

STAT

Declassified in Part - Sanitized Copy Approved for Release 2012/08/30 :
CIA-RDP90G01353R001900090024-1

Page Denied

Declassified in Part - Sanitized Copy Approved for Release 2012/08/30 :
CIA-RDP90G01353R001900090024-1

ROUTING AND RECORD SHEET

SUBJECT: (Optional) Arrangements for your Address of the Regional Commerce and Growth Association
13 April 1988

FROM: William M. Baker Director, Public Affairs	EXTENSION 27676	NO. PAO 88-0131
		DATE 11 April 1988

TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		

TO: (Officer designation, room number, and building)	RECEIVED	FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. ER	11 APR 1988		<i>TKK</i>	
2.				
3. DCI	4/11	4/12	✓	
4.				
5. PAO				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				

DCI
EXEC
REG

DCI
EXEC
REG

P-309-IR

~~CONFIDENTIAL~~

PAO 88-0131

Distribution:

Orig. - DCI
 1 - ER *AB*
 25X1 1 -
 1 - D/PAO
 1 - PAO Registry
 1 - PAO Ames
 1 - PAO Chrono
 1 - MED(Subject)
 1 - DCI Security
 1 - Jean

11 April 1988

MEMORANDUM FOR: Director of Central Intelligence

FROM: William M. Baker
 Director, Public Affairs Office

SUBJECT: Arrangements for your Address of the
 Regional Commerce and Growth Association

1. This is background information for a luncheon (12:00 noon - 1:30 p.m.) in the Russell Senate Office Building, Room 325 (Caucus Room) and your address (1:45 - 2:30 p.m.) of the Regional Commerce and Growth Association (RCGA) in the Dirksen Senate Office Building, Room 562, on Wednesday, 13 April. I will remain with you throughout the event.

2. RCGA Luncheon, Russell Senate Office Building, Room 325, 12:00 noon - 1:30 p.m.: You are asked to be at the luncheon at 12:00 noon where you will be met by Chairman of Chemtech Industries William Schierholz and Chairman of the Board of Laclede Gas Company Lee Liberman. (See biographies opposite.) Although seating is not assigned you will be at the VIP table with Mr. Schierholz and Mr. Liberman. (See opposite for list.) Remarks will be given by Senator Bill Bradley from 12:45 - 1:15 p.m. Members of the Missouri and Illinois delegation also will attend and make informal remarks. Senators John Danforth, Kit Bond, Allan Dixon, and Paul Sarbanes (MD) are expected along with Representatives Gephardt and Buechner. Adjournment is at 1:30 p.m. Mr. Schierholz will escort you to the Dirksen Senate Office Building, Room 562 for your address.

3. Address of the Regional Commerce Growth Association, Dirksen Senate Office Building, Room 562, 1:45 - 2:30 p.m.: Your remarks are scheduled to begin at 1:45 p.m. and Mr. Liberman will introduce you. The suggested format is 20 minutes of remarks and 20 minutes of questions and answers. At the end of the program Mr. Liberman will present you with a gift in recognition of your work as FBI Director. Adjournment is at 2:30 p.m. The room will be set up in classroom style and a podium and microphone will be available. DCI Security will tape your remarks for the Agency's historical records. Prior to publication, we have requested the right to review any of your remarks that RCGA wishes to publish in their monthly magazine COMMERCE or their newsletter RCGA ACTION. RCGA has made arrangements for a photographer to photograph events at the luncheon as well as your address.

~~CONFIDENTIAL~~*P-309, R*

An audience of approximately 100 CEOs of large corporations, smaller business and civic leaders is expected. (See list of attendees opposite.) Although the media will cover the luncheon, the press is not expected at your address.

4. Background: The Regional Commerce and Growth Association has a membership of 4500 from the St. Louis metropolitan area. The RCGA is similar to a Chamber of Commerce in that it promotes the economic welfare of its community. In 1973 the Association was formed with the merger of three existing organizations: the Chamber of Commerce of Metropolitan St. Louis, the St. Louis Regional Industrial Development Corporation and the St. Louis Research Council. (For further background information see opposite.)

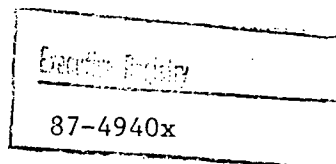
In the morning prior to your address, US Trade Representative Clayton Yeutter will speak to the group. (See agenda opposite.) You spoke to this group in March, 1983.

William M. Baker

CONFIDENTIAL

Page Denied

Next 1 Page(s) In Document Denied



WM. F. SCHIERHOLZ

December 23, 1987

Dear Bill:

I really appreciated the opportunity to visit with you on the phone last Friday and I hope I didn't overstay my welcome. I know the challenges in your new job must be interesting and exciting, but also very tedious and requiring a lot of time involvement. I am sure you are gratified that the Press continues to be strongly supportive of your efforts.

As we discussed on the phone, the RCGA will be coming to Washington April 13 for its annual visit. Approximately 100 members are expected to attend. We will follow the usual routine through lunch, which will be attended by members of the Missouri and Illinois delegations as our guests. Of course, we will welcome your attendance at that affair. After lunch we will bring our members to the CIA Auditorium, at which time we will look forward to your remarks to our group and our opportunity to make a brief presentation to you. You explained that it would be difficult, if not impossible, to take a group that large through your headquarters and we certainly understand this situation.

Bill, we are very grateful to you for your verbal acceptance of our invitation to address this group. St. Louis in general, but the group represented by RCGA in particular, is very proud of Bill Webster and we look forward to the opportunity of hearing you and honoring you.

Sincerely,

A handwritten signature in cursive script, appearing to read 'W. H. Webster'.

Judge William H. Webster
The Director of Central Intelligence
Washington, D.C. 20505

SCHIERHOLZ, WILLIAM F., chemical company executive; b. St. Louis, Oct. 14, 1921; m. Joan M. Schierholz; children—Margaret A., John W., William F. III. B.S. in Engring Adminstrn., Washington U., St. Louis, 1943. Salesman, gasoline sales mgr. Fuel Oil Co., St. Louis, 1946-49, v.p., gen mgr., 1950-55; pres. St. Louis Solvents and Chem. Co. (name changed to Chemtech Corp., 1961, to Chemtech Industries, Inc., 1973), 1956—; mem. Mo. Transp. and Devel. Council, Mo. Hwy. and Transp. Commn; dir. St. Louis Fed. Savs. & Loan Assn., Gen. Metal Products Co., Hardy Salt Co. Bd. dirs., exec. com. Jr. Achievement of Mississippi Valley, Inc.; bd. dirs., chmn. adv. bd. St. Louis Area council Boy Scouts Am., 1977-80. Served to capt. USAAF, 1942-46. Mem. Pres. Assn., Am. Mgmt. Assn., Am. Assn. Indsl. Mgmt. (pres. 1976), Regional Commerce and Growth Assn. (past dir., vice chmn. transp.), Mo. C. of C. (dir., exec. com., chmn. fin. com.), U.S. C. of C., Chem. Mfrs. Assn., Affiliated Chem. Group (pres. 78-80), Adaciom, Beta Theta Pi. Clubs: Mo. Athletic, University, Stadium. Lodge: Rotary (pres. St. Louis 1981-82). Office: Chemtech Industries Inc PO Box 31000 Saint Louis MO 63131

Biography of Lee M. Liberman

Mr. Lee M. Liberman has been Chairman of the Board of Laclede Gas Company since 1976. He joined Laclede in 1945 after graduation from Yale University and active duty in the U.S. Army Air Corps. His corporate directorships include:

- Angelica Corporation
- Boatmen's Bancshares, Inc.
- Boatmen's National Bank
- CPI Corporation
- Falcon Products
- Insituform Mid-America, Inc.
- INTERCO Incorporated
- Laclede Gas Company

His community service includes:

- Chairman, St. Louis Symphony Society (1987-19--)
- Immediate Past President, St. Louis Symphony Society (1983-1986)
- Co-Chairman, St. Louis Regional Health Care Corp. (1983-19--)
- 1987 Chairman, United Way Campaign
- 1986 Executive Vice Chairman, United Way
- 1985 Chairman, Salvation Army Tree of Lights
- 1985 Chairman, Citizens Committee for Emergency Communications System (March-April 1985)
- 1985 Chairman, NAACP Annual Dinner (November 1985)
- Chairman, Regional Commerce and Growth Association
- Vice President and Chairman, Civic Progress Committee on Health Care Cost Containment
- President, Executive Service Corps of St. Louis
- Past President, Backstoppers (1984)
- Past Chairman, Jewish Hospital (1974-1979)
- Past President, Family and Children's Service

Director or Trustee of:

- Arts and Education Council
- Backstoppers
- Cardinal Glennon Hospital
- Jewish Hospital
- Laclede School of Law
- Washington University
- Washington University Medical Center and Associated Hospitals

VIP Table for RCGA

Judge William H. Webster

Mr. William M. Baker

Mr. Lee Liberman

Mr. William Schierholz

Mr. Frank Hodsoll

Mr. Earle Harbison

Mr. Jim Hoagland

Mr. Cassell Williams

Chairman, Laclede Gas Co.

Chairman, Chemtech

National Endowment for the Arts

President, Monsanto Company

President and CEO

Graybar Electric Company, Inc.

President, Space Directing

Business Representative

ST. LOUIS REGIONAL COMMERCE & GROWTH ASSOCIATION
ANNUAL BRIEFING SESSION
WASHINGTON, D.C.
April 13, 1988

Mrs. Irma AuBuchon-Lee
Leonard A. AuBuchon
Real Estate Company

Mr. James Auffenberg, Jr.
General Manager
Auffenberg Ford

Mr. John Paul Barrie
Partner
Gallop, Johnson & Neuman

General Donald Bennett
Director of Airports
Lambert-St. Louis
International Airport

Mr. Joseph E. Birk
Assistant to the Vice President
& General Counsel
Union Electric Company

Mr. Timothy Blair
Vice President Director
of Marketing Services
Centerre Bank

Mr. Robert Blanchard
Director Public Affairs
St. Louis RCGA

Mr. M. James Bogart ***
Vice President Governmental
Affairs & Transportation
St. Louis RCGA

Ms. Heather Brown
President
Warranty Service Company

Honorable Thomas Wayne Brown
Mayor, City of St. Peters

Lt. General John Burns
c/o Gibson's Destin KOA

Mr. Michael Campbell
President
Madison County Farm Bureau

Mr. Nicholas Campbell
Corporate Vice President
Business Development
Midcoast Aviation, Inc.

Ms. Gayle Capozzalo
Senior V.P.- Planning/Marketing
SSM Health Care Systems

Mr. Michael Wayne Chambers
Consultant
Towers/Perrin/Forester/Crosby

Mr. Norman Coats
Consultant

Mr. George Conant
Chairman
Rubelmann-Lucas Inc.

Mr. Barry Coughlin
Regional Manager, Governmental Affairs
Ford Motor Company

Mr. Warren Courtade
Sales Operations Director
AT&T

Mr. James Crawford
Crawford Enterprises

Mr. Rainey Crawford
Industrial Relations Manager
Ford Motor Company
St. Louis Assembly Plant

Mr. Ronald Daine
Service Area Manager
Illinois Power

Ms. JO-Ann Digman **
District Office Director
Office of Senator Bond

Mr. Carroll J. Donohue
Partner
Husch, Eppenberger, Donohue,
Cornfeld & Jenkins

Mr. Michael J. Esser
Principal
Edward D. Jones & Co.

Mr. Donald A. Estell
President
Bingham & Company

Mr. Byron Farrell, P.E.
President
Helmkamp Construction Co.

~~Mr. Neal J. Farrell
President & CEO
Mercantile Bank, N.A.~~

Mr. Jerome S. Feldman
City Manager - Olivette
City of Olivette

Mr. Kenneth R. Fiala *
Chairman of the Board and CEO
Community Federal Savings
& Loan Association

Dr. Gerhard Flegel
Doctor of Osteopathic Medicine
Metro Urology Ltd.

Mr. Robert H. Gaffner
Assistant to the Chancellor
St. Louis Community College

Mr. Marvin A. Ginsberg
Partner
Sorkin Ginsberg
& Associates Architects

Ms. Debra J. Gorsuch
Director of Operations
Bill T. Walker & Associates

Mr. William M. Graves
Manager, Midwest District (retired)
General Electric Co.

Mr. Harold Guller
Chairman and CEO
Essex Industries, Inc.

Mr. Larry Hammelman
Vice President
Hammelman Rubber Co.

Mr. Frank Hamsher
Counsel to the Mayor
City of St. Louis

Mr. Earle H. Harbison, Jr.
President
Monsanto Company

Mr. Robert Harmon **
Corporate Vice Pres. Civic Affairs
McDonnell Douglas Corp.

Mr. Steven C. Hartenbach
President
Hartenbach Carpet

Mr. Mitchell Winslow Henson
Administrative Assistant to the
Superintendent
Ferguson-Florissant School District

Mr. Robert E. Hlavacek
Project Director
MK Ferguson Company

Mr. James L. Hoagland
President and CEO
Graybar Electric Company, Inc.

Mr. Glen Holt
Executive Director
St. Louis Public Library

Mr. Steve Hoven
Administrative Assistant
to the President
St. Louis RCGA

Mr. Guy E. Jester
Vice President
J.S. Alberici Constr. Co.

Mr. Dave Johnson
President
Johnson Group

Mr. John Edward Jones
President
JonesMayer, Inc.

Mr. John Kaczmariski
Vice President
Human Resource Management Corp.

Mr. Sy Kaplan
Senior Vice President
Blue Cross/Blue Shield
of Missouri

Mr. Nicholas Karakas
President
Marcus Distributors

Mr. Richard Kearns
President
Delivery Network

Mr. Ormond B. Kinney
President & CEO
Gelco Truck Leasing

Mr. Ralph Korte
Board Chairman
Ralph Korte Construction Co. Inc.

Mr. Ray Laidet
Consultant
Rubelmann Lucas Inc.

Mr. Lee M. Liberman
Chairman and President
Laclede Gas Company

Mr. Joseph Lipic
President
Alexander Manufacturing

Ms. Carolyn Bette Losos
Director
Leadership St. Louis
& Experience St. Louis

Mr. John Maupin
Corporate Counsel
Fred Weber, Inc.

Mr. Thomas J. McReynolds
President
McReynolds Appraisal Co., Inc.

Mr. Harold Miller
President
Binder Design, Inc.

Mr. Kirk Miller
Vice President
Binder Design

Mr. Paul L. Miller, Jr.
President
P.L. Miller & Associates

Mr. Gary Mohr
Executive Director
St. Louis Business Industry Labor
Center
St. Louis Community College

Mr. Harry T. Morley, Jr.
President & CEO
Taylor-Morley-Simon, Inc.

Mr. Carl Officer & Bodyguard
Mayor
City of East St. Louis

Mr. Jan Paynton
Director Public Works
St. Louis County Government

Mr. Fred H. Perabo
Director Employee Relations
& Community Affairs
Ralston Purina Company

Mr. Irving Rader
President
Metal Masters

Mr. Tom Robards **
Assistant Vice President
Centerre Bank

Mr. Perry Roberts
Vice President, Public Affairs
Emerson Electric Co.

Sister Mary Jean Ryan, FSM
President/CEO
SSM Health Care Systems

Mr. William F. Schierholz, Jr.
Chairman
Chemtech Industries, Inc.

Mr. Thomas Schlafly
Board President
St. Louis Public Library

Mr. Jack Simon
President
Gateway City International Inc.

Mr. George Sloan
Vice President
St. Louis RCGA

Mr. Colin Stahlhut ***
Director Small Business
St. Louis RCGA

Mr. Robert Staniforth
Associate
Johnson Group

Dr. Jeffrey P. Stephans
Jeffrey P. Stephans DDS, Inc.

