DD – hosted by Kurt Wirth. Good turnout, enjoyed by all.

#### New Business:

- Nametags - \$4 + \$1 shipping. Email Ted Blacklidge with requests.
- Zone 4 Presidents' Meeting report – Amber and Ted attend the meeting. Discussions included: PCA Survey, DE events, improving vibrancy within the club, Escape in Dayton Oct 1-4, Porsches to Oxford, New Zone 4 Representative needed.
- 50<sup>th</sup> Anniversary – location will most likely be in Grand Rapids with various events running through the weekend. Suggestions include: 3 day weekend centralized around a hotel. Friday Dinner Drive. Saturday – Concours, Gimmick Rally, Banquet. Sunday – Cars & Coffee and or lunch. Exact locations and Date are TBD. Will need numerous volunteers to ensure a fun and successful event.

Meeting was adjourned at 8:00pm

Respectfully submitted by Brenda Hildon-Kaempf

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“It’s getting Easier!”

The 2009 Jambalaya Cook Off proved to be a very fun event for us. The work started early in the morning getting the house ready for 30 guests. We vacuumed, dusted, wiped, baked, and hid the clutter. Then, the PCA flag was hung and the yard was raked, the garage was swept and more clutter was hidden. At 6:30 PM, we were ready with appetizers on the table and the judge’s clipboards waiting.

As people arrived, they brought their favorite drinks and their crock pot. This year, Amber brought two trays with Porsche cupcakes. 7 Recipes for Jambalaya arrived and the Judges were chosen. Gabi Blacklidge, Len Gawron, and Gary Buth had a tough time evaluating each unique recipe. After lots of discussion, #4 became the Judge’s Choice and the trophy went to Jerry Arens.

The crowd then gathered around the crocks and numbered their plates to 7. After tasting and sampling, everyone took a ballot and indicated their favorite. #1 made it by one vote and Gary White took home People’s Choice trophy.

When the work was done, Terry and I could relax and open a brew or pull out the shot glasses and Crème De Menthe to enjoy a “sip” or two. As several of us reminisced with pictures from previous cook offs since 1997, Michelle Fisher found her 2:30 AM photo enjoying the race car in the garage. Since we are all much older now, we knew that 2:30 AM was probably not an option anymore. Therefore, we assumed that it was 2:30 AM somewhere and we proceeded to feel young again. Mazatlan’s smoother version of Jose became a welcome visitor and even though Michelle was only “sipping”, Lee Koning announced, “It is getting easier!” So with that, we raised the glasses again!

Each year, Terry and I wonder how many recipes will be entered. Will there be enough food? Will everyone be able to sample all the recipes? Because of all the attendees and entries, our cook off is a lot of fun for us. Thanks to everyone who participates by cooking and/or voting. We feel like this event is not just for the Region, it’s for our friends!

Dorilee Schieble



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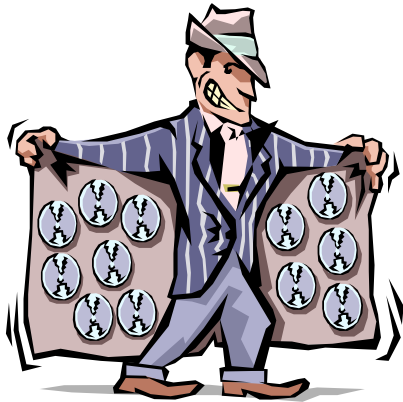
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*Classified Ad pricing for 3 month minimum:*

*Free for Western Michigan Region members.  
\$5.00 for PCA non-region members.  
\$10 .00 for non-PCA members.*

*Editor reserves right to edit ads.  
Please send information and/or checks to Club Treasurer.*



## ESCAPE TO.....

So you know all about this year's Porsche Parade, right? June 29<sup>th</sup> through July 4<sup>th</sup> in Keystone, Colorado? (For more info, go to WMR website for links) And if you can't make it to the beautiful state of Colorado, where do you go as a second choice?

Right! Ohio! Dayton, to be exact! The Ohio Valley Region of Zone 4 will be hosting the **Fifth Annual Porsche Escape to .... the Birthplace of Aviation** from October 1-4, 2009. A bit of Dayton history, tied to speed through Porsche.

"Escape To...." events are held as an alternative or addition to Porsche Parade to offer members another opportunity to experience PCA at a broader level - meeting new friends from different areas, and sharing the Porsche experience. The locations rotate about the country and the competition aspect of Parade is deemphasized to reinforce our motto that "it's not just the cars, it's the people."

