



The
Florida
Economics
Club

864 East Park Avenue
Tallahassee, FL 38801

(904) 838-4800

July 29, 1987

The Honorable William Webster
Director of Central Intelligence
Central Intelligence Agency
Washington, DC 20505

Dear Mr. Webster:

The Board of Directors cordially invites you to address the Florida Economics Club at a time of your convenience this year or next.

The Florida Economics Club is recognized as Florida's most important forum for distinguished speakers on issues of the day. We are patterned after the Economic Club of Detroit and the Commonwealth Club of San Francisco.

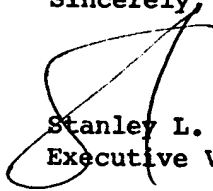
Our membership of 400 comes close to being a Who's Who of Florida's capital city. It includes past and present Governors, members of the State Cabinet and Supreme Court, heads of government agencies and leaders of the business and professional and educational community in Florida's capital city.

Our meetings are covered by one of the largest capital press corps of any state. These correspondents -- approximately 40 -- represent every major daily newspaper and television station in the state.

Our meetings are usually held at noon on Fridays but we can adjust to meet your schedule.

We sincerely hope you can accept our invitation.

Sincerely,



Stanley L. Tait
Executive Vice President

ST/tmb
Enclosures

REFERENCE

Florida's
most important
forum for
distinguished
speakers
on issues
of the day

EDGE

The Florida Economics Club

MAY 1987

Friday May 1

We are pleased to present
the 131st in our series
of distinguished speaker programs.

CLIVE CHAJET
Chairman and CEO
Lippincott & Marguiles, Inc.
New York, New York

11:45 a.m.
Cash Bar

12:00 Noon
Buffet Luncheon
Grand Ballroom
Silver Slipper Restaurant

12:40 p.m.
Introduction by:
Dr. Mary Pankowski
Associate Vice President
FSU Center for
Professional Development

12:45 p.m.
Address by Mr. Chajet

**"CORPORATE IDENTITY:
THE COMMUNICATIONS
COMPONENT OF
CORPORATE STRATEGY"**
Questions from the audience

In today's jumble of mergers, acquisitions and divestitures, corporate identification programs have become a booming business for companies specializing in corporate communications planning. Clive Chajet is the chairman and chief executive officer of the nation's oldest and largest of these consulting firms - Lippincott & Marguiles, Inc.

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CLIVE CHAJET



RICHARD SCHIFTER

Friday May 8

We are pleased to present
the 132nd in our series
of distinguished speaker programs.

RICHARD SCHIFTER
Assistant Secretary of State
for Human Rights and
Humanitarian Affairs
U.S. Department of State

11:45 a.m.
Cash Bar

12:00 Noon
Buffet Luncheon
Grand Ballroom
Silver Slipper Restaurant

12:40 p.m.
Introduction by:
Carrol Dadisman
Publisher
The Tallahassee Democrat

12:45 p.m.
Address by Ambassador Schifter
**"HUMAN RIGHTS - A FOCAL
POINT FOR AMERICAN
FOREIGN POLICY"**

Questions from the audience

Richard Schifter has been the Assistant Secretary of State for Human Rights and Humanitarian Affairs since late 1985. He also serves as the United States member of the United Nations Human Rights Commission, a position which he has held since 1983. During 1984-85, Mr. Schifter served as Deputy United States Representative in the Security

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Chajet

(continued from page 1)

Founded in 1945 by Walter P. Marguiles, the firm has developed corporate identity programs and communication strategies for many of the Fortune 500 companies including American Express, Amtrak, Chrysler Corporation and The Standard Oil Company. The company pioneered the discipline of corporate identity, creating an understanding in the business community that corporate communications plays a significant role in a company's overall corporate strategy.

Prior to being named chairman in June 1986, Mr. Chajet was vice chairman and CEO. And, before merging with Lippincott & Marguiles in 1983, he operated his own communication consulting firm, whose client list included The Coca Cola Company, Johnson & Johnson and Beatrice Foods.

Mr. Chajet is a past president of The Packaging Designers Council and a co-author of a chapter in the 1986 edition of the *Handbook of Modern Marketing* entitled, "Planning and Administering the Corporate Identification Program."

Born in London, Mr. Chajet earned a B.A. in Economics from Columbia University.

Schifter

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Council of the United Nations, with the rank of Ambassador.

Upon graduation from law school, Mr. Schifter joined the law firm now known as Fried, Frank, Harris, Schriver and Jacobson as an associate in its Washington, D.C. office. He became a partner in 1957 and continued in that capacity until entering government service full-time.

In his home state of Maryland, he has been very active in educational affairs as a citizen member of various boards and commissions. His service encompassed twenty years of membership on the Maryland State Board of Education, including eight years as Vice President and four years as President. He also served on the Executive Committee of the Board of Visitors of the Maryland School for the Deaf, as Chairman of the Governor's Commission for the Funding of the Education of Handicapped Children and as Chairman of the Maryland Values Education Commission.

Born in Vienna, Austria, Mr. Schifter came to the U.S. in 1938. He graduated summa cum laude from the College of the City of New York and received his L.L.B. from Yale Law School.

Legislative Priorities

Excerpts from an address by Governor Bob Martinez April 3, 1987

In May of 1985 when I was here to speak, the topic I spoke about was fiscal conservation. We had just made a preliminary budget presentation to the Tampa city council and again were able to show that we were reducing taxes. But in that same speech we spoke about being able to contain the cost of governing, that all money that comes in need not be spent and that you must have a healthy source of revenue. You should not necessarily take it to its highest rate, but simply make certain that everyone who lives in the community also participates in paying for some of the services of that community. Two years later, we are talking about having to expand the revenue base of the State of Florida.