Mr. Les Sterman
Executive Director
East-West Gateway
Coordinating Council

Mr. Richard O. Stocke
Controller
Pin-Clair Corporation

Mr. Herbert Stone
Plant Manager
General Motors Assembly Plant

Mr. Martin J. Strussion
President
St. Joseph Health Center
- Hospital West

Mr. Duane Stuckey
Executive Director
of Economic Development
University of Missouri-Columbia

Mr. Charles Swisher
Executive Director
Sunderbruch Corporation

Dr. Richard A. Sutter
Barnes Sutter Health Care

Mr. Ned Taddeucci
President
St. Louis RCGA

Mr. Vito Tamboli
Sr. Vice President-Corporate Affairs
SSM Health Care Systems

Mr. Benton Taylor
Chairman of the Board
Taylor-Morley-Simon, Inc.

Mr. Bob Tracy
Vice President
Centerre Bank

Mr. Ed True
President
Money Matic

Ms. Betty Van Um
Assistant to the Chancellor
University of Missouri-St. Louis

Mr. Bill Walker
Attorney
Bill T. Walker & Associates

Mr. Henry Warshaw
President
Mark Twain Bank

Mrs. Janet McAfee Weakley
President
Janet McAfee, Inc.

SPECIAL GUESTS ATTENDING LUNCHEON ONLY

Mr. Jim Webb *
Director of Government Relations
Sverdrup Corporation

Mrs. Melinda S. White
Administrative Assistant
Contour Design

Mr. Ronald L. White
President
Contour Design

Mr. Cassell Williams
President, Space Directing
Business Representative,
I.A.M.A.W., District #837

Mr. Bill Work
Maj. Gen'l USAF (Ret)
Advertising Club

Mr. Arthur E. Wright, Jr.
General Manager
Hill & Knowlton Inc.

Mr. Bob Wydra
General Manager
Tri City Regional Port District

-
- * Will meet the group in Washington
 - ** One way only (going)
 - *** One way only (returning)

Honorable Kit Bond
United States Senator

Honorable Jack Danforth
United States Senator

Honorable Paul Sarbanes
United States Senator

Honorable Allan Dixon
United States Senator

Judge William Webster
CIA Director

Mr. Doug Wallin
Emerson Electric Co.

Mr. Warren Erdman
Office of Senator Bon

Ms. Clair Heffernan
Office of Senator Bond

Mr. Gary Lee
IC Industries Inc.

Ms. Ann Santos
IC Industries Inc.

Mr. Murray Belman
Thompson & Mitchell

Ms. Marise Stewart
State of Missouri Office

Mr. Stephen J. Slade
Trans World Airlines, Inc.

Mr. Donald Johnson
National Bureau of Standards

Dr. Alan Leshner
National Science Foundation

Colonel Richard B. Fowler, II
Commander 375th Wing

Frank Hodson
National Endowment for the Arts

Mr. Jerry McDermott
Legislative Assistant for
Senator Paul Simon

Mr. Mark Farrell
Committee on Commerce,
Science and Transportation

ABOUT THE RCGA

The Regional Commerce and Growth Association is a membership organization covering the St. Louis metropolitan area: The City of St. Louis, the Missouri counties of St. Louis, St. Charles, Franklin and Jefferson, and the Illinois counties of St. Clair, Madison, Monroe, Clinton, and Jersey.

The RCGA is similar to a Chamber of Commerce in that it promotes the economic welfare of its community. However, there are some differences. Most importantly, its membership includes labor unions.

Labor and business cooperate through the RCGA to seek more jobs and increased prosperity for all the region's residents.

The RCGA's membership also includes area institutions such as hospitals and universities, local governments and non-profit organizations.

The Growth Association was formed in 1973 with the merger of three existing organizations: the Chamber of Commerce of Metropolitan St. Louis, the St. Louis Regional Industrial Development Corporation and the St. Louis Research Council.

The RCGA now has approximately 4500 members in the bi-state area. The Growth Association works in three areas to better the economic climate of the St. Louis region.

First, it assists area businesses and industries, encouraging them to remain and expand in the area. It also seeks out and helps businesses considering a move into the St. Louis region.

Second, it works with public officials to obtain needed legislation or publicly-financed projects that will increase the region's employment, improve its productivity and income or make it more attractive to business and industry.

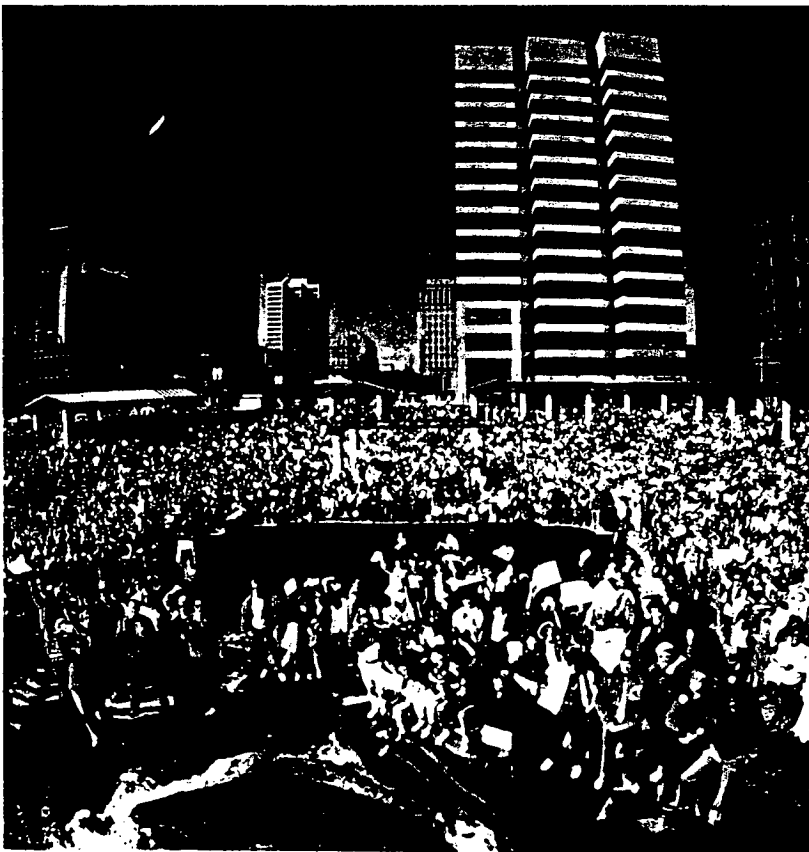
Third, it performs research on economic matters and publishes reports, studies, directories and guides.

Over the past several years, the RCGA has worked for such things as the replacement of the deteriorating Lock and Dam 26 on the Mississippi River in Alton, Illinois; organization of an area labor-management committee to encourage better communications between unions and employers; development of the Port of Metropolitan St. Louis; establishment of a high-tech research park and urban innovation center; the sending of representatives to call on business executives in their home offices across the country and explain the advantages of doing business in the St. Louis area; the formation of a Small Business Council to assist small business owners and managers; the establishment of a Town Hall Forum Program to bring nationally recognized speakers and leaders to St. Louis; funding of major St. Louis area construction projects from the \$600 million Missouri state bond issue; and design and funding of a national advertising campaign promoting St. Louis.



I'M SOLD ON

St. Louis



1987
ANNUAL REPORT



**ST. LOUIS REGIONAL
COMMERCE & GROWTH ASSOCIATION**

100 South Fourth Street, Suite 500
St. Louis, MO 63102 / 314-231-5555

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Arrangements for your Address of the Regional Commerce and Growth Association
13 April 1988

STAT	William M. Baker Director, Public Affairs	EXTENSION 27676	NO. PAO 88-0131
			DATE 11 April 1988

TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. ER				
2.				
3. DCI				
4.				
5. PAO				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				

RCGA

The Key to Economic Development Success and Prosperity in the St. Louis Region

The RCGA is *the* chamber of commerce for the St. Louis region which consists of the City and County of St. Louis, the Missouri counties of St. Charles, Jefferson and Franklin, together with the Illinois counties of St. Clair, Madison, Monroe, Clinton and Jersey. The 5,700-square-mile area has a population of some 2,500,000 people and is a cohesive entity and a definable market area.

For a century and a half, the RCGA and its predecessor organizations have been a catalyst for the expanding economic growth and enriched quality of life in the St. Louis region.

The St. Louis region is moving ahead rapidly as a renovated hub of economic and cultural activity and progress. Accelerated economic prosperity for the entire region means prosperity for each business.

The RCGA strives to unify the St. Louis region in growth and development. This can be best achieved by greater membership and resources. With them, the region generally, and each business particularly, will greatly benefit and prosper. Encourage your business associates, clients and neighbors to join the region's Number One civic organization, the RCGA.

It molds together the commercial, industrial, professional, labor, philanthropic, educational, governmental and cultural sectors in a unified movement for regional success and prosperity. Total regional cooperation is the goal of the RCGA. More specifically, the RCGA goals can be summarized:

ONE: To upgrade and improve the region's national and international image.

TWO: To improve and escalate the economy and economic development, the prosperity and the well-being of the region.

THREE: To improve the quality of life in the region.

FOUR: To weld the entire community together in a broad economic effort.

A true community economic development organization, the RCGA vigorously and thoughtfully promotes and supports the St. Louis region.

About the Cover

A hot-air balloon proclaiming "I'm Sold on St. Louis" was part of the local motivation campaign launched in 1987 by the St. Louis Economic Development Campaign of the RCGA. The three photos at the top, taken by RCGA Vice President-Marketing, John M. Stephens, shows the inflation of the balloon and its first liftoff at the VP Fair last July. The promotion was expanded to "I'm Sold on St. Louis and the Cardinals" and received international attention during the playoffs and World Series. The campaign sponsored a pep rally for the Cardinals in the new downtown amphitheater at Kiener Plaza, shown in the bottom photo taken by Bob Moore.

What's Inside

Chairman's Letter ... New Home ... 1987 Highlights ... Economic Development ... Technology ... Marketing ... Special Events ... Quality of Life ... Special Tributes ... Governmental Affairs, Transportation ... Small Business ... Membership ... Center of Excitement ... RCGA Officers, Board of Directors ... Committee Chairs ... RCGA Staff



Chairman's Letter

During 1987, the RCGA launched two major initiatives that we believe will be beneficial to this region for many years to come.

The first is a campaign proclaiming, "I'm Sold on St. Louis." It is a very positive image-builder that gained a lot of momentum during the summer and fall. Our improved self-image is helping St. Louisans convince others that this is a terrific place in which to work and to live. Our image among corporate decision-makers throughout the nation and world is also improving. With strong financial support, the St. Louis Economic Development Campaign is



Lee M. Liberman

stepping up its national public relations and advertising programs.

The second initiative is a joint effort of business leaders in St. Louis and Kansas City. In mid-1987, the RCGA and the Chamber of Commerce of Greater Kansas City started a series of meetings to discuss their areas' respective economic development programs.

Each metropolitan area had recently experienced disappointing results in efforts to attract major church headquarters. From the loss of these potential new jobs emerged a consensus on the need to strengthen existing economic development tools, launch new development measures and provide increased program funding.

"Progress for Missouri," an economic development program called "Pro Mo" was formulated and endorsed by business leaders in Kansas City and St. Louis to help make the State of Missouri more competitive. It is a joint cooperative effort to significantly improve the business climate and provide increased job opportunities for future generations of Missourians.

More significant than the individual legislative bills contained in "Pro Mo" is the strong cooperation of business leaders from the two cities. Instead of sponsoring competing programs in the legislature, we are working together to stimulate economic growth and to create new jobs. We are hopeful that other Missouri cities will join in the effort.

We are all justifiably proud of the work of the RCGA. It is doing well in two parts of its mission, that is in the retention and creation of jobs. However, in the area of attracting jobs, we find that Missouri is not as competitive as other states which provide significant incentives.

We also recognize that one of the problems we face in the region is that of governmental fragmentation. We have proposed to the Board of Freeholders the creation of an economic development district which would address this problem.

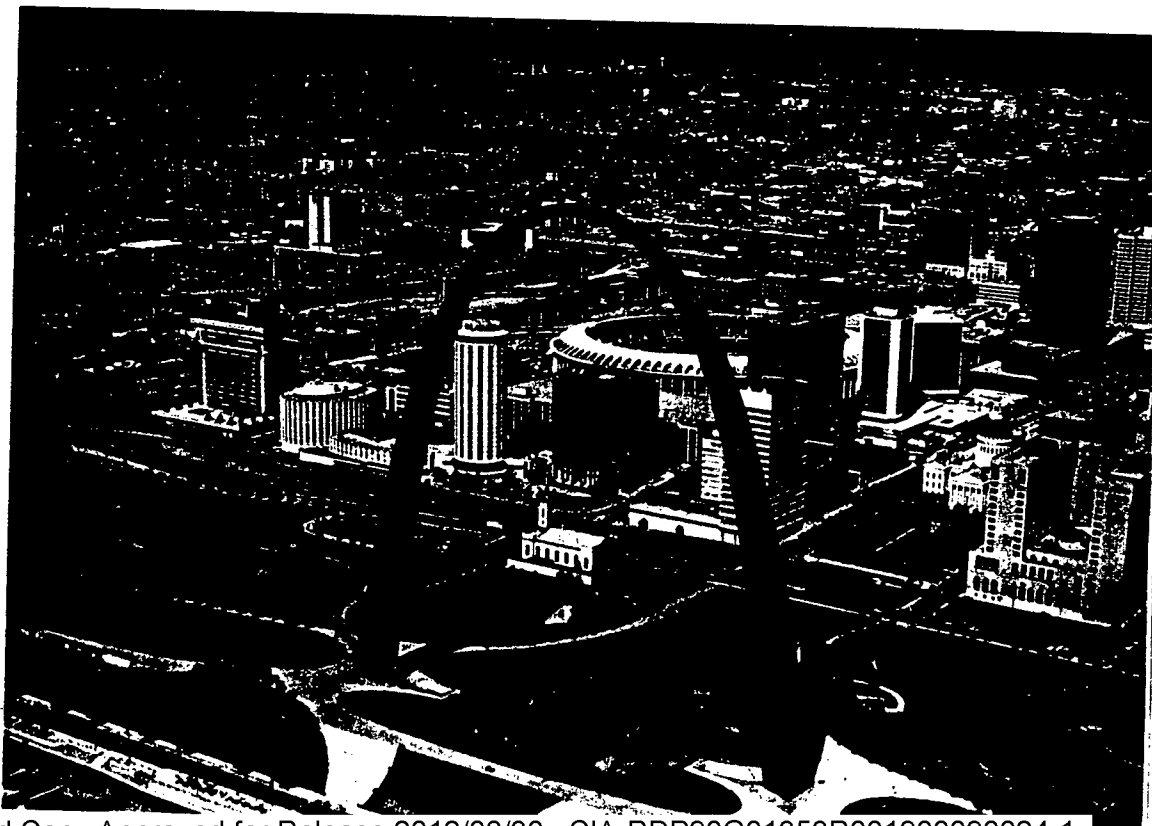
We are encouraged over the progress made in 1987 and look forward to accomplishments of this new teamwork. The RCGA anticipates continued growth of our local economy, spurred by the two initiatives of 1987.

Lee M. Liberman
Chairman

New Home

In July, the RCGA moved its offices to the new MCI Building, shown under the Gateway Arch in the photo at right. The \$40 million, 12-story building was developed by The Forsythe Group. It features an emerald green glass curtainwall; its two-level lobby has polished marble walls and a flamed granite floor. Hellmuth, Obata and Kassabaum Inc. was the architect and C. Rallo was the general contractor. The new RCGA facilities comprise 16,000 square feet, or about three-fourths of the fifth floor of the MCI Building.