The Ohio Valley Region is focusing on this social aspect with tours of covered bridges, colorful towns, the only Frank Lloyd Wright house in Ohio, and of course, aviation. The venues for dinners include two distinct automotive collections: the original Dayton *Packard* dealership collection of over 50 cars, and *Taj Ma Garaj* - a unique personal collection of all things created by Dr. Porsche in a wonderful eclectic facility - an event in itself! The car display will be held at the wonderful Carillon Park, which houses the original *Wright B Flyer* and many other historic houses (log cabins, gas station, etc.) and engineering feats in a lovely park setting. Many car shows have been held on their grounds, and the cars show wonderfully in this facility. We have arranged exclusive behind-the-scenes tours at the *National Museum of the United States Air Force*, in addition to allowing plenty of time to tour the NMUSAF independently. They have arranged private tours of the original (restored) home of *Orville Wright*. They also have one of the top Dayton caterers serving food at the venues and his presentations will be a flavorful addition at each event!

The OVR has planned a very enjoyable long weekend, and will appreciate your support.

**Porsche Escape 2009 to the Birthplace of Aviation** web site is now up and running for registration. Check at: [www.ovrpca.org](http://www.ovrpca.org)

If you have any questions about the details of Escape 2009, please feel free to address them to: Kathie Hunter, Escape 2009 Co-Chair: [bentpylon@aol.com](mailto:bentpylon@aol.com)

by Gabi Blacklidge

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Summer 2009



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Solo Drivers School: **May 16**  
Solo Race: **May 17**

Solo Race & Car Show: **June 27**  
Solo Race & Car Show: **June 28**

Solo Race: **July 25**  
TBD: **July 26**

Solo Race: **Aug 22**  
Solo Race: **Aug 23**  
co-hosted with SVR



For more information visit: [www.wmr-scca.org](http://www.wmr-scca.org)

Send questions to:

Jake: [Scassel@msu.edu](mailto:Scassel@msu.edu)  
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## VW-Porsche 914 Celebrates Anniversary



**Stuttgart.** Everything remained very quiet when today's Dr. Ing. h.c. F. Porsche AG established VW-Porsche-Vertriebsgesellschaft mbh, the VW-Porsche Sales Company, together with Volkswagenwerk AG, as it was called at the time, in April 1969. Holding stock capital of DM 5 million, the new company launched the strategy of success for two sports cars still carefully held back from the public pending their final presentation: the VW-Porsche 914 and 914/6.

The establishment of the VW-Porsche Sales Company marked the beginning of a true story of success – and the fortunate end of a dramatic development. Back in the mid-60s VW was looking for a successor to its then rather outdated Type 34 sports coupe, better known as the "Karmann Ghia". At the same time Porsche was striving to expand its position in the market with a sports car in the promising segment beneath the 911.

Facing this challenge Ferry Porsche and VW's CEO Heinrich Nordhoff agreed in spring 1966 on a joint venture destined to benefit both parties: Porsche was given the assignment by Volkswagen to develop a low-cost mid-engined sports car intended to enter the market as a Volkswagen with four cylinders and as a Porsche with a six-cylinder boxer engine.

With the development process continuing at a good pace, the Board of Management of VW was suddenly confronted with a tragic change: Heinrich Nordhoff died unexpectedly in 1968 and Kurt Lotz was appointed the new Chief Executive Officer. Lotz rescinded the contract agreed verbally and insisted on Volkswagen receiving the sole and exclusive sales rights for the car being developed by Porsche. After long and tough struggles bringing the 914 to the brink of failure more than once, the two companies agreed in a compromise to call the new car the "VW-Porsche" and to market this new model through a joint sales network.

The VW-Porsche 914 was presented at the Frankfurt Motor Show on 11 September 1969 as the first mid-engined sports car built in Germany in series production. The combination of the two brand names Volkswagen and Porsche nevertheless turned out to be an image problem for the new model series commonly referred to by the press as the "Volksporsche" or "People's Porsche". This was a particular disadvantage for the 914/6 powered by the two-litre flat-six carried over from the 911 T 2.0. For despite its outstanding performance, the 914/6 was hardly accepted by most of Porsche's existing customers.

The four-cylinder VW-Porsche 914, on the other hand, became a genuine success in the market, accounting for a production volume of 115,631 units until the series ceased production in spring 1976, and thus becoming the best-selling sports car of its time.