In a state like Florida, where either we have become or we are about to become the fourth largest state, it is going to take an awful lot of effort by all of us to make certain that we have a quality of life that will assure everyone of full fulfillment and opportunities, whether young or old, whether employed or not. And that task is not easy.

It is not easy for these reasons: 1) Growth in itself isn't quality. You have to provide for it by protecting the environment, by making certain that our roads and highway systems work, by making certain that there is public safety for all, by making certain that you just don't open up a classroom if there is inadequate teaching taking place in that facility; 2) It is complicated thoroughly by the fact that cities and counties and states all over this nation have lost federal revenue because the federal government has retrenched and removed itself from being a major player in the financing of state and local government. So, either you provide the services with your own dollars or you do away with services. The mission that lies ahead is

New Members

Robert Bone
President
Tallahassee Chamber of
Commerce

Jeb Bush
Secretary of Commerce
Florida Department of Commerce

Jim Heath
Controller
Tallahassee Housing Authority

Tom Pelham
Secretary
Florida Department of
Community Affairs

not simply dealing with growth. It has to do with maintaining quality of life. It has to do with absorption of some of the costs that are being incurred now by local and state governments.

You, in business, create some 200,000 new jobs every year throughout this great state. And, consistently, the State of Florida has remained at least one percent under the national unemployment rate. That speaks well for Florida's economy. Our economy has grown, but it has grown away from commodities to services. Today, about 80% of all economic activity is service and not commodity-based. But, the people that are moving here are not necessarily interested in whether the economy is commodity based or service based. They want services. They do not want moratoriums; they do not want their children to have to share textbooks; they do not want a correction system that has to release prisoners; they do not want grid locks at intersections; and they do not want a university system that cannot compete for research and development.

It is for that reason, we have recommended that we expand the sales tax in terms of its base. As you know, in 1986 a conscious decision was made to sunset sales exemptions on services. We have recommended that some services ought to be exempt, such as medical services, etc. We felt that with a broader tax base not only would the revenue base be improved but we could better withstand any downturns in the economy since the service side does not seem to be hurt as badly as the commodity side with downturns. And because the tax on the service side also is more reflective of the growth of the State of Florida. We can assure some of those things that I have talked about that need to be maintained for the quality of life.

I know that sitting out in this audience are those who for the first time may be exposed to having their services taxed in one way or another. And no one likes taxes. But, I have also found that Floridians want to do

what is right and not just what is expedient. We can't have a short-term solution by simply increasing the sales tax with nothing else. My recommendation has been not only to expand it but to roll back from 5 to 4½% (which is a savings of some \$300 million in fiscal '87-'88) and provide local government (cities and counties) with the opportunity of a one-cent local option sales tax so that they can begin to deal with the issues of growth.

In 1985, great foresight was shown when we adopted the state comprehensive plan, which is a document that is supposed to be visionary in leading to a better quality of life. But the details on its implementation simply weren't there, nor were the financial resources for implementation there and we have spent some two years now developing the cost factors in the Department of Community Affairs. We have seen the Zwick report come back saying that we need some \$54 billion for infrastructure, of which some \$17½ billion is for local needs. And I don't know that you and I agree with this \$54 billion or not. I think we would agree that we'll need a lot of billions to get to the year 2000.

I have said often and I will continue to say that we, as public officials, and you, as community leaders, should not insist on implementing a law calling for a great vision of the future if it is not to be implemented. We should not play the role of fooling the public. If we are not serious about carrying out the growth management plan, which calls for the expenditure of money, then there will be a deterioration in our quality of life and we may have a different kind of growth management.

Some say, what is it that you want to achieve in your years in office? I guess there is one thing that I would like to achieve: to be able to say that I was able to carry out my plan. You can continue to define it and redefine it all you want. But it is going to take an awful lot of talent between the private and public sector, better management and perhaps some new resources, and between state govern-

ment and local government. Sometimes they are not easy to work out and, yes, you have to eliminate waste in the existing documents. In our first effort, we have pinpointed \$47 million in the budget that we are not recommending to continue. We took a budget that we basically inherited — a massive document that involves some \$16.5 billion and recommended some changes that we are setting in motion for the next session. For instance, this thing called a continuation budget has got to be dissected. It has a life of its own, and it just rolls from one year to the other. Then there is the level price increase, some magic term that automatically drives the continuation budget. These, in my view, are not good budgetary practices, and we will work with our agencies to make certain that we understand what is in that existing document and what needs to be carried forward and what needs to be eliminated.

The funny thing about government is that it is always easy to give but it is very hard to take back, even if what you have given never should have been given. There is always an audience of those who don't want to give it up. It is the nature of things. So I don't expect all that I have described to be done without controversy. But having served for over seven years as mayor I have also become accustomed to that.

When I said that I believe in home rule, I meant that I believe in home rule. We will be very, very guarded about legislation that mandates local governments to do things without the money to follow.

I'm looking for a broader base but I'm not looking at exactly which specific items or how many dollars come from it. I'm looking for a reasonable expenditure somewhere between 5½% and 6% and actual expenditures of about half of what has been running the last four years. I'm looking for a good rainy day fund for days like this to make sure that we do not have a catastrophe in front of us should we have an economic slowdown. And we are looking for local government to have a source of revenue.



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- J. T. Williams, Jr., President, Killlearn Properties, Inc.
- O. Burke Yung, Investor

UPCOMING PROGRAMS

While no speakers have been scheduled yet, we do intend to present programs in the coming months. We'll let you know who, when and where as soon as we get something firmed up.



The Florida Economics Club

Telephone: (904) 222-4200

864 East Park Avenue • Tallahassee, Florida 32301

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