Aerial Photo by Robert Srenco



1987 Highlights

St. Louis is in the midst of a region-wide renaissance, renovating the old and creating the new — offices, retail centers and hotels, manufacturing sites and transportation facilities. Since 1980, this region added 120,000 new jobs and \$9 billion in construction. While the local economy enjoyed a good year in 1987, it did not quite keep up with the national economy. After three years of exceeding the U.S. in employment growth, the St. Louis region returned in 1987 to the pattern of the previous decade in lagging behind the national rate of growth. The years 1983 to 1986 were golden years for local auto, defense and retail industries, but now these sectors are no longer booming, and no other sector is providing sufficient fuel to keep up with national growth rates. Employment here rose 1.5 percent during the year compared to 2.5 percent nationwide. Our unemployment rate has been improving in this decade; it was 6.7 percent in December, compared to the 5.8 percent rate of the United States as a whole. For the year 1987, the local jobless rate averaged 6.9 percent, the lowest average of the decade; the second best year for unemployment in the 1980s was 1986 with a 7.0 percent average. The region's employment growth projected for the next quarter-century by the National Planning Association ranks in the middle of American metropolitan regions. The projected local growth rate between 1985 and 2010 is 29 percent, which ranked 194th out of 317 metropolitan areas, the association reported recently.

★ ★ ★

Despite the lower growth rates, St. Louis still provides a strong job market, according to a recent issue of *Business Week's* new *Careers* magazine. The magazine reported, "The job market in St. Louis is healthy and competitive, with starting salaries close to \$30,000 for MBAs, accountants, and engineers, and around \$21,000 for entry-level managers. Nearly 100,000 scientists, engineers, computer technicians, and medical experts work for about 1,400 companies in the area, and more than \$100 million in venture capital has been invested in St. Louis technology firms in the past three years."

★ ★ ★

The vitality of the community was seen in numerous new projects that were announced, launched or moved toward completion in 1987. The state's largest skyscraper, the 42-story Metropolitan Square, is more than two-thirds complete. Construction of the \$100 million project by Metropolitan Life Insurance Co. is scheduled for completion next October, increasing the amount of available office space downtown by about 10 percent. Other down-



A \$3.2 million public square has been developed immediately west of Kiener Plaza on the Gateway Mall in downtown St. Louis. The new facilities include a 500-seat amphitheater. The principal architect was Team Four Design. The amphitheater was named in memory of Morton D. May, former president, chairman and chief executive officer of the May Department Stores, Co., who died in 1983.

Photo by Anmar/Andra Photographics Inc.

town projects changing the St. Louis skyline are the MCI Building (see Page 1 of report); Mercantile Operations Center, 555 Washington Avenue, formerly called the Dollar Building; and the renovated Hotel Majestic. Several projects, both new and renovated, are going up around St. Louis Union Station; these include Power House Place office-retail building, the Forsythe Plaza project in the former Century Electric Building, a 183-room Drury Inn in the renovated Railroad YMCA building, and a 10-screen movie house under Highway 40. A few blocks west of Union Station, A.G. Edwards & Sons is building a \$36 million, 17-story office tower.

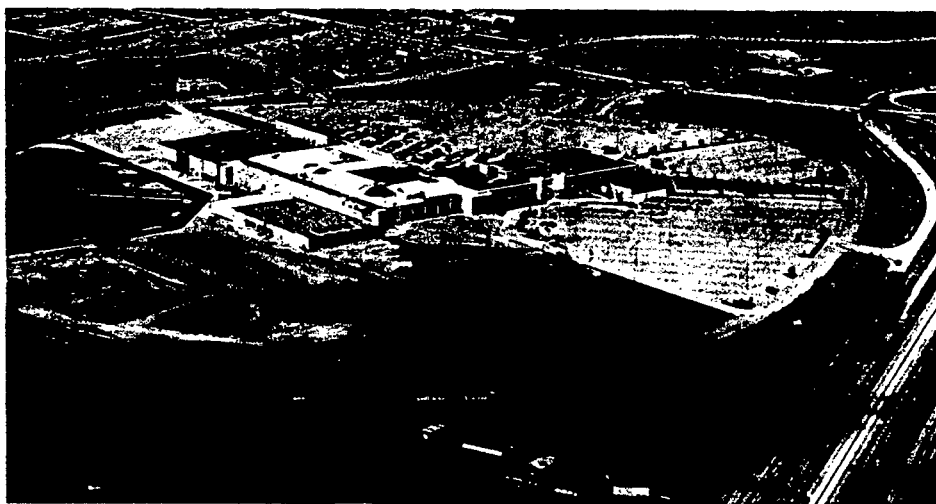
★ ★ ★

In St. Louis County, many commercial, institutional and residential developments sprung up in 1987. Construction was seen throughout the central, north, west and south parts of the county. Projects are widely varied: Central

Plaza in Ballwin, City Place in Creve Coeur, Corroon & Black Plaza in Clayton, Courtyards by Marriott in Creve Coeur and in Maryland Heights, Creve Coeur Corporate Center, Creve Coeur Pointe, Dierberg's Clocktower Place in North St. Louis County, Dierberg's Marketplace in Chesterfield, Emerald Point in Chesterfield, Fru-Con Center in Clarkson Valley, Hampton Inn in North County, Hypermart USA in Ferguson, Maryville Centre in West County, Old Town Executive Center II in Clayton, Paragon Place in West County, Park 270 in West County, South Park in South County, Herman Stemme Campus in West County, USA Today plant in Olivette, Village Square in Hazelwood, Westland Place in West County, and West Park in Creve Coeur.

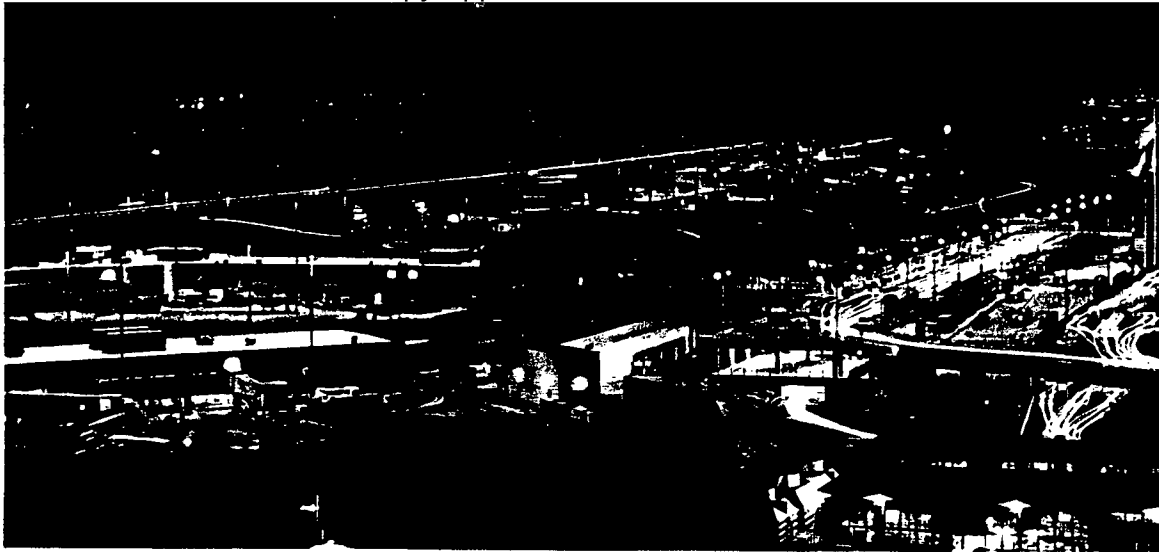
★ ★ ★

Best Buy Co., a Minneapolis-based retailer, opened seven electronics superstores in the St. Louis area in 1987. The RCGA assisted



The Mid Rivers Mall, on Interstate 70 in St. Peters, officially opened with 102 shops and restaurants. Anchors of the mall are Famous-Barr and Dillard's stores. The mall, which was partially open prior to 1987, is continuing to expand. Partners in the mall are May Centers Inc. of St. Louis and J.M.B. Realty Corp. of Chicago.

Srenco Photo



Lambert-St. Louis International Airport, the nation's sixth busiest, has an annual economic impact of \$2 billion on the St. Louis area, according to the Air Transport Association. As the domestic hub of Trans World Airlines, the airport provides excellent access to national and regional markets. Anmar/Andra Photo

the company in establishing the stores here. The locations are in Bridgeton, Fairview Heights, Florissant, South St. Louis, St. Charles, Town & Country Commons, and Webster Groves.

★ ★ ★

At the St. Louis Art Museum in Forest Park, a combination of restoration and new construction at the west wing provided 26 new galleries and 11 refurbished galleries that had been closed for nine years. The project was the final phase of a \$31 million renovation of the original Cass Gilbert structure. After the reopening on Nov. 20, the museum brought much of its permanent collection out of storage and embarked on an ambitious exhibition schedule.

★ ★ ★

The General Services Administration announced plans for federal building projects here totaling \$107 million. The projects are at the Federal Records Center, 9700 Page Ave., Overland; the Federal Center, 4300 Goodfellow Blvd.; the Mart Building, 405 S. Tucker Blvd.; and the Federal Courthouse 1114 Market St. The \$51 million renovation of the Mart Building started in the fall of 1987 and will be completed in early 1990.

★ ★ ★

Three military developments brought good news to the region during 1987. At Scott Air Force Base, the new U.S. Transportation Command was organized; it will eventually bring more than 500 jobs to the area. Also at Scott, builders started work on the new headquarters building for the Air Force Communications Command. At Fort Leonard Wood, construction started on the U.S. Army Engineer School, which is moving here from Fort Belvoir, Va.

★ ★ ★

The Jefferson National Expansion Memorial Commission selected a plan for extending the federal park on the St. Louis riverfront to the Illinois side of the river. The proposal calls for a park similar to that in St. Louis, running

along the waterfront between the Poplar Street and Eads bridges.

★ ★ ★

McDonnell Aircraft Co., a division of McDonnell Douglas Corp., formed new units to compete in the military aviation flight training business and to design military fighter aircraft of the future. One unit, McDonnell Aircraft Training Systems Co., received a \$102 million contract to build four simulators to train U.S. Navy crews for the F-14D and A-6F.

★ ★ ★

The Dog Museum of America has moved from New York to the historic Jarville House in Queeny Park in St. Louis County. The museum's board chose St. Louis as its home after a yearlong nationwide competition. Officials are planning renovations to make the location the museum's permanent home.

★ ★ ★

Essex Industries Inc. of St. Louis is developing a 717-acre site near Greenville, Ill., for the manufacture of explosive devices for the Navy. Propellex Corp., an Essex subsidiary will operate the project and will add about 150 jobs within two years. Emerson Electric Co. announced plans to build a 150,000-square-foot plant to develop advanced electronic controls and electric motor engineering; the Motor Technology Center will be located at Emerson's headquarters in north St. Louis County.

★ ★ ★

St. Louis County will redevelop the National Lead plant site in Lemay as part of the county's first public port and a major industrial park. Officials said the project will create 600 to 650 jobs and generate \$3 million more in county taxes each year; they expect the site to be redeveloped in parcels of 10 to 12 acres in the next five to 10 years.

★ ★ ★

The United Church of Christ announced that St. Louis remains among three possible choices in its study for the relocation of its

national headquarters. A decision on the move was continued until 1988. It would mean about 350 jobs and an economic impact of more than \$25 million per year. Meanwhile, the Presbyterian Church (U.S.A.) selected Louisville, Ky., for its new headquarters. Both denominations now are headquartered in New York. St. Louis was the only city to reach the final round of deliberations of both denominations.

★ ★ ★

American Electronic Laboratories Inc. of Landsdale, Pa., announced plans to build a factory at St. Louis Regional Airport at Bethalto, Ill., eventually employing up to 600 workers.

★ ★ ★

Eveready Battery Co., acquired in 1986 by Ralston Purina Co., moved its headquarters staff to St. Louis in 1987, bringing a \$15 million payroll and 325 new jobs to St. Louis. About 85 Eveready employees moved to St. Louis from Purchase, N.Y., and Danbury, Conn., and others were hired locally.

★ ★ ★

Mallinckrodt Inc. is spending about \$40 million on two new buildings at its north St. Louis plant. When completed in 1988, the buildings will add about 50 people to the plant's workforce of 750.

★ ★ ★

The St. Louis Baseball Cardinals not only dethroned the New York Mets as National League East champs but also beat them at the box office. The home attendance figure in St. Louis was 3,072,211, tops in all of baseball for 1987.

★ ★ ★

The permanently docked Admiral riverboat was opened to the public in March following a \$37 million rehab job. Unpaid bills forced the boat to close in November. In late December, Pittsburgh entrepreneur J. Edward Connelly announced a plan to reopen the vessel in May as a music hall of fame.

St. Louis

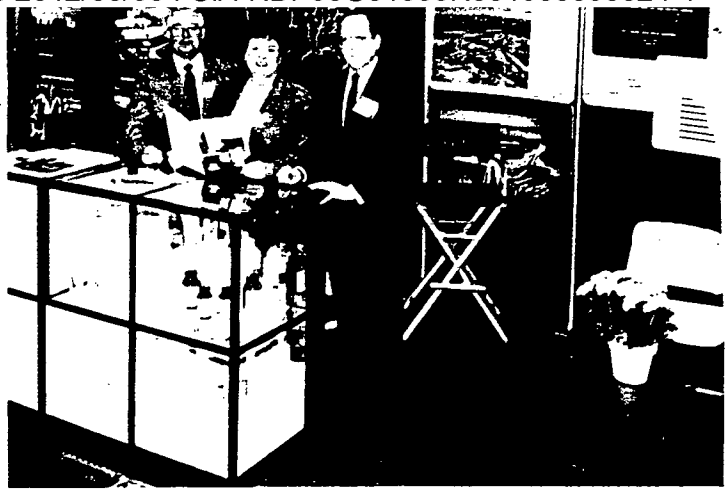
Economic Development

The RCGA Economic Development Division works to create new job opportunities by attracting investment in new facilities from outside the region. The Partnership, with the sponsorship of St. Louis city and county and the RCGA, markets the region nationally.

More than 300 companies were actively pursued in 1987, mainly in manufacturing, office, retail and warehousing/distribution. There was an increase in inquiries from consultants, financial advisers and businesses updating or gathering data on the St. Louis area. Because of previous contacts with consultants nationwide, our area is receiving greater consideration in industrial site location than ever before.

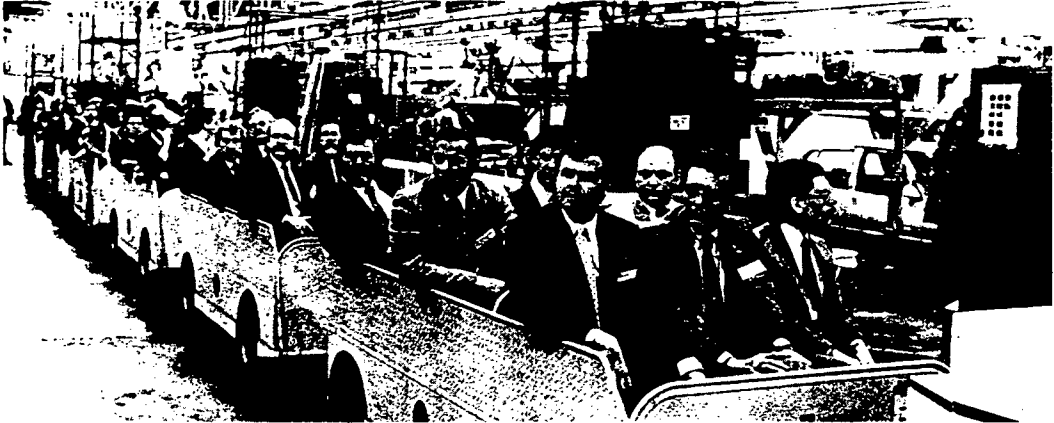
Continued emphasis was placed on attending trade shows in industries corresponding to our targeted industry program — automotive original equipment manufacturers, the chemical industry, and the plastic industry. At the trade shows, the RCGA promotes the assets of this region to a targeted audience, and also discovers the information needs of specific industries.