Most of the cars built were exported to the United States, where the 914 was marketed as a genuine, fully-fledged Porsche without the VW prefix.

Today the VW-Porsche 914 is acknowledged as a popular classic supported by numerous 914 clubs the world over. Particularly the 914/6 built only 3,338 times is one of the most sought-after collector cars from Porsche.

The Porsche Museum is celebrating the 40th anniversary of the 914 model series with a rare special exhibit on display from 9 April – 10 May 2009: the Porsche 914/8 with its 300-bhp eight-cylinder racing engine once owned by Ferry Porsche himself. With only two of these cars ever being built, one was presented to Ferry Porsche in 1969 as a special gift for his 60th birthday.

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## Brumos Porsche Riley Grabs DP Podium Spot in Rolex Grand-Am Race at Virginia; Farnbacher Loles Takes Fourth in GT; Porsche Drivers and Team on Top of near Top of All Points after Round Two

ALTON, VA - April 25 -- Brumos Racing grabbed a controversial podium finish in Saturday's Rolex Grand-Am Sports Car Series presented by Crown Royal Cask No. 16 race at Virginia International Raceway, and the Farnbacher Loles Racing Porsche GT3 finished fourth in GT.

David Donohue (Malvern, PA) and Darren Law (Phoenix AZ) finished third in the #58 Porsche Riley, taking advantage of a late caution that allowed Donohue to make up a seven-second deficit to the third-place car.

When the green flag fell with less than five minutes remaining, Donohue was still fourth, now right behind the third-place car. As they came through Turn 1B, Donohue bumped into the rear of Scott Pruett's third place Lexus Riley That made Pruett's car twitch back and forth and the Ford Dallara of Max Angelelli hit Pruett's right front corner and went spinning off left. Pruett spun sideways, and Donohue went around him to capture third.

"Pruett just slowed more than I did," Donohue said. "I just got into the back of him, pretty hard I guess. I don't know if I locked up (the brakes), but I couldn't go sideways to avoid him because Max (Angelelli) was there. Then they tangled right in front of me and I avoided Pruett when he spun, and Max went off to the left. I don't know why they are upset."

The podium finished enabled Donohue and Law to remain co-leaders in the driver's standings with 60 points each, and moved Porsche into a tie for the manufacturer's standings with Ford with 60 points each.

"I'm very, very happy with the outcome of this race" said Law. "The win at Daytona and the podium here puts us in the points lead, which is what we're aiming to do for the season. It was rough out there; it was very hot (93 degrees F) and there was a lot of traffic. But I think we were competitive with everybody except maybe 01. The pit stops were correct and the car was quick enough I felt like I could run with anybody. I brought it in second place, the team did a great job and David fought his way to the front."

A day that started on the bright side for the Penske Porsche Riley turned into disappointment for the Porsche works drivers, but even after falling back to 23rd, still managed a seventh place finish for drivers Timo Bernhard (Germany) and Romain Dumas (France).

"After we did our pit stop and Romain got in the car, he got a penalty I do not know about," Bernhard said. "They (officials) said he got along (side) another car on a restart, and the drive-thru (penalty) under green put him back.

"We were quick enough today to be on the podium, possibly a victory but we had a problem with the clutch. Sometimes when I downshift, it did not engage and lost time. Once I lost three positions because of that. We are OK with the points, but we had a car that could have won the race. We will analyze everything before the race next week (in New Jersey) and we definitely do better there."

The other Brumos Porsche entry, driven by JC France (Daytona Beach,

FL) and Joao Barbosa (Portugal) finished eighth.

The race was not so good for the Porsche GT teams. The Farnbacher Loles Racing Porsche 911 GT3 Cup entry of Dirk Werner (Germany) and Leh Keen (Charleston, SC) finished fourth by more than three seconds. Fifth in GT went to the Farnbacher Loles Racing Porsche of Eric Lux (Williamsville, NY) and Wolf Henzler (Germany).

The hardest-working team award went to the #67 TRG Porsche 911 GT3 Cup team of Justin Marks (Chico, CA) and Andy Lally (Newport, NY). Marks got caught in another car's accident very early in the race and the crew worked on the car for 90 minutes before Marks was able to rejoin the race. But Marks barely made it around turn 1 when a mechanical problem started overheating his engine, but quick thinking got Marks through a back gate and he parked behind the race control tower. The crew came running over, repaired the car in less than 10 minutes and he was able to rejoin the race again. Fortunately, there was enough time for both drivers to complete the minimum 30 minutes to earn points. They finished 15th in GT.

