

Me/ Sember 2/19/83

OA 1699

MacDonald, Donald Jon (Mac); F/65

— (P) 500 T-9032
International Council of Shopping Centers
665 Fifth Avenue, New York, NY 10022
212/421-8181

08 DEC 1986

3896.

MEL SEMBLER
Office of the President

REPLY TO:
5959 Central Avenue
St. Petersburg, FL 33710
(813) 381-3622

December 1, 1986

Dr. Carlton Turner
Deputy Assistant to the President
for Drug Abuse Policy
Office of Policy Development
424 Old Executive Office Building
Room 220
Washington, D.C. 20500

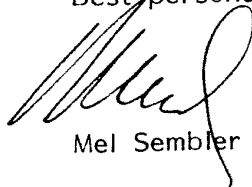
Dear Carlton:

Betty and I enjoyed dinner with you and Mary Ann on Sunday evening. It was a delight to share the evening with you two wonderful people.

Our meetings with Phil Brady and Fred Bush were productive. In our meeting with Jack Courtemanche, I got a "maybe" on the Las Vegas appearance and a "tentative no" on a meeting in the White House with a blue ribbon committee from the shopping center industry. My feeling is that a meeting of this type would help involve a large number of shopping center owners worldwide. I will continue this effort with Martin Coyne in the weeks ahead.

Carlton, Betty and I thank you for all your concern, support, and special efforts.

Best personal regards,



Mel Sembler

MS/cr

International Council of Shopping Centers

665 Fifth Avenue, New York, NY 10022
212/421-8181

20 NOV 1986

3889

MEL SEMBLER
Office of the President

REPLY TO:
5959 Central Avenue
St. Petersburg, FL 33710
(813) 381-3622

November 17, 1986

Dr. Carlton Turner, PH.D.
The White House
Washington D.C. 20515

Dear Carlton:

Your office has graciously confirmed a meeting in your office on Monday, November 24th at 9:00 a.m. with Betty and me.

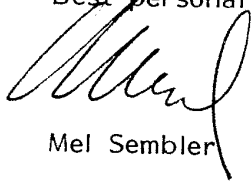
I am looking forward to updating you on the International Council of Shopping Center's new anti-drug campaign.

We also have a 10:30 a.m. meeting with Phil Brady in Vice President Bush's office. I am trying to arrange a meeting with Jack Courtemanche, and Marty Coyne, but I do not have firm appointments with them at this writing.

If you and Mary Ann are available for dinner Sunday night, Betty and I would love to have you join us. Please advise Marlene at my office, as I will be traveling.

See you Monday.

Best personal regards,



Mel Sembler

MS/cr

THE WHITE HOUSE

10-14-86

Dear Mel,

Thanks for the data which
appeared in the St. Petersburg Times.

It was very useful. Thanks for
all your help

Carl

International Council of Shopping Centers

665 Fifth Avenue, New York, NY 10022
212/421-8181

22 SEP 1986

3789

MEL SEMBLER
Office of the President

REPLY TO:
5959 Central Avenue
St. Petersburg, FL 33710
(813) 381-3622

September 17, 1986

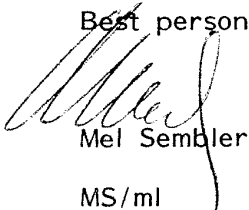
Dr. Carlton Turner
424 Old Executive Office Building
Office of Policy Development
Washington, DC 20500

Dear Carlton:

I have enclosed a copy of the article that appeared in
St. Petersburg Times on the statistics quoted by
STRAIGHT, INC., of which we spoke about on the telephone
today.

Thank you for your continued support.