The International Division experienced a strong upsurge of inquiries during 1987, with many foreign investors expressing



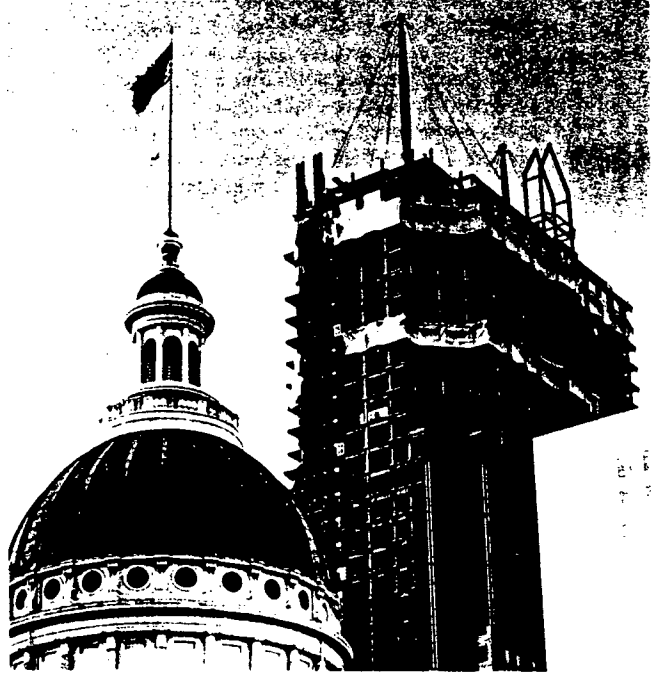
Richard Weidner, right, RCGA economic development director, heads the St. Louis area delegation participating in the 42nd Exposition of Chemical Industries, Dec. 7-10, in Chicago. Others at the St. Louis booth are Vaal Hall, administrator of the St. Charles County Industrial Development Authority, and Joanne Ferrante, marketing manager in the RCGA Economic Development Department. On display are chemicals manufactured in St. Louis.

interest in St. Louis. The division provided special assistance to representatives from Taiwan, Korea, Austria, Mexico, China, France, Malaysia, Switzerland, Spain and Canada. Informational materials on the St. Louis region are being translated and printed/filmed for foreign use.

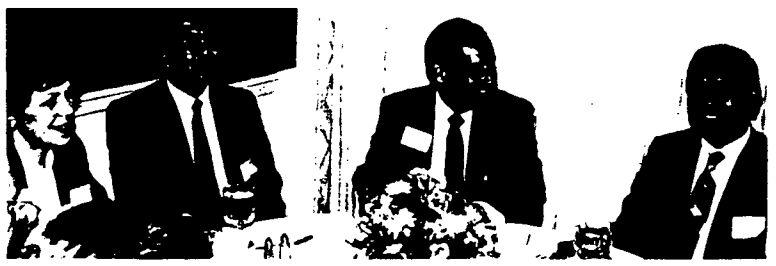


Touring the General Motors Assembly Plant at Wentzville are representatives of 20 automotive parts firms. The tour was part of a three-day Auto Suppliers Fair sponsored by the RCGA, the Hawthorn Foundation, the state government and six Missouri auto and truck assembly plants. Photo by Rick Stankoven

Changing the skyline of downtown St. Louis is the 42-story Metropolitan Square office building under construction. At left is the Old Courthouse and at right is Boatmen's Tower. Anmar/Andra Photo



Kenneth D. Taylor, left, former Canadian ambassador to Iran, addresses an RCGA-sponsored breakfast meeting. The event was part of "Canadian Days in St. Louis." In the photo below, St. Louisans greet Korean Consul General Seung-Kon Lee, right. They are Nadine Boon, RCGA world trade manager; Dr. Seung Kim, president of the World Affairs Council of St. Louis; and Robert Harmon, a member of the RCGA board of directors.



Technology Programs Make Progress

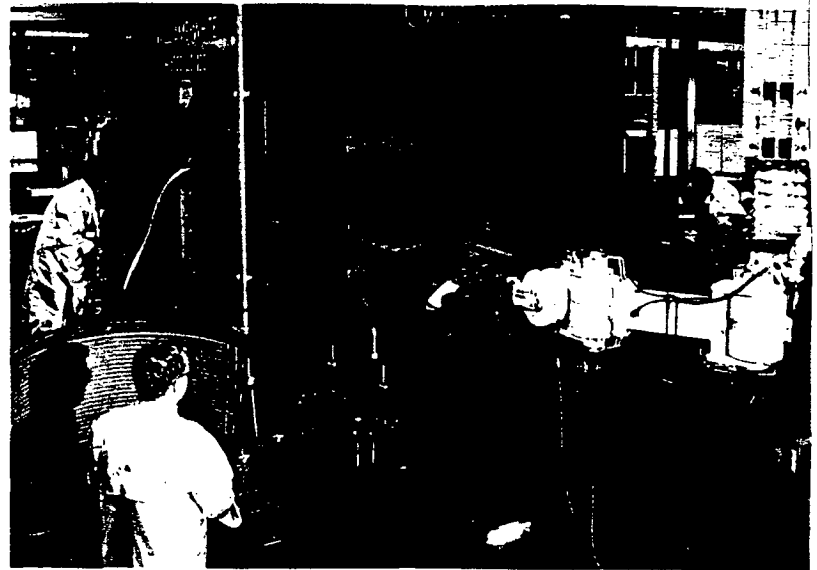
The RCGA's program for promoting economic development through technological progress attained considerable success in 1987.

In 1982, the RCGA published "A High-Tech Plan for St. Louis," which identified the characteristics of a community necessary for success as a high-tech center; then measured St. Louis against these characteristics, finding it well-endowed in all respects.

The plan urged creation of an innovation center, namely the St. Louis Technology Center, for the purpose of getting new high-tech firms started, and it urged organizing a suburban university-based research park, namely the Missouri Research Park, to attract high-tech activities from outside the region. Both of these programs are now well on their way toward success.

The Technology Center at 5050 Oakland Ave. is a national leader in its approach to assisting emerging technology-based businesses. Its goals are to position St. Louis as a leading center for the development of these businesses and to create over 5,000 new jobs within a decade. The Center assists its clients by reducing operating costs, easing administrative burdens, offering experienced managerial support, selling and licensing technologies, conducting market research, performing competitive analyses, developing strategic plans, obtaining financing, and supporting product development. There are now 12 start-up businesses housed in the Center, several others located off-site are being assisted. To date, the Center has created 108 jobs, generated \$2.5 million in salaries, and leveraged \$4.7 million in private investments from the annual state investment of about \$400,000.

Dr. Peter Magrath, president of the University of Missouri, shows a sketch of the new Missouri Research Park in St. Charles County. The groundbreaking ceremony was a milestone in the development of the first 100 acres of the park. Trammell Crow Co. is developer/manager.



McDonnell Aircraft Co. employees are operating equipment for superplastic forming titanium in the manufacture of parts for the F-15E Eagle. Other advanced technology aircraft built here are the F/A-18 and the AV-8B. McDonnell Douglas Photo



Gov. John Ashcroft participates in a bricklaying ceremony marking the start of construction of a new Science Building at the University of Missouri-St. Louis. The new five-story building connects two science buildings to form a \$19.3 million complex.

UM-St. Louis Photo

Dr. C.E. (Costa) Anagnostopoulos, center, board chairman of the St. Louis Technology Center and a retired Monsanto Co. executive, received the first RCGA Technology Award. At left is Harold Guller, RCGA vice chairman for technology; and at right is Brad Rigdon, chairman of the RCGA Science and Engineering Committee, which originated the annual award to honor St. Louisans for accomplishments in technology.

Photo by David M. Henschel



'Capitalize on St. Louis'

The RCGA Marketing Division fine-tunes the marketing objectives of other RCGA departments with emphasis on the Economic Development and Membership divisions. In addition, it manages the St. Louis Economic Development Campaign (formerly called the State of St. Louis Campaign), and it supervises advertising and editorial content of St. Louis Commerce magazine.

The St. Louis Economic Development Campaign has a solid track record of creating effective advertising and public relations programs which show business decision-makers throughout the country that the St. Louis area is a great business location. Officers say they will build on this momentum and showcase St. Louis as one of the premier metropolitan areas in the country in which to live, work and do business.

The campaign has launched a 5-year, \$6 million program which aims to bring 50,000 new jobs to this area by 1991. The campaign receives support from 250 St. Louis area businesses and associations.

In 1987, the campaign introduced a national advertising creative which features the logos of top St. Louis corporations and focuses on many of St. Louis' strengths — excellent transportation, regional location, favorable economic climate and affordable housing. Themed "Capitalize on St. Louis. We Have," the campaign is aimed at reaching those responsible for relocating or expanding their operations.

The campaign also has a local motivation and public information component, themed "I'm Sold on St. Louis," to generate enthusiasm about the St. Louis area among residents. During the 1987 World Series, 480 television stations around the world played the video, "I'm Sold on St. Louis and the Cardinals," which was produced by the St. Louis Economic Development Campaign of the RCGA.



Filming a new commercial for the St. Louis Economic Development Campaign. "I'm Sold on St. Louis," are Marge Amighetti, at right in the above photo, and Ted Drewes, below. Amighetti sandwiches and Drewes frozen custard are St. Louis "traditions."
Barlow Photography



This scene, showing the Cardinals celebrating the division title on Oct. 1 moments after they defeated the Montreal Expos, was made into a poster by the St. Louis Economic Development Campaign and the Suburban Journals. To order the poster, at a price of \$5 each, including postage and handling, out-of-town fans may call toll-free 1-800-444-SOLD and St. Louisans may call 444-SOLD (7653).

Photo by Dave Kluto



New officers of the St. Louis Economic Development Campaign are, from left, Steven Spaulding, vice chairman; Vincent Cannella, treasurer; Dee A. Joyner, chairman; and Nicholas Peniman IV, secretary.



Baseball Commissioner Peter V. Ueberroth addresses a St. Louis Town Hall Forum sponsored by the RCGA on June 17 at Marriott's Pavilion Hotel. Stankoven Photo

Special Events

Special events sponsored or co-sponsored by the RCGA during 1987 enhanced the quality of life and provided information helpful to St. Louisans in many walks of life. These included Town Hall Forums, the RCGA Annual Meeting, and meetings on specific issues such as city and county development, transportation and military affairs.

A capacity crowd of nearly 1,000 persons heard Baseball Commissioner Peter V. Ueberroth at a Town Hall Forum say that St. Louis was on the verge of "a miracle in sports," attracting more than 3 million fans during the baseball season.



Stansfield Turner, a retired admiral and former director of the Central Intelligence Agency, speaks at the RCGA Annual Membership Meeting on July 23 at the Clarion Hotel. Henschel Photo



St. Louis native T. Allan McArtor, administrator of the Federal Aviation Administration, makes a point during an RCGA "Tribute to Transportation" luncheon Dec. 17 at the Clarion Hotel. Henschel Photo



Giving their views of business and the economy are editors of Business Week magazine at a St. Louis Town Hall Forum on Feb. 27 at the Sheraton St. Louis Hotel. They are, from left, William Wolman, Jeffrey Laderman, John A. Dierdorff, Jane H. Cutaia and Howard Gleckman. Henschel Photo.



Discussing the local economy at meetings of the RCGA Small Business Council are Mayor Vincent Schoemehl, left, and County Executive Gene McNary.



Dr. Murray L. Weidenbaum, left, a noted economist, speaks at a luncheon sponsored by the RCGA Small Business Council Feb. 27 at the Adam's Mark Hotel. At right, Dr. Arno A. Penzias, a Nobel Prize winner, addresses a breakfast meeting co-sponsored by the RCGA on May 8.

Quality of Life

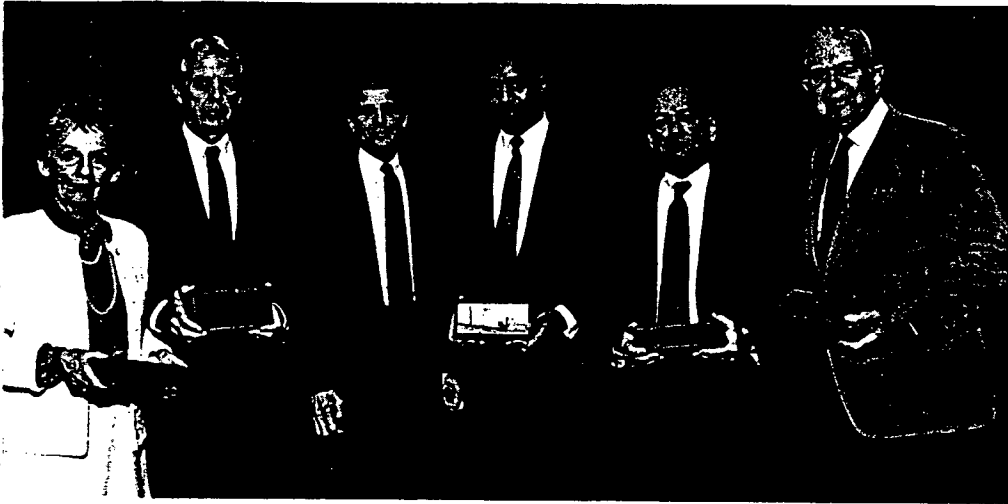
In addition to working for economic development of the region, the RCGA seeks to maintain and improve the quality of life for all St. Louisans.

The quality of life here is a blend of America's best, from small-town atmosphere to big-city amenities, with lifestyles and activities for virtually everyone.

The region enjoys an internationally recognized cultural climate. Area residents last year reinforced their commitment to cultural institutions by approving tax support for the History Museum, thus assuring its continued expansion of educational programs and displays. The St. Louis Art Museum, with a collection of more than 7,000 works of art, completed an extensive renovation. The St. Louis Zoo completed several improvements and launched others that will enable it to retain its world-class status.

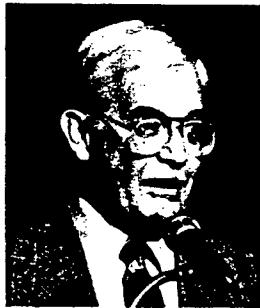


The wraps are off! The St. Louis Art Museum reopened its West Wing Nov. 20 following an extensive renovation and new construction. The museum now displays objects from its permanent collection that have been off view for as long as ten years, and many new acquisitions are seen for the first time. This spectacular marbled and mirrored three-level staircase designed by Charles Moore, feeding through a series of three arched walls, connects all levels of the West Wing. Anmar/Andra Photo



RCGA President Ned Taddeucci, third from the left, presents special gifts to members of the Missouri-Illinois Bridge Commission, who completed the buyout of the Dr. Martin Luther King Bridge for the two states. Members are, from left, Celeste Stiehl, Robert Hyland, Commission Chairman Ron Thompson, Dr. Earl Lazerson and former Mayor John H. Poelker. Henschel Photo

Special Tributes



The Rev. Paul C. Reinert, left, receives the Right Arm of St. Louis Award from RCGA Chairman Lee M. Liberman. In the center photo is Tony Nolan, recipient of the RCGA Small Business Council's Pacesetter Award. In the photo above right is Edward J. Crane, the last president of Ozark Air Lines before it merged with TWA, receiving the Spirit of St. Louis Aviation Award from Tom Dunne, RCGA vice chairman for transportation.

Cooperation Produces 'Pro Mo'

Two closely related departments, Transportation and Governmental Affairs scored several important achievements during 1987.

The Transportation Department paid tribute to the 60th anniversary of the historic Lindbergh flight and also to the 60th anniversary of the founding of Parks College. In June, it presented the Spirit of St. Louis Aviation Award to Edward J. Crane, the last president of Ozark Air Lines before it merged with TWA. And in December, it sponsored a luncheon featuring T. Allan McArtor, Administrator of the Federal Aviation Administration.

A major accomplishment in 1987 was the completion of the buyout of Dr. Martin Luther King Bridge by the Missouri-Illinois Bridge Commission for the two states. The RCGA was instrumental in forming the commission two years ago and honored the commissioners in December.

The RCGA closely monitored various road and bridge projects that were started in the region as a result of the gasoline tax hike approved by Missourians.