"These crew guys are the greatest," Lally said. "We could have given up, but that's not the Porsche way. We will do anything it takes to race."

Round three of the Rolex Grand-Am Series takes place next week, May 3, at New Jersey Motorsports Park, in Millville, New Jersey.

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February 2009

Joseph B. White

Senior Editor  
*The Wall Street Journal*



### How Detroit's Automakers Went from Kings of the Road to Roadkill

*JOSEPH B. WHITE is a senior editor in the Washington, D.C., bureau of The Wall Street Journal. A graduate of Harvard University, he has worked for the Journal since 1987, and for most of that time he covered the auto industry, serving as Detroit bureau chief from 1998-2007. He writes a weekly column on the car business and the regulatory and social issues that surround it for the Journal's online and print editions, and contributes new-car reviews to Smart-Money magazine. Mr. White is co-author (with Paul Ingrassia) of Comeback: The Fall and Rise of the American Automobile Industry, and won the Pulitzer Prize for reporting in 1993.*

*The following is adapted from a speech delivered at Hillsdale College on January 26, 2009, at a seminar on the topic, "Cars and Trucks, Markets and Governments," co-sponsored by the Center for Constructive Alternatives and the Ludwig von Mises Lecture Series. Continued from April 2009 Uber:*

#### Competition from Overseas

In hindsight, it's apparent that the gas shocks of the 1970s hit Detroit at a time when they were particularly vulnerable. They were a decadent empire—Rome in the reign of Nero. The pinnacles of the Detroit art were crudely engineered muscle cars. The mainstream products were large, V8-powered, rear-wheel-drive sedans and station wagons. The Detroit marketing and engineering machinery didn't comprehend the appeal of cars like the Volkswagen Beetle or the Datsun 240Z.

But it took the spike in gas prices—and the economic disruptions it caused—to really open the door for the Japanese automakers.

Remember, Toyota and Honda were relative pipsqueaks in those days. They did not have much more going for them in the American market prior to the first Arab oil embargo than Chinese automakers have today, or Korean automakers did 15 years ago. The oil shocks, however, convinced a huge and influential cohort of American consumers to

give fuel-efficient Japanese cars a try. Equally important, the oil shocks persuaded some of the most aggressive of America's car dealers to try them.

The Detroit automakers believed the Japanese could be stopped by import quotas. They initially dismissed reports about the high quality of Japanese cars. They later assumed the Japanese could never replicate their low-cost manufacturing systems in America. Plus they believed initially that the low production cost of Japanese cars was the result of automation and unfair trading practices. (Undoubtedly, the cheap yen was a big help.) In any case, they figured that the Japanese would be stuck in a niche of small, economy cars and that the damage could be contained as customers grew out of their small car phase of life.

They were wrong on all counts.

There were Cassandras—plenty of them. At GM, an executive named Alex Mair gave detailed presentations on why Japanese cars were superior to GM's—lighter, more fuel efficient, and less costly to build. He set up a war room at GM's technical center with displays showing how Honda devised low-cost, high-quality engine parts, and how Japanese automakers designed factories that were roughly half the size of a GM plant but produced the same number of vehicles.

Mair would hold up a connecting rod—the piece of metal in an engine that connects the piston to the crankshaft. The one made by GM was bulky and crudely shaped with big tabs on the ends. Workers assembling the engines would grind down those tabs so that the weight of the piston and rod assembly would be balanced. By contrast, the connecting rod made by Honda was smaller, thinner, and almost like a piece of sculpture. It didn't have ugly tabs on the end, because it was designed to be properly balanced right out of the forge. Mair's point was simple: If you pay careful attention to designing an elegant, lightweight connecting rod, then the engine will be lighter and quieter, the car around the engine can be more efficient, the brakes will have less mass to stop, and the engine will feel more responsive because it has less weight to move.

Another person who warned GM early on about the nature of the Japanese challenge was Jim Harbour. In the early 1980s, he took it into his head to try to tell GM's executives just how much more efficient Japanese factories really were, measured by hours of labor per

car produced. The productivity gap was startling—the Japanese plants were about twice as efficient. GM's president at the time responded by barring Jim Harbour from company property.