Best personal regards,



Mel Sembler

MS/ml

Enclosure

10 NOV 1986

3822

International Council of Shopping Centers

665 Fifth Avenue, New York, NY 10022
212/421-8181

MEL SEMBLER
Office of the President

REPLY TO:
5959 Central Avenue
St. Petersburg, FL 33710
(813) 381-3622

November 5, 1986

Dr. Carlton Turner
424 Old Executive Office Bldg.
Office of Policy Development
Washington, D.C. 20500

Dear Carlton:

Per our telephone conversation this morning, I'm enclosing a copy of the Hills & Knowlton proposal for I.C.S.C.. In addition, a copy of the letter asking Mrs. Reagan to become Chairman of the 1987 ICSC KIDS ANTI-DRUG PROGRAM and to speak at the I.C.S.C. Spring Convention in May, 1987.

I appreciate your time and efforts in assisting me.

Best regards,



Mel Sembler

MS/cr

enclosures

*Nancy Reagan's letter went out
regular mail on 11-4-86.*

International Council of Shopping Centers

665 Fifth Avenue, New York, NY 10022
212/421-8181

MEL SEMBLER
Office of the President

REPLY TO:
5959 Central Avenue
St. Petersburg, FL 33710
(813) 381-3622

November 7, 1986

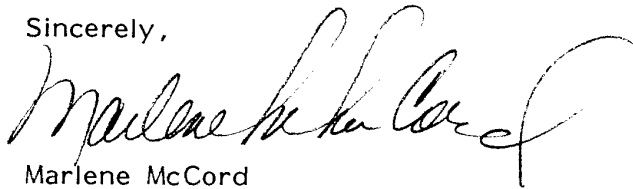
Dr. Carlton Turner
424 Old Executive Office Bldg.
Office of Policy Development
Washington, D.C. 20500

Dear Dr. Turner:

On November 5th, Mel Sembler mailed to you, by Express Mail, a copy of Hills & Knowlton's proposal for I.C.S.C. I realized today that pages 4, 5 and 6 were missing, so I am enclosing them for you.

I apologize for the inconvenience.

Sincerely,



Marlene McCord
Administrative Assistant
to Mel Sembler

MM/cr

enclosures

International Council of Shopping Centers

665 Fifth Avenue, New York, NY 10022
212/421-8181

MEL SEMBLER
Office of the President

REPLY TO:
5959 Central Avenue
St. Petersburg, FL 33710
(813) 381-3622

November 4, 1986

Mrs. Nancy Reagan
The White House
Washington, D.C. 20515

Dear Mrs. Reagan:

As you know from our meetings through the years at STRAIGHT, INC., I am a strong supporter of the anti-drug message that you and, now, the President are bringing to America's families.

In response to your charge to the private sector to assist in stopping this national tragedy, the Board of Trustees of the International Council of Shopping Centers, of which I am the President, has overwhelmingly decided to implement a program in many of the 26,000 shopping centers represented by our association.

To structure a public service campaign, the Board has allocated \$250,000 in initial funding. We anticipate that during the program many millions of dollars will be spent by participating shopping centers in North America and throughout the world to support the fight you are spearheading.

Your empathy and understanding of this terrible problem and your unselfish and unceasing efforts to alleviate this menace to our children is truly exemplary. Never before have we had a First Lady so dedicated, committed, and effective in dealing with a national problem.

We would be most honored if you would lend us your support and increase our ability to raise national awareness of this problem by accepting the title of Honorary Chairman of the 1987 International Council of Shopping Centers KIDS ANTI-DRUG PROGRAM.

Mrs. Nancy Reagan
November 4, 1986
PAGE TWO

The White House advisor, Dr. Carlton Turner, has already been extremely helpful in providing advice and counsel on how we can support your anti-drug message. We now ask for your support and goodwill in recognition of our industry's effort.

We would also be extremely honored if you would be our guest and address our members at our Annual Convention in Las Vegas, Nevada, May, 1987. We will have 25,000 attendees at this convention. Your appearance would be either Monday, May 4, or Tuesday, May 5, depending on what is most convenient for your schedule. I will check with your appointments secretary in a week to determine if you are available on either of these two dates. We would appreciate your views on the state of the nation's war on drugs at that time.

I am certain that if the public and private sector work together