In mid-1987, the RCGA initiated a series of meetings for St. Louis and Kansas City business leaders to discuss ways to enhance their economic development efforts. The legislative program that came from these meetings is called Progress for Missouri, or "Pro Mo." Among its proposals are reduction of the two-thirds majority vote requirement on bond issues to a simple majority; authorization of neighborhood improvement districts; reauthorization and modification of the state parks sales tax, and authorization for local political subdivisions to form economic development districts.



A commemorative poster honoring the 60th anniversary of Charles Lindbergh's historic flight in the "Spirit of St. Louis" was presented to each person attending the Town Hall Forum on Jan. 17. The poster was designed by Maritz Inc. for the RCGA Aviation Committee.

Arriving at Washington National Airport for the annual RCGA Issues Conference are about 110 St. Louisans who flew on a TWA charter flight. The day-long program includes briefings from high-level government officials on topics of interest to the group.



Sen. John Danforth, R-Missouri, above, speaks at a luncheon for the St. Louis group in the Senate Office Building. He was followed by Sen. Christopher S. Bond, R-Missouri, left. Waiting to speak next is Sen. Paul Simon, D-Illinois.

We're Big On Small Business

With small businesses comprising 88 percent of the RCGA membership, many programs and activities are designed especially for them. The primary goal of the RCGA Small Business Council is to generate more jobs by creating the climate and opportunities which enable small businesses to grow, prosper, and help one another.

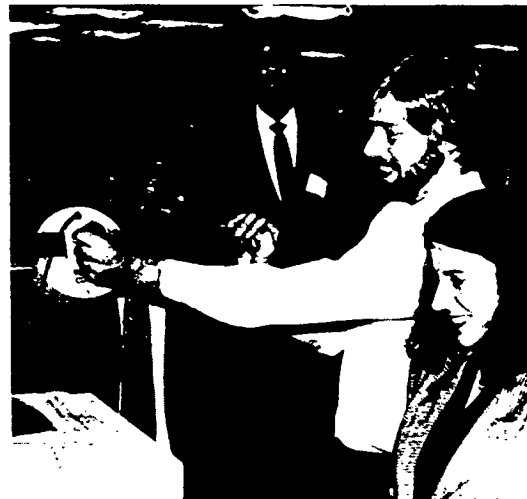
During the year, the Council sponsored nine Business After Hours receptions that attracted 5,700 business men and women; these receptions have been widely recognized as the area's biggest networking events. In addition, there were 33 area council programs attended by 2,165 and two Roundtable programs attended by 205. It co-sponsored 13 programs with the University of Missouri-St. Louis, Missouri Society of Certified Public Accountants, U.S. Small Business Administration, East Central College and others, attracting a total of 1,450.

Achievements during the year included the start of the St. Charles Area Small Business Council. In July, the RCGA Small Business Department started the monthly publication of the "Making It In Business" newsletter. The same name was given to the small business roundtables initiated in June, providing valuable information on current problems and issues.

The RCGA on Sept. 8 hosted Gov. John Ashcroft's plant tours during a "Buy Missouri" campaign. Three area plants were part of the event coordinated by the Small Business Council: National Graphics Inc., Essex Industries and The Graphic Arts Centre.



A lively discussion on aspects of employee relations came at the first Roundtables program of the RCGA Small Business Council.

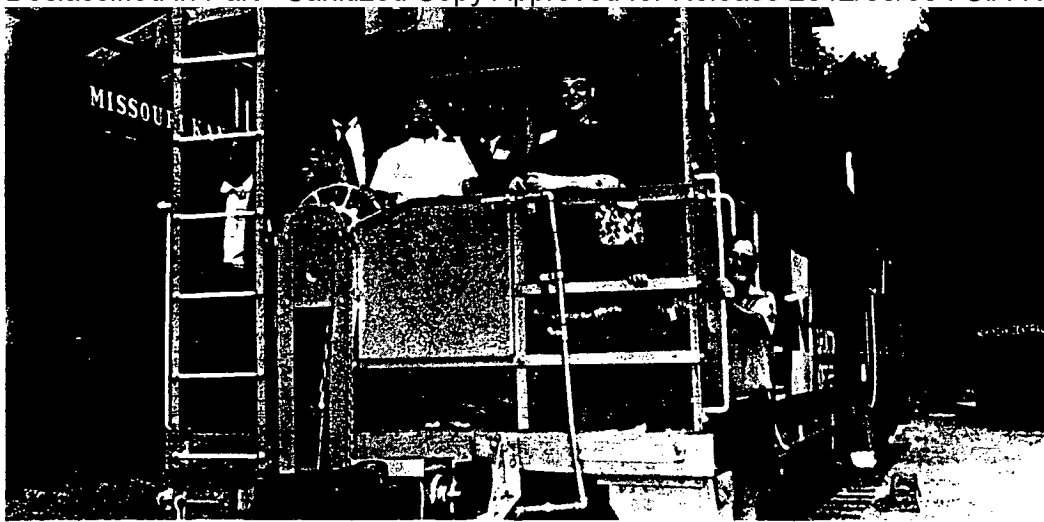


Judy Bellchamber and Cathy Herrell, who operate shops in Kimmswick, are all dressed up for the Business After Hours reception on Nov. 17, at Linclay's South Park office development in Sunset Hills. Other Kimmswick shop operators shared the exhibit. In the photo at right, Mike Hubbard, left, of Hubbard's Go-Kart Tracks, pushes against an electronic muscle tester under the supervision of Michael Stanford and Dr. Devorah Stanford, a doctor of chiropractic.



RCGA President Ned Taddeucci, at left in the above photo, chats with the two hosts at the RCGA Business After Hours on July 21 at the History Museum. They are Steve Mueller, a partner at Touche Ross & Co., and Taylor Desloge, chairman of the Missouri Historical Society. In the photo at right, Maureen Heine of Pantheon Corp. discusses business with Dr. Neil George of Webster University at the Business After Hours in the renovated Lammert Building on Feb. 18. In the photo at left, a bright sunny afternoon at the St. Louis Soccer Park and Conference Center in Fenton provided an ideal setting for the Business After Hours reception on April 30. Host of the event was Anheuser-Busch Inc.





Enjoying a short ride aboard a Transport Museum caboose are participants at the Sept. 15 Business After Hours. At right, the Erwin R. Breihan family views antique cars at the museum.



Richard A. Halsey receives a price list from Ellen and Rich Gordon of the St. Louis Popcorn Emporium at the Business After Hours on Nov. 17.

Demonstrating a computer at Business After Hours is Phil Wilson, the CAD manager of Stone, Marraccini & Patterson (SMP), which designed the Interco Building where the reception was held.



David R. Mueller discusses his artwork with Sandra and Virgil Van-Trease at the Business After Hours on May 12 at the Washington University Business School.

Members of the RCGA Small Business Council Executive Committee are, from left, standing, Nick Karakas, Mark Lammert, Jack O'Neil Jr., Bob Gould, Rich Palank, Pete Kunkel, and Jerry Sommer. Seated, from left, are Bob Renard, Nancy Miller, Joe Lipic, Mike Liesmann and Ed True. Members unable to attend the committee meeting were Gayle Cordes and Bob Andrews.



21-1-1985

Members Urged To Increase Participation

The membership efforts of the RCGA paid dividends in 1987, as reflected in the yearend total of 4,487 members — an all-time high for the 151-year-old organization.

But membership officials aren't resting on their laurels. They're planning to increase the total significantly in 1988. Concentrating on this effort are the membership sales representatives, volunteers (members of the President's Club), insurance sales persons and RCGA staff and board members. The President's Club has been reorganized and expanded under the direction of Carroll Donohue, vice chairman for membership.

In addition to signing up new members, the RCGA Membership Department works on member retention and on obtaining equitable dues. Part of the retention effort involves encouraging participation in RCGA activities and programs. These are explained by RCGA department managers at New Members Receptions held every other month at the RCGA office. A membership slide show outlining benefits of the RCGA is shown at these receptions, which are sponsored by RCGA member companies.

Donohue pointed out at a recent meeting of the President's Club that by accelerating regional prosperity and economic well-being, the RCGA improves the economic vitality of all its members.

During the year, 1,131 businesses and organizations joined the RCGA. This was slightly below the record number of 1,254 new members in 1986.



About 100 new RCGA members listen intently as department heads explain programs.



Browsing through RCGA pamphlets and newsletters are Henry and Ruth Ann Gabriel, of HRG & Associates, at the New Members Reception on Oct. 27. In the photo at right, attending the New Members Reception March 24 at One City Centre are Ed Hall of Coldwell Banker (second from right), and Rena Hill, Cheryl Williams and Frank Lee, all of Cabot & Forbes.



Gloria Ford Parker, president of Glow Janitorial Service, shares information with Kate White, an RCGA membership sales representative, at the New Members Reception on March 24. Blanchard Photos

Top producers of the President's Club for 1987 are, from left, Frank Monahan, Bob Harper, George Steffen, Bob Hackmann, Carroll Donohue, Marvin Pierson, Bob Kannewurf and Ben Ranger.



St. Louis



GTE Telecom marketing representatives greet Rich Rosche (third from left), of Search Enterprises, at a New Members Reception on Sept. 10 Leigh Ann Vittert and Karen Richter are shown at left; to the right of Rosche is John Regan, manager of the GTE office here. GTE Telecom sponsored the first reception for new members at the new RCGA offices. In the photo at right, Pat Wakefield, right, administrative assistant in the Membership Department, welcomes Terri Smith and Debi Kreysar of Temp Force of St. Louis.

Membership Sales Director Jay Eichenlaub, seated at center, meets with his staff in the Membership Conference Room. Seated with him are Beverly Kram, left, and Pat Wakefield, administrative assistants. Standing, from left, are membership sales representatives David Franklin, Kate White, Cindy Keen, Lucy Walker, Barbara Torgerson and Terry Patton. Blanchard Photo



Center of Excitement

In three of the last six years, St. Louisans have enjoyed watching the Cardinals in National League playoffs and World Series games here. Busch Stadium, shown here last October, attracts national and international attention when the excitement begins. When the Cardinals won the pennant and then swept three games from the Minnesota Twins here last October, the fans convinced the world, "We're Sold on St. Louis." Srenco Photo



Board of Directors

John W. Bachmann
Managing Partner
Edward D. Jones

Dr. Marguerite Barnett**
Chancellor
University of Missouri-St. Louis

Randall D. Barron
President-Missouri Div.
Southwestern Bell Telephone Corp.

The Rev. Lawrence Biondi**
President
St. Louis University

James J. Burkemper
President
Coldwell Banker-Ira E. Berry

Gen. Duane Cassidy**
Commander-in-Chief
Military Airlift Command, and
U.S. Transportation Command

William E. Cornelius**
President & CEO
Union Electric Co.

Andrew B. Craig, III
President
Boatmen's Bancshares, Inc.

Edward J. Crane
Vice Chairman
Trans World Airlines

Michael E. Crawford**
Chancellor
St. Louis Community College District

Dr. William Danforth**
Chancellor
Washington University

Timothy J. Danis
President
Corroon and Black of Missouri, Inc.

John Dubinsky
President & COO
Mark Twain Bancshares, Inc.

Robert P. Elsperman
President
Tarlton Corporation

Kenneth R. Fiala
Chairman and CEO
Community Federal Savings & Loan
Association



RCGA officers pose following the December election. They are, from left, Neal Farrell, Ned Taddeucci, Lee M. Liberman and Earl K. Dille.
Henschel Photo

RCGA Officers

Chairman of the Board
Lee M. Liberman*
Board Chairman & President
Laclede Gas Co.

Vice Chairman
Neal J. Farrell*
President & CEO
Mercantile Bank, N.A.

Treasurer
Earle Harbison, Jr.*
President
Monsanto Co.

Secretary
Earl K. Dille*
Executive Vice President
Union Electric Co.

Immediate Past Chairman
Robert C. West*
Chairman Emeritus
Sverdrup Corp.

President
Ned Taddeucci*

Vice Chairman/Economic Development
Charles W. Oertli**
Chairman
Guarantee Electrical Co.

Vice Chairman/Legislative Affairs
Harry T. Morley*
President & CEO
Taylor-Morley-Simon, Inc

Vice Chairman/Marketing
Dee Joyner*
Executive Director
St. Louis County Economic Council

Vice Chairman/Membership
Carroll J. Donohue
Partner
Husch, Eppenberger, Donohue, Cornfeld
& Jenkins

Vice Chairman/Small Business
Joseph Lipic*
President
Alexander Manufacturing Co.

Vice Chairman/Technology
Harold Guller
Chairman
Essex Industries, Inc.

Vice Chairman/Transportation
Thomas P. Dunne
President
Fred Weber, Inc.

Robert E. Flynn
Chairman & CEO
Fisher Controls International Inc.

David A. Gee
President
Jewish Hospital of St. Louis

William R. Gould
President
National Graphics, Inc.

Donald J. Gralike
President
I.B.E.W., Local #1

Donald W. Griffin
President — Defense Systems Group
Olin Corporation

Paul J. McKee, Jr.
Chairman & CEO
Paric Corporation

Melvin Leon Hall
Chairman & CEO
First Illinois Bank

Gene McNary**
County Executive
St. Louis County

Vincent C. Schoemehl Jr.**
Mayor
City of St. Louis

Robert Harmon
Corporate Vice President-Civic Affairs
McDonnell Douglas Corporation

Ray Morris
President & CEO
Pet Incorporated

Pamela Sorkin
President
Sorkins' Directories Inc.

Francis J. Harkins
President
MCI Telecommunications Corporation

Carl Officer**
Mayor
City of East St. Louis

Robert Swearingen
President
Maritz Travel

David J. Hyslop**
Executive Director
St. Louis Symphony Society

Gerald Ohlms**
Presiding Commissioner
St. Charles County

H. Edwin Trusheim
Chairman, President & CEO
General American Life Insurance Company

John R. Jordan, Jr.
Managing Partner
Price Waterhouse

Harlan Pals
President
Pals Financial Group

John T. Tucker
President
Midcoast Aviation, Inc.

Robert E. Kresko
Managing Partner
Trammell Crow Company

Nicholas Penniman, IV
Publisher
St. Louis Post-Dispatch

Janet McAfee Weakley
President
Janet McAfee, Inc.

Stephen K. Lambright
Vice President & Group Executive
Anheuser-Busch Companies, Inc.

Fred H. Perabo
Director-Community Affairs
Ralston Purina Company

David Wilhelm
President
The Forsythe Group, Inc.

Dr. Earl Lazerson***
President
SIU-Edwardsville

Norman Rieso**
Chairman
SW Illinois Metro & Regional Planning
Commission

Cassell Williams
President & Space Directing Business
Representative
I.A.M.A.W., District #837

Carolyn W. Losos
Director
Leadership St. Louis & Experience St. Louis

Harvey Saligman
Chairman & CEO
Interco Incorporated

Dr. Jerome Williams, Sr.
President
Williams Clinic

Dr. C. Peter Magrath*
President
University of Missouri

Robert C. Sansone*
President
Teamsters Joint Council #13

Masaru Yamamoto
General Manager
Biokyowa, Inc.

*Member Executive Committee
**Ex Officio Member
***Member Executive Committee & Ex Officio

Committee Chairs

Aviation-Robert K. Swearingen, Maritz Travel Co.

Commerce Magazine Advisory-Ruth Jacobson, Fleishman-Hillard
Energy & Environmental-Joseph N. Brewster, Shell Oil Co.