By the late 1980s, GM's chairman, Roger Smith, had figured out that his company had something to learn from the Japanese. He just didn't know what it was. He poured billions into new, heavily automated U.S. factories—including an effort to build an experimental "lights out" factory that had almost no hourly workers. He entered a joint venture with Toyota to reopen an old GM factory in California, called New United Motor Manufacturing, Inc., or NUMMI. The idea was that GM managers could go to NUMMI to see up close what the "secret" of Toyota's assembly system was. Smith also launched what he promoted as an entirely new car company, Saturn, which was meant to pioneer both a more cooperative relationship with UAW workers and a new way of selling cars.

None of these was a bad idea. But GM took too long to learn the lessons from these experiments—good or bad. The automation strategy fell on its face because the robots didn't work properly, and the cars they built struck many consumers as blandly styled and of poor quality. NUMMI did give GM managers valuable information about Toyota's manufacturing and management system, which a team of MIT researchers would later call "lean production." But too many of the GM managers who gained knowledge from NUMMI were unable to make an impact on GM's core North American business.

Why? I believe it was because the UAW and GM middle managers quite understandably focused on the fact that Toyota's production system required only about half the workers GM had at a typical factory at the time. That was an equation the union wouldn't accept. The UAW demanded that GM keep paying workers displaced by new technology or other shifts in production strategy, which led to the creation of what became known as the Jobs Bank. That program discouraged GM from closing factories and encouraged efforts to sustain high levels of production even when demand fell.

**To Be Continued ...**

Part 2 of 4

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year we hosted 396 Porsches from 17 states  
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## First All-New Porsche in Seven Years Poised to Set New Standards in The Premium Sedan Segment



ATLANTA – April 20, 2009 ---- Porsche today officially unveiled its Panamera four-door performance car, the first all-new, built-from-the-ground up vehicle from the Stuttgart, Germany based manufacturer since its historic debut of the Cayenne in Paris in 2002. Presented with great pride and fanfare at the company's Shanghai Motor Show exhibit, the Panamera is unique in the premium sedan segment thanks to its 'sports car for four' concept and its best-in-class fuel efficiency.

"The crucial task for our engineers was to combine Porsche's sporting DNA with all the spaciousness and driving comfort of a luxurious sedan," said Wolfgang Dürheimer, who was on hand for the debut and is Porsche's executive vice president of research and development. "The Panamera is an alternative car concept for the premium customer, and while competing with established vehicles in the premium class, it will be a clear segment leader in terms of performance, driving dynamics and efficiency."

### All Three Panamera Models Deliver High Performance and Low Fuel Consumption

The Panamera is Porsche's fourth model line, joining the 911, Boxster/Cayman and Cayenne model series. It is the first premium car with an automatically shifting double-clutch transmission to feature an engine start/stop system that saves fuel and reduces emissions by turning the engine off when it is not needed, such as sitting at a stop light, for example. All engines have advanced and fuel-efficient Direct Fuel Injection (DFI), as well.

Initially offered in three versions – the 400-horsepower two-wheel drive Panamera S and all-wheel drive Panamera 4S, and the 500-horsepower, twin-turbocharged all-wheel drive Panamera Turbo – the new Panamera will provide Porsche performance and quality and a level of comfort that has been absent among true high-performance cars. All U.S. Panamera models feature a seven-speed Porsche Doppelkupplungsgetriebe (PDK) double-clutch gearbox delivering a dynamic driving experience, ultra-fast gearshifts without the slightest interruption of engine power, a very high level of comfort for four, and outstanding fuel efficiency when compared to a conventional automatic transmission. The Panamera S, for example, consumes just 10.8 liters/100 kilometers (equal to 26.2 mpg imp) in the New European Driving Cycle (EPA fuel economy figures are not yet available).

"I always believed that Porsche would build a car like the Panamera – a car where the Porsche experience could be shared with more than just the co-pilot," said Detlev von Platen, president and CEO of Porsche Cars North America. "Just

like with the Cayenne, we found another chance to forge a new path and create a car that did not exist: a sports car for four. Our dealers are excited because this will bring new customers, and the list of hand raisers is growing every day. Despite the tough economy, I am confident the Panamera will be a success."