Legislative Advisory-(co-chairmen) Joseph E. Birk, Union Electric
Co.; Cassell Williams, Aerospace District Lodge 837, International
Association of Machinists & Aerospace Workers

Military Affairs-Stuart Symington, Jr., Thompson & Mitchell

President's Club-Carroll Donohue, Husch, Eppenberger, Donohue,
Cornfeld & Jenkins; (co-chairmen) Ann H. Ferriss, information
systems consultant; Raymond Kreienkamp, Husch, Eppenberger,
Donohue, Cornfeld & Jenkins; Mary Suzanne Niedringhaus, The
Hoffmann Partnership; Alan A. Roth, Bryant Group, Inc.; Robert
J. Witterschein, Southwest Bank

Regional Data Consortium-Charles Kindelberger, St. Louis Com-
munity Development Agency

St. Louis Economic Development Campaign-Dee Joyner, St. Louis
County Economic Council

Development-Tee Baur, Baur Properties

Local Motivation-Steve Tharpe, Nooney-Krombach Company

National Marketing-Steve Spaulding, Trammell Crow Company

Nominating-Jack Reis, Cabot, Cabot, & Forbes

Speakers-Ed Watkins, National Center for Advising

Special Events-Lynne Bilzing, Maritz Travelers Service

Science & Engineering-W.B. "Brad" Rigdon, McDonnell Douglas
Aerospace Information Services

Small Business

Gateway Area-Mark C. Lammert, Price Waterhouse/West

Member Services-Ed True, Money Matic Corporation

North Area-Peter W. Kunkel, Laudel & Associates, Inc.

Resources/Technical Assistance-Gerald Sommer, Conner Ash &
Company

St. Charles Area-Nancy Miller, Nancy Miller & Associates

South Area-Michael Liesmann, Coopers & Lybrand

West Area-John W. O'Neil, Jr., Attorney at Law

Taxes & Spending-Basil D. Pappas, Price Waterhouse

Surface Transportation-Ralph Korte, Ralph Korte Construction Co.

World Trade-Andrew C. Ries, Touche Ross & Co.

RCGA Staff

President

Ned Taddeucci
Andrea Brown, Executive Secretary

Administrative Assistant to the President

Stephen Hoven
Patricia Church, Executive Secretary

Vice President for Research & Technology

George Sloan

Vice President for Marketing

John M. Stephens
Rozann Steinkoenig, Executive Secretary
Kim Collins, Campaign Coordinator
(St. Louis Economic Development Campaign)

Vice President for Finance

Karl Hlavaty
Cliff Dehn, Accountant

Vice President for Governmental Affairs & Transportation

James Bogart
Laura Flagg, Administrative Assistant

Administration

Patty Tye, Switchboard and Purchasing
Eugene Ruffin, Mail and Printing

Commerce Magazine

John M. Stephens, Executive Editor
Maureen Umlauf, Advertising Director
Steve Grega, Account Executive
Tim Reardon, Account Executive
Cindy Distler, Secretary

Public Relations:

Robert Blanchard, Director

Economic Development

Richard Weidner, Director
Joanne Ferrante, Marketing Manager
Charlie Coons, Marketing Manager
Karen Ten Eyck, Secretary

Energy & Environment

George Sloan, Director

Information Systems

Randy Baehr, Manager

Membership

Jay Eichenlaub, Sales Director
Patricia Wakefield, Administrative Assistant
Beverly Kram, Administrative Assistant

Membership Sales Representatives

David Franklin, Cindy Keen, Terry Patton, Barbara Torgerson, Lucy Walker, and Kate White

Military Affairs

Robert Blanchard, Director

Office Automation Center

Jacqueline Wiseman, Administrator

Research & Training

Stephen Taylor, Director
William Julius, Business Information Manager
Sarah Dashner, Research Information Specialist
Joyce Foltz, Administrative Assistant

Small Business Council

Colin Stahlhut, Director
Stephanie Flanders, Administrative Assistant

World Trade

Nadine Boon, Manager
Karen Ten Eyck, Secretary

New Spirit of St. Louis Labor/Management Committee

Mike O'Reilly, Director
Cindy Distler, Secretary

Other Organizations Located in the RCGA office

Citizens for Modern Transit

Thomas R. ShROUT, Jr., Executive Director
Louise Blew, Secretary

St. Louis Film Partnership

Janis Rockwell Strong, Director

Education Coordination

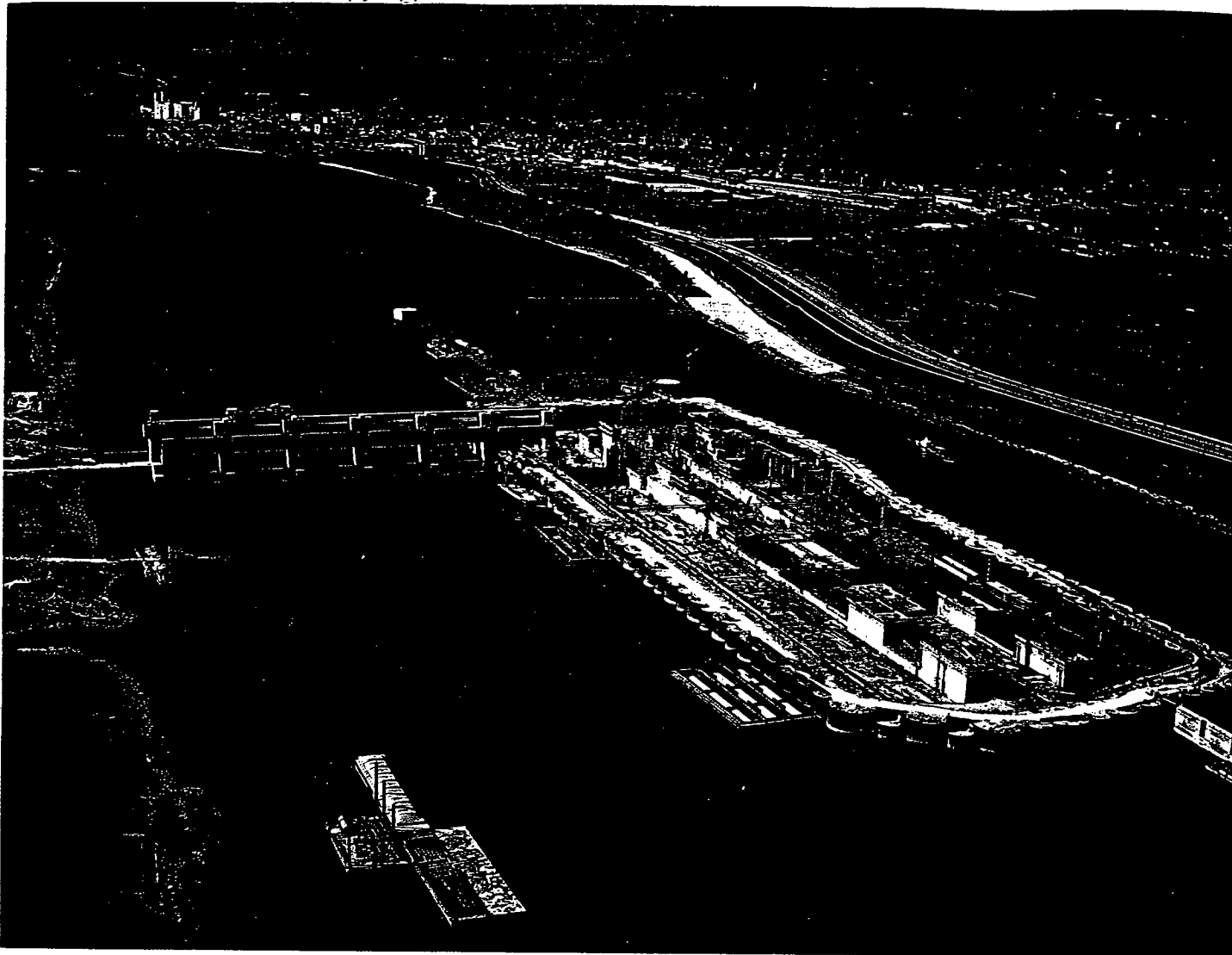
Jack McCammon, Director
Cindy Distler, Secretary

Missouri Research Park

George Sloan, St. Louis Coordinator
Mary Ann Madden, Secretary



Greeting RCGA members at a Business After Hours reception are, from left, staff members Pat Church, Cindy Distler and Patty Tye. Blanchard Photo

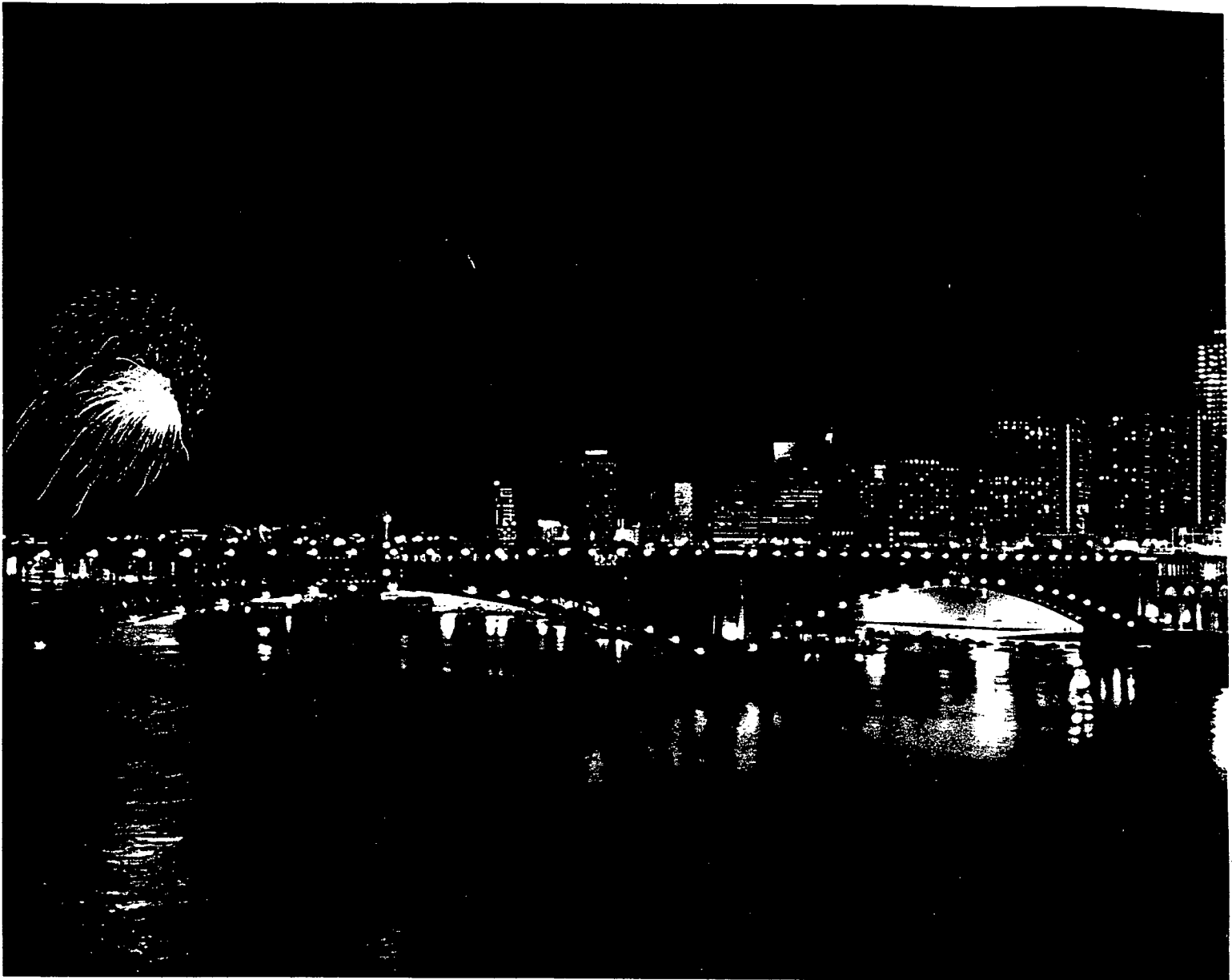


About 500 workers are busy around the clock building the new Alton lock and dam on the Mississippi River, two miles downstream from the antiquated Lock and Dam 26. The \$961 million project consists of a \$747 million replacement lock and dam, and a smaller lock estimated at \$214 million. The old lock and dam, completed in 1938 at a cost of \$14 million, was designed to handle 40 million tons of cargo annually, compared to about 120 million tons at the new facility. The city of Alton is at the top of the photo.
Srenco Photo

During 1987, RCGAction, the monthly newsletter, published feature articles on the various RCGA departments. They describe how various divisions work for economic development and how the activities benefit members. For an entire set of these articles, contact the RCGAction Office at 444-1170. For a pamphlet listing other RCGA publications available free or at low cost to members, call the Business Information Office at 444-1126.

As a not-for-profit organization, the RCGA relies heavily on the volunteer efforts of our members, who are working for the economic growth of the community. They aren't just talking about the state of the economy, they're doing something about it. Their time and talents are often very productive, but they seldom gain recognition. Much of the success of the programs and activities described in this annual report can be attributed to their efforts.

Sensational fireworks accompanied some sensational developments in the St. Louis region during 1987.
Photo by Anmar/Andra
Photographics, Inc.



Tell Everyone You Know:



St. Louis Regional Commerce & Growth Association

100 South Fourth St., Suite 500

St. Louis, MO 63102

Telephone (314) 231-5555

Annual RCGA Washington Briefing

April 13, 1988
Program

This will confirm your reservation for the Washington Trip.

- 6:15 a.m. Check-In at Gate 77, Lambert Airport.
- 6:45 a.m. Departure from St. Louis, Breakfast en route to Washington.
- 9:45 a.m. Arrival at National Airport, Washington, D.C. Transfer by buses to Capitol Hill.
- 11:00 a.m. Executive Briefing on U.S. Trade Policy in Dirksen Senate Office Building, Room 562.
Clayton ~~My~~^{Yetter}, U.S. Trade Representative
- Noon Luncheon with Members of St. Louis Bi-State Congressional Delegation in Russell Senate Office Building, Room 325 (Caucus Room).
Remarks by Special Guest U.S. Senator Bill Bradley.
- 1:45 p.m. Executive Briefing on U.S. Intelligence Program in Dirksen Senate Office Building, Room 562.
Judge William Webster, Director, Central Intelligence Agency.
Followed by Ceremony Honoring Judge Webster for his completed term as FBI Director.
- 2:45 p.m. Transfer by Busco to National Airport.
- 4:00 p.m. Departure from Washington on TWA, Cocktails and Hors D'Oeuvres en route to St. Louis.
- 5:30 p.m. Arrive at Lambert Airport.

6 April 1988

JUDGE:

You will be addressing the St. Louis Regional Commerce and Growth Association at 1:45 p.m. on 13 April in Washington, D.C. About 100 business leaders from the St. Louis area are expected to attend.

Since baseball season is just getting underway, and you will be speaking to a group from St. Louis, I thought it would be a good idea to open your remarks with a reference to the St. Louis Cardinals, who will be playing the Chicago Cubs that afternoon at Busch Stadium. The game is scheduled to start at 12:35 Central Standard Time.

Your remarks, with the exception of the introduction and the placement of the quotation by Vernon Walters on how Americans view intelligence, are identical to those prepared for the Evans-Novak Political Forum in the morning.

The proposed remarks are attached.

BS
Bill Baker

Attachments:
As Stated

DCI/PAO/WMB [Redacted]

Distribution:

- Orig - DCI *BS*
- 1 - D/PAO
- 1 - [Redacted]
- 1 - [Redacted]
- 1 - Jean
- 1 - ER 88
- 1 - PAO Registry
- 1 - Ames (Hold)
- 1 - [Redacted] (Chrono)



P-309-11

PROPOSED REMARKS
BY
WILLIAM H. WEBSTER
DIRECTOR OF CENTRAL INTELLIGENCE
BEFORE THE
ST. LOUIS REGIONAL COMMERCE AND GROWTH ASSOCIATION
WASHINGTON, D.C.
APRIL 13, 1988

GOOD AFTERNOON.

(SINCE THE BASEBALL SEASON HAS JUST OPENED, YOU MIGHT WANT TO MAKE A REFERENCE HERE TO THE ST. LOUIS CARDINALS, WHO ARE PLAYING THE CHICAGO CUBS THIS AFTERNOON IN ST. LOUIS (STARTING 12:35 CST). THE CARDINALS WILL BE PLAYING THE NEW YORK METS AT SHEA STADIUM APRIL 15-17).¹

IT'S A PLEASURE TO BE HERE. I WILL SOON COMPLETE MY FIRST YEAR AS THE DIRECTOR OF CENTRAL INTELLIGENCE, AND IT IS A VERY INTERESTING JOB. I THINK VERY FEW PEOPLE HAVE A JOB WHERE THEY COULD WEAR A BUTTON THAT SAYS: "MY JOB IS SO SECRET THAT EVEN I DON'T KNOW WHAT I'M DOING."

I WANT TO TALK TO YOU THIS AFTERNOON ABOUT THE ROLE THE CIA PLAYS IN SUPPORTING AND IMPLEMENTING FOREIGN POLICY -- WHICH IS NOT THE SAME AS MAKING POLICY -- AND I WANT TO DISCUSS HOW THE CIA'S RELATIONSHIP WITH CONGRESS HAS CHANGED SINCE THE DAYS BEFORE LEGISLATED CONGRESSIONAL OVERSIGHT. I ALSO WANT TO DISCUSS SOME OF THE CHANGES THAT ARE OCCURRING IN INTELLIGENCE AND THE CHALLENGES WE WILL BE FACING AS WE PROVIDE INTELLIGENCE TO THE POLICY COMMUNITY IN THE FUTURE.

THE CIA'S PRIMARY ROLE IS TO PROVIDE SUPPORT TO OUR NATION'S POLICYMAKERS. WE DO THAT BY PROVIDING INTELLIGENCE THAT IS USEFUL, TIMELY, AND OBJECTIVE.

TODAY OUR GOVERNMENT DEPENDS HEAVILY ON USEFUL, ACCURATE INTELLIGENCE. INTELLIGENCE TO FORMULATE AND IMPLEMENT OUR FOREIGN POLICY, INTELLIGENCE TO VERIFY THE ARMS AGREEMENTS THAT WE HAVE SIGNED, AND INTELLIGENCE TO UNDERSTAND BOTH THE MILITARY CAPABILITIES AND THE INTENTIONS OF OUR ADVERSARIES. INTELLIGENCE IS

VERY IMPORTANT TODAY AS WE APPROACH AN INF AGREEMENT, AND WILL PERHAPS BE EVEN MORE IMPORTANT IN VERIFYING A START AGREEMENT. NOT TOO LONG AGO I TESTIFIED BEFORE CONGRESS ON THE INTELLIGENCE COMMUNITY'S ABILITY TO MONITOR THE SOVIET UNION'S COMPLIANCE WITH THE PROVISIONS OF THE INF TREATY. WHILE I CANNOT DISCUSS DETAILS HERE, I CAN ASSURE YOU THAT INTELLIGENCE IS VITAL IN THIS AREA.

INTELLIGENCE MUST ALSO BE TIMELY. LAST SUMMER I VISITED NORAD IN COLORADO SPRINGS, WHICH IS ONE OF THE PRINCIPAL EARLY WARNING SYSTEMS FOR OUR COUNTRY'S NATIONAL DEFENSE. A DAY THERE CAN'T HELP BUT MAKE ONE AWARE OF THE CRITICAL IMPORTANCE OF EARLY AND ACCURATE INTELLIGENCE FOR OUR NATIONAL DEFENSE. GIVEN THE SPEED AT WHICH NUCLEAR MISSILES ARE ABLE TO TRAVEL, WHEN WE THINK IN TERMS OF SURVIVAL WARNINGS, WE THINK NOT IN TERMS OF DAYS OR WEEKS, BUT MINUTES.

NOT ONLY MUST INTELLIGENCE BE USEFUL AND TIMELY, IT IS IMPORTANT THAT THE INFORMATION THAT IS COLLECTED BE DEVELOPED IN AN OBJECTIVE

WAY. THE DIRECTOR OF CENTRAL INTELLIGENCE AND THE PEOPLE WHO ANALYZE INFORMATION MUST BE SEEN AS GIVING THE BEST ESTIMATES, NOT TO "COOK THE BOOKS" OR TO SHAPE OR INFLUENCE POLICY, BUT TO PROVIDE POLICYMAKERS WITH THE KIND OF INFORMATION UPON WHICH THEY CAN MAKE WISE DECISIONS IN THE INTERESTS OF OUR NATIONAL SECURITY.

BECAUSE THE QUALITY AND OBJECTIVITY OF THE INTELLIGENCE WE PROVIDE IS SO IMPORTANT, I HAVE TAKEN A NUMBER OF STEPS TO ENSURE THAT THE INTELLIGENCE COMMUNITY PRESERVES ITS OBJECTIVITY AND PROTECTS ITS INTEGRITY. WE HAVE AND WILL CONTINUE TO "TELL IT LIKE IT IS," AVOIDING BIAS AS MUCH AS WE CAN. ON THE OTHER SIDE OF THE COIN, POLICYMAKERS MAY NOT LIKE THE MESSAGE THEY HEAR FROM US, ESPECIALLY IF THEY HAVE A DIFFERENT POINT OF VIEW OR HAVE ALREADY ACTED BEFORE RECEIVING OUR INFORMATION. MY POSITION IS THAT IN THE PREPARATION OF INTELLIGENCE JUDGMENTS, PARTICULARLY IN NATIONAL INTELLIGENCE ESTIMATES, WE WILL PROVIDE THEM FOR THE USE OF POLICYMAKERS. THEY CAN BE USED IN WHOLE OR IN PART. THEY CAN BE IGNORED, TORN UP, OR THROWN AWAY, BUT THEY MAY NOT BE CHANGED.

I THINK THIS KIND OF INSISTENCE ON OBJECTIVITY MAY BE ONE OF THE MOST SIGNIFICANT CONTRIBUTIONS THAT I COULD MAKE IN GALVANIZING A COHESIVE INTELLIGENCE COMMUNITY WITHOUT COMPROMISING THE INTEGRITY OF THE INDIVIDUAL ANALYSTS OR PROGRAM MANAGERS.

IN ADDITION TO PROVIDING INTELLIGENCE THAT IS USEFUL, TIMELY, AND OBJECTIVE, THE CIA PLAYS A ROLE IN IMPLEMENTING FOREIGN POLICY. THIS IS DONE THROUGH ITS COVERT ACTION PROGRAMS. THESE MAY INCLUDE POLITICAL WORK THROUGH COMMUNICATIONS -- GETTING THE MESSAGE OUT -- TRAINING, SUPPLYING IMPORTANT MATERIALS FOR THOSE WHO NEED SUPPORT, AND GIVING ADVICE. ALTHOUGH COVERT ACTION IS NOT DEFINED BY LAW, THE TERM HAS COME TO BE UNDERSTOOD TO REFER TO ACTIVITIES CONDUCTED IN SUPPORT OF NATIONAL POLICY IN SUCH A WAY THAT THE ROLE OF THE UNITED STATES GOVERNMENT IS NOT APPARENT.

COVERT CAPABILITY, ESSENTIAL IN OUR FOREIGN POLICY, PROVIDES NEEDED SUPPORT FOR LIBERATION MOVEMENTS, OFTEN PROVIDES SUPPORT TO GOVERNMENTS, AND ALLOWS US TO WORK IN COLLABORATION WITH THOSE

GOVERNMENTS WHO DO NOT WISH, FOR LEGITIMATE POLITICAL REASONS OF THEIR OWN, TO HAVE THE U.S. ROLE AND INVOLVEMENT PUBLICLY KNOWN.

FROM PRESIDENT FRANKLIN ROOSEVELT FORWARD, EVERY PRESIDENT IN MY LIFETIME HAS ENDORSED AND USED COVERT ACTION TO SUPPORT THE FOREIGN POLICY OF THIS COUNTRY. ALTHOUGH COVERT ACTIONS TRADITIONALLY CLAIM ONLY A VERY SMALL PORTION OF THE CIA'S RESOURCES (LESS THAN 3%) THEY ARE THE FOCUS OF THE GREATEST CONGRESSIONAL AND PUBLIC ATTENTION.

AND CONGRESS IS VERY INTERESTED IN WHAT THE CIA DOES. I RECENTLY ADDRESSED A GROUP OF RETIRED INTELLIGENCE OFFICERS, AND THEY RECALLED THE DAYS WHEN NO CLASSIFIED PAPERS WENT FROM THE CIA TO EITHER BRANCH OF CONGRESS AND THE ONLY CLASSIFIED BRIEFINGS TO CONGRESSIONAL COMMITTEES WERE GIVEN BY THE DIRECTOR HIMSELF, OR WITH THE DIRECTOR PRESENT. AT ONE TIME, THE SENATE APPROPRIATIONS COMMITTEE HAD ONE CLEARED STAFFER, THE HOUSE APPROPRIATIONS SUBCOMMITTEE ONE OR TWO.² TODAY, FOUR CONGRESSIONAL COMMITTEES CLOSELY EXAMINE THE AGENCY'S ACTIVITIES, AND THE NUMBER OF

INDIVIDUALS WHO SEE CLASSIFIED MATERIAL FAR EXCEEDS THE ONE OR TWO OF THE PAST.

FIFTEEN YEARS AGO THE CIA GAVE 175 BRIEFINGS TO CONGRESS: LAST YEAR WE GAVE OVER 1,000 BRIEFINGS ON A VARIETY OF TOPICS. THESE TOPICS INCLUDED ARMS CONTROL, SOVIET WEAPONS, THE PERSIAN GULF SITUATION, THE CONFLICT IN CENTRAL AMERICA, AND EVEN THE SPREAD OF AIDS IN AFRICA. WE PROVIDE INFORMATION ON TOPICS OF CURRENT INTEREST TO CONGRESS, BUT WE ALSO LIKE TO ANTICIPATE THE INFORMATION CONGRESS AND THE POLICY COMMUNITY WILL NEED IN THE FUTURE. WE PROVIDE SUCH INFORMATION IN THE FORM OF NATIONAL INTELLIGENCE ESTIMATES. THEY ARE CAREFULLY ASSEMBLED IN AN OBJECTIVE WAY. DISSENTING OPINIONS ARE NOT CAST TO THE BACK OF THE REPORT IN SMALL-PRINT FOOTNOTES, BUT ARE CAREFULLY REFLECTED IN THE TEXT OR IN CLEAR FOOTNOTES BELOW THE TEXT SO THAT THOSE READING THE ESTIMATES -- PARTICULARLY THE PRESIDENT -- WILL KNOW THE DIFFERENCES OF OPINION WHEREVER THEY MAY EXIST. WE DO NOT SEEK THE LOWEST COMMON

DENOMINATOR OF OPINION, BUT TRY TO REFLECT THE BEST JUDGMENT OF THE COMMUNITY AS A WHOLE.

VIRTUALLY ALL CIA ASSESSMENTS GO TO THE TWO CONGRESSIONAL INTELLIGENCE COMMITTEES. MOST ALSO GO TO THE APPROPRIATIONS, FOREIGN RELATIONS, AND ARMED SERVICES COMMITTEES. EIGHT CONGRESSIONAL COMMITTEES GET THE CIA'S DAILY NATIONAL INTELLIGENCE REPORT. IN THE LAST YEAR THE CIA SENT MORE THAN 5,000 INTELLIGENCE REPORTS TO CONGRESS.

IN ADDITION TO BRIEFINGS AND PAPERS, WE ALSO TESTIFY BEFORE CONGRESS. I HAVE SPENT A FAIR AMOUNT OF TIME ON THE HILL, LATELY, MYSELF. MY TOP EXECUTIVES TELL ME THEY SPEND ABOUT 25 PERCENT OF THEIR TIME DEALING WITH CONGRESS, WHILE I ESTIMATE 15 PERCENT OF MY TIME IS SPENT TESTIFYING ON THE HILL AND MEETING WITH MEMBERS OF CONGRESS.³ BECAUSE I KNOW OF THE NEED TO BE ABSOLUTELY CANDID WITH CONGRESS, AND THE RESPONSIBILITY INTELLIGENCE PROFESSIONALS HAVE TO PROTECT SOURCES AND METHODS, I HAVE ESTABLISHED GUIDELINES

GOVERNING OUR DEALINGS WITH CONGRESS. AND I HAVE MADE IT ABSOLUTELY CLEAR THAT IN DEALING WITH CONGRESS THERE IS NO EXCUSE FOR DECEPTION.

THERE MAY BE SOME QUESTIONS ON WHICH AGENCY OFFICIALS WHO BRIEF CONGRESS WILL HAVE TO REFER BACK TO ME. I WILL TAKE THE HEAT OR WORK OUT ARRANGEMENTS WITH CONGRESS. BUT WE WILL NOT GIVE HALF-ANSWERS OR AROUND-THE-CORNER ANSWERS. IF THERE IS A PROBLEM, WE WILL SAY THERE IS A PROBLEM, AND WE CANNOT ANSWER THE QUESTION AT THIS TIME. WE MAY ULTIMATELY HAVE TO PROVIDE AN ANSWER, AND IT MAY MEAN NEGOTIATION. BUT WE WILL NOT LEAVE THE CONGRESS FEELING THAT IN SOME WAY ANYONE IN THE CIA HAS BEEN DISINGENUOUS IN DEALING WITH THEM.

I FIRMLY BELIEVE THAT THE OVERSIGHT RESPONSIBILITIES EXERCISED BY CONGRESS ARE BOTH NECESSARY AND BENEFICIAL. THERE MUST BE A DEPENDABLE SYSTEM OF OVERSIGHT AND ACCOUNTABILITY WHICH BUILDS, RATHER THAN ERODES, TRUST BETWEEN THOSE WHO HAVE THE INTELLIGENCE

RESPONSIBILITY AND THOSE WHO ARE THE ELECTED REPRESENTATIVES OF THE AMERICAN PEOPLE.

AS PART OF MY EFFORT TO ESTABLISH AN OPEN RELATIONSHIP WITH THE CONGRESS, I MEET WITH THE LEADERS OF OUR OVERSIGHT COMMITTEES AT LEAST MONTHLY. THE MEMBERS OF CONGRESS SHARE WITH THE INTELLIGENCE COMMUNITY THE RESPONSIBILITY OF PRESERVING THE NATION'S INTELLIGENCE SECRETS.

I'VE BEEN TALKING A GOOD DEAL ABOUT DISCLOSURES IN THE OVERSIGHT PROCESS. NOW I'D LIKE TO SAY A FEW WORDS ABOUT SECRECY.

IT SEEMS QUITE CLEAR TO ME THAT IT WOULD BE IMPOSSIBLE TO CARRY OUT CLANDESTINE ACTIVITIES -- EITHER TO COLLECT INFORMATION OR TO CARRY OUT COVERT ACTION -- WITHOUT SECRECY.

BOTH CONGRESS AND THE JUDICIARY HAVE RECOGNIZED THE NEED FOR SECRECY IN MATTERS OF NATIONAL SECURITY. THE MAIN PURPOSE OF SECRECY IS TO PRESERVE AND PROTECT SOURCES AND METHODS. IF WE CANNOT PROTECT OUR SOURCES, WE WILL NOT GET THE INFORMATION THAT WE

NEED. IF WE CANNOT PROTECT THE SENSITIVE METHODS BY WHICH WE COLLECT THE INFORMATION, BOTH IN TERMS OF INDIVIDUALS ON THE GROUND AND SATELLITES IN SPACE, WE WILL CEASE TO HAVE THE MEANS OF COLLECTING INFORMATION.

SECRECY IS A NECESSARY PART OF EFFECTIVE INTELLIGENCE COLLECTION. BUT IT IS, HISTORICALLY, THAT PART OF INTELLIGENCE THAT HAS GENERATED THE MOST SUSPICION AND DISTRUST. MY GOOD FRIEND, GENERAL VERNON WALTERS, FORMER DEPUTY DIRECTOR OF THE CIA AND NOW AMBASSADOR TO THE UNITED NATIONS, DESCRIBED THE VIEW MANY HAVE NOT ONLY OF SECRECY, BUT OF INTELLIGENCE IN GENERAL. "AMERICANS," HE OBSERVED, "HAVE ALWAYS HAD AN AMBIVALENT ATTITUDE TOWARD INTELLIGENCE. WHEN THEY FEEL THREATENED, THEY WANT A LOT OF IT, AND WHEN THEY DON'T, THEY TEND TO REGARD THE WHOLE THING AS SOMEWHAT IMMORAL." THAT'S A VERY GOOD SUMMING UP OF WHAT WE HAVE TO DEAL WITH.