### Porsche Engineers Resolved Conflicting Design Priorities

From the beginning, the Panamera project raised significant technical challenges for Porsche as it presented several engineering conflicts of interest; it had to have silhouette of a coupe, yet offer four full-size seats with a generous interior space and luggage room; it must set the performance standard in its class, yet offer best-in-class fuel efficiency; it should provide Porsche driving dynamics and performance and the comfort of a luxury sedan; and it had to have a driver's cockpit typical of a sports car and a top-quality and luxurious interior with the equipment expected in the premium sedan segment.

The Panamera body is the synthesis of lightweight technology typical of a sports car, superior comfort, generous spaciousness, and efficient aerodynamics. To create its lightweight structure, Porsche employs advanced production methods and all kinds of steel grades, light alloys like aluminum and magnesium, and plastics. In the case of the Panamera S, the result is a car that weighs just 1,800 kg, or a just over 3,990 lbs. This structure allows for two full-size, perfectly contoured rear seats that set new standards in the luxury performance class in terms of both comfort and adjustability. The Panamera also comes with a highly functional, variable luggage compartment. The rear seat backrests tilt forward individually, providing up to 44.6 cubic feet or 1,263 liters of luggage capacity.

One further visible highlight of the overall aerodynamic package and another innovation is the active four-way rear spoiler on the Panamera Turbo. Through its efficient management of control angles and surface geometry geared to driving conditions, the rear spoiler optimizes both the car's aerodynamics and performance.

### Suspension Technologies Deliver On-Demand Sports Car Performance and Premium Sedan Comfort

The Panamera chassis and suspension is not a compromise between sporting performance and superior comfort, but rather a combination of the two. In its basic setting it offers a very high level of driving comfort, yet at a touch of the Porsche Active Suspension Management (PASM)

button, it turns into a thoroughbred sports suspension.

Another highlight is the adaptive air suspension that can provide extra air volume on demand. An absolute innovation in automotive technology, it offers an even greater variation of sporting and comfort features and is standard on the Panamera Turbo and optional on the other models. The optional Porsche Dynamic Chassis Control (PDCC) system with its two active anti-roll bars can further enhance driving dynamics and comfort.

Through the Sport Plus button, the optional Sports Chrono Packages enable the driver to choose at the touch of a button the high-performance configurations for the engine, drivetrain and suspension systems, including Porsche Traction Management (PTM) with its fully-controlled all-wheel drive. PTM is standard on both the Panamera 4S and the Panamera Turbo.

The Panamera goes on sale at authorized U.S. Porsche dealers on Oct. 17, 2009. The manufacturer suggested retail price (MSRP) for the Panamera S is \$89,800, while the Panamera 4S and Panamera Turbo retails for \$93,800 and \$132,600, respectively.

Porsche Cars North America, Inc. (PCNA), based in Atlanta, Ga., is the exclusive importer of Porsche sports cars and sport utility vehicles for the United States. It is a wholly owned, indirect subsidiary of Dr. Ing. h.c. F. Porsche AG. PCNA employs approximately 180 people who provide Porsche vehicles, parts, service, marketing and training for its 202 dealers. The dealers, in turn, provide Porsche owners with best-in-class service. Throughout its 60-year history, Porsche has developed numerous technologies that have advanced vehicle performance, improved safety and spurred environmental innovations within the automotive industry. The company continues to celebrate its heritage by adding to its long list of motorsports victories dating back to its first 24 Hours of Le Mans class win in 1951. Today, with more than 28,000 victories, Porsche is recognized as the world's most successful brand in sports car racing. PCNA, which imports the iconic 911 series, the Boxster and Cayman sports cars and Cayenne sport utility vehicles and soon the Panamera gran turismo for the United States, strives to maintain a standard of excellence, commitment and distinction synonymous with its brand.

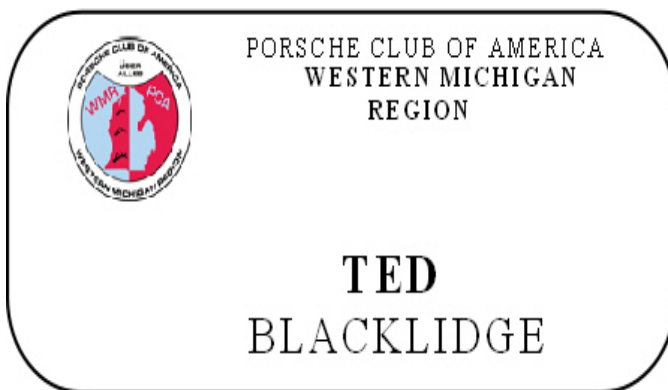
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