I MENTIONED EARLIER THE NUMBER OF BRIEFINGS AND DOCUMENTS THAT WE PROVIDE CONGRESS YEARLY. WHAT I DID NOT DISCUSS WERE THE LAWS

DEFINING THE NATURE OF THE RELATIONSHIP BETWEEN CONGRESS AND INTELLIGENCE -- THE LAWS THAT TELL US WHAT TO PROVIDE AND WHEN TO PROVIDE IT. I WILL SUMMARIZE THAT FOR YOU NOW.

IN 1976 AND 1977 BOTH HOUSES OF CONGRESS ESTABLISHED INTELLIGENCE OVERSIGHT COMMITTEES TO MONITOR ALL SIGNIFICANT INTELLIGENCE ACTIVITIES AND EXPENDITURES. MANY OF THE RULES WHICH GOVERN OUR ACTIVITIES ARE FOUND IN THE NATIONAL SECURITY ACT, THE HUGHES-RYAN AMMENDMENT, AND THE INTELLIGENCE OVERSIGHT ACT. THE OVERSIGHT COMMITTEES, OPERATING UNDER THOSE ACTS, HAVE FORMALIZED THE REPORTING OF INTELLIGENCE AND COVERT ACTIONS TO CONGRESS. THE INTELLIGENCE COMMUNITY IS NOW REQUIRED BY LAW TO KEEP THE INTELLIGENCE COMMITTEES FULLY AND CURRENTLY INFORMED OF ALL INTELLIGENCE ACTIVITIES. UNDER THE HUGHES-RYAN AMMENDMENT, THE PRESIDENT MUST FIND THAT EACH COVERT ACTION IS IMPORTANT TO THE NATIONAL SECURITY BEFORE THE OPERATION CAN BE INITIATED.

UNDER LAW IT IS OUR DUTY TO NOTIFY THE COMMITTEES OF ANY SIGNIFICANT INTELLIGENCE ACTIVITIES. THIS INCLUDES ANY ACTIVITIES

REQUIRING A PRESIDENTIAL FINDING. WHEN NECESSARY, THE PRESIDENT CAN LIMIT THAT NOTIFICATION TO THE CHAIRMAN AND RANKING MINORITY MEMBER OF THE INTELLIGENCE COMMITTEES, TO THE SPEAKER AND MINORITY LEADER OF THE HOUSE OF REPRESENTATIVES, AND THE MAJORITY AND MINORITY LEADER OF THE SENATE -- REFERRED TO, IN TRADE PARLANCE, AS THE "GANG OF EIGHT." AND THERE IS ANOTHER STATUTORY REQUIREMENT. THE INTELLIGENCE COMMITTEES MUST BE FULLY INFORMED IN A "TIMELY FASHION" OF INTELLIGENCE OPERATIONS FOR WHICH PRIOR NOTICE WAS NOT GIVEN -- AND THE PRESIDENT MUST STATE THE REASONS FOR NOT GIVING PRIOR NOTICE IN THOSE INSTANCES.

JUST WHAT CONSTITUTES "TIMELY" IS A MATTER OF CONCERN. THE HOUSE IS CONSIDERING AND THE SENATE HAS APPROVED LEGISLATION THAT WOULD REQUIRE NOTIFICATION OF A SPECIAL ACTIVITY TO CONGRESS WITHIN 48 HOURS OF A PRESIDENTIAL FINDING. I OPPOSE THIS, BECAUSE I BELIEVE SOME ALLOWANCE MUST BE MADE FOR THAT RARE CASE WHERE LIMITED DELAY IN CONGRESSIONAL NOTIFICATION IS CRITICAL TO PRESERVE THE

ABSOLUTE SECURITY OF AN OPERATION -- WHEN, FOR EXAMPLE, LIVES ARE AT STAKE. IN ADDITION, SUCH LEGISLATION IS UNNECESSARY BECAUSE A NATIONAL SECURITY DIRECTIVE ALREADY REQUIRES THE NATIONAL SECURITY PLANNING GROUP TO REEVALUATE, AT LEAST EVERY TEN DAYS, A DECISION TO DELAY CONGRESSIONAL NOTIFICATION OF A GIVEN FINDING.⁴ I'M SURE YOU'VE HAD SIMILAR PROCEDURES IN YOUR OWN BUSINESSES. PERHAPS YOU MAKE A THRESHHOLD DECISION, BUT YOU KNOW THAT IT'S IMPORTANT ENOUGH TO BE RETHOUGHT, AND AT THE EARLIEST OPPORTUNITY, YOU DO SO. AND THAT'S WHAT THE NATIONAL SECURITY DIRECTIVE PROVIDES.

FURTHER, THE INTELLIGENCE COMMUNITY BELIEVES THAT IT IS NOT ENOUGH JUST FOR THE PRESIDENT TO MAKE A FINDING AUTHORIZING AND DIRECTING US TO TAKE SOME COVERT ACTION. BEFORE SUBMITTING THE PROPOSAL TO THE PRESIDENT, WE IN INTELLIGENCE HAVE A RESPONSIBILITY TO DETERMINE THAT IT CAN BE DONE. AND DONE IN A LAWFUL WAY. AND WE MUST BE SURE THAT THE INDIVIDUALS WHO ARE OUT ON THE FIRING LINE, OUTSIDE THE PROTECTION OF OUR CONSTITUTION AND OUR LAWS, IN MANY

INSTANCES, CAN DO THEIR WORK WITH THE FLEXIBILITY THAT THEY NEED, AND WITH THE CLEAREST UNDERSTANDING OF THEIR RESPONSIBILITIES TO THE CIA AND TO THE COUNTRY.

ALTHOUGH IT IS DANGEROUS TO PREDICT ANYTHING IN AN ELECTION YEAR, I WILL SPEND A MOMENT CONSIDERING THE CHANGES THAT ARE OCCURRING IN INTELLIGENCE AND THE KIND OF INFORMATION WE WILL BE PROVIDING CONGRESS AND THE POLICY COMMUNITY IN THE NEAR FUTURE.

THERE HAS BEEN A DRAMATIC INCREASE IN THE NUMBER AND DIVERSITY OF SUBJECTS THE INTELLIGENCE COMMUNITY IS REQUIRED TO ADDRESS. WHILE MUCH OF OUR EFFORT IS STILL FOCUSED ON THE SOVIET UNION, WE ARE SPENDING MORE TIME AND RESOURCES COLLECTING INFORMATION ON THIRD WORLD NATIONS. WE ARE INTERESTED IN BOTH THE POLITICAL AND ECONOMIC STABILITY OF COUNTRIES FROM BRAZIL TO BANGLADESH, FROM MEXICO TO MALAYSIA, AND FROM TURKEY TO TANZANIA. WE ARE ALSO CONCENTRATING ON INTERDISCIPLINARY PROBLEMS SUCH AS INTERNATIONAL TERRORISM, NARCOTICS TRAFFICKING, AND TECHNOLOGY TRANSFER.

WE BELIEVE THE SOVIET UNION'S APPETITE FOR AMERICAN TECHNOLOGY IS GROWING, PARTICULARLY IN THE AREA OF INFORMATION TECHNOLOGY. THE SOVIET STRATEGY APPEARS TO BE MODERNIZING THE ELECTRONICS-BASED SECTOR OF THE ECONOMY BEFORE MOVING TO INVEST MORE HEAVILY, IN THE 1990'S, IN MILITARY PRODUCTION FACILITIES. WE HAVE EVERY REASON TO BELIEVE THAT SOVIET INDUSTRIAL ESPIONAGE WILL INTENSIFY IN THE NEXT DECADE. AND THE SOVIETS WILL CONTINUE TO DEVOTE WHATEVER RESOURCES AND MANPOWER ARE NECESSARY TO FULFILL THEIR MOST CRITICAL MILITARY COLLECTION REQUIREMENTS.

ISSUES LIKE TECHNOLOGY TRANSFER HAVE CHANGED OUR OWN COLLECTION REQUIREMENTS. THAT'S WHY WE MUST CONTINUE TO ATTRACT TOP PEOPLE TO HELP US. WE ARE FORTUNATE IN THAT LAST YEAR, OVER 100,000 MEN AND WOMEN EXPRESSED AN INTEREST IN WORKING FOR THE CENTRAL INTELLIGENCE AGENCY. YOU HAVE NO DOUBT READ ABOUT THE PROTESTS ON SOME COLLEGE CAMPUSES WHEN CIA RECRUITS. INTERESTINGLY ENOUGH, THESE PROTESTS AND THE PUBLICITY THEY GENERATE OFTEN WORK IN OUR FAVOR. OUR

RECRUITMENT CENTERS ARE INUNDATED WITH RESUMES AFTER CAMPUS DEMONSTRATIONS. BUT WE'RE NOT RESPONSIBLE FOR THE CAMPUS DEMONSTRATIONS.

I HOPE THAT WE CONTINUE TO ATTRACT THOSE BEST SUITED TO CARRY OUT OUR MISSION--THOSE WHO ARE RISK TAKERS BUT NOT RISK SEEKERS, PEOPLE WHO ARE DEDICATED AND RESPONSIVE TO OUR LAW AND DISCIPLINE, PEOPLE WHO UNDERSTAND AND PLAY BY THE RULES. PEOPLE TO WHOM FAME AND FORTUNE IS NOT PARTICULARLY A NECESSARY PART OF THEIR LIFE, BUT WHO CAN FIND IN OUR WORK AN AVENUE TO PURSUE THEIR HIGHEST ASPIRATIONS FOR A SAFER AND BETTER WORLD.

WITH SUCH PEOPLE WE CAN CONTINUE TO PROVIDE THE INTELLIGENCE THAT POLICYMAKERS NEED, OBSERVING THE RULES OF OVERSIGHT AND ACCOUNTABILITY THAT BOTH THE CONGRESS AND THE MEMBERS OF THE INTELLIGENCE COMMUNITY HAVE A RIGHT TO EXPECT. THIS IS WHAT YOU WOULD WANT OF US, WHAT ALL AMERICAN PEOPLE WOULD WANT OF US, AND WE ARE DOING OUR VERY BEST TO SUPPLY IT.

THANK YOU.

FOOTNOTES

¹ The St. Louis Cardinals' game with the Chicago Cubs on the afternoon of 13 April and the weekend series with the New York Mets was confirmed by the front office of the St. Louis Cardinals.

² This information on the very limited access Congress once had to classified information is from a letter Ambassador Richard Helms sent to the Central Intelligence Retirees Association (CIRA) on 22 January 1988. Judge Webster used this information in his remarks to CIRA and, most recently, to the American Business Conference on 23 March 1988.

³ The amount of time the DCI and his top executives spend dealing with Congress was first mentioned by Judge Webster during his speech to the American Business Conference.

⁴ Remarks concerning the House and Senate bills on congressional oversight were drawn from Judge Webster's testimony before the SSCI on 20 November 1987 and the HPSCI on 24 February 1988.

Statistical information on the number of briefings the CIA gives to Congress and the topics covered, and on congressional recipients of CIA assessments and reports, is unchanged. Judge Webster has included this information in three speeches to date: A.B. Laffer, the American Business Conference, and the American Society of Newspaper Editors (11 April).

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Request to Visit CIA Headquarters & Address of the Regional Commerce & Growth Association (RCGA) 13 April 1988

STATION:

William M. Baker
Director, Public Affairs

EXTENSION

27676

NO.

ER 0118X-88

DATE

12 Jan 88

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

ER 12 JAN 1988 *TK*

RECEIVED FORWARDED

1.

D DCI

13 *J.*

agree with Bill Baker.

2.

DCI

1/13

WAW

3.

PAO

22 JAN 1988

ILLEGIB

ER
DCI

25 JAN 1988 *TK*

5.

PAO

26 Jan. 28 JAN 1988

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.



P-309-15

22 January 1988

JUDGE:

RE: Request to Visit CIA Headquarters
and Address of the
Regional Commerce & Growth Association (RCGA)
13 April 1988

Your note to me on 14 January ruled out the possibility of addressing the RCGA group during the luncheon. You asked me for other alternatives. Since the RCGA is planning to hold their luncheon in the Russell Office Building Caucus room #325 from 12:00 noon - 1:30 p.m., we have located a hearing room in the Dirksen Office Building where you could speak to the approximately 100 RCGA members following the luncheon. We would plan for 20 minutes of remarks and 20 minutes for questions and answers. If you agree, please sign the attached letter.

STAT



Bill Baker

: Agree

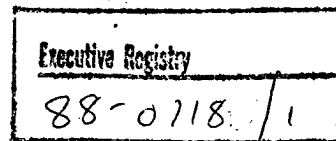
: Disagree

ADMINISTRATIVE INTERNAL USE ONLY

Central Intelligence Agency



Washington, D. C. 20505



28 JAN 1988

Mr. William F. Schierholz
President
Chemtech Industries, Inc.
1655 Des Peres Road
St Louis, Missouri 63131

Dear Bill:

Good to speak with you before Christmas. As we discussed previously, CIA does not lend itself to tours and I find that we are not set up to accommodate visitors in the way I would enjoy entertaining you. With this in mind, I suggest that I make my remarks to the Regional Commerce and Growth Association (RCGA) after your luncheon on April 13th in one of the hearing rooms on the Hill. If this is all right, I will look forward to meeting with you and the RCGA members at that time. A member of my Public Affairs staff will be in touch with you concerning the arrangements.

Warmest regards and many thanks for your good words.

Sincerely yours,

W William H. Webster

William H. Webster
Director of Central Intelligence



Page Denied

12 January 1988

JUDGE:

RE: Request to Visit CIA Headquarters
and Address of the
Regional Commerce & Growth Association (RCGA)
13 April 1988

At a time when everyone wants to make a comparison between you and Bill Casey, I think this request should be looked at carefully. Generally few groups were hosted at Headquarters by your predecessor. However, those that were included Fordham and Yale University alumni groups and the Council of American Ambassadors. Since the RCGA is a regional group, you may wish to postpone their visit until another year and choose one that is more relevant to our mission as your first group of non-official visitors. As a compromise, perhaps you could suggest speaking to the group at the luncheon rather than in the Headquarters Auditorium. If you agree, please sign the attached letter for your signature.



Bill Baker



ADMINISTRATIVE INTERNAL USE ONLY

P-309-in



Washington, D. C. 20505

Executive Registry
88-0118/1

Mr. William F. Schierholz
President
Chemtech Industries, Inc.
1655 Des Peres Road
St Louis, Missouri 63131

Dear Bill:

Good to speak with you before Christmas. As we discussed previously, CIA does not lend itself to tours and I find that we are not set up to accommodate visitors in the way I would enjoy entertaining you. With this in mind, I suggest that I make my remarks to the Regional Commerce and Growth Association (RCGA) at your luncheon on April 13th. If this is all right, I will look forward to meeting with you and the RCGA members at that time. A member of my Public Affairs staff will be in touch with you concerning the arrangements.

Warmest regards and many thanks for your good words.

Sincerely yours,

William H. Webster
Director of Central Intelligence

Page Denied

RETARIAT

ROUTING SLIP

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI		X		
2	DDCI				
3	EXDIR				
4	D/ICS				
5	DDI				
6	DDA				
7	DDO				
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/OCA				
14	D/PAO	X			
15	D/PERS				
16	D/Ex Staff				
17	<i>ER</i>				
18					
19					
20					
21					
22					

SUSPENSE _____
Date

Remarks

Executive Secretary
29 Dec. 1987
Date

3637 (10-81)

Page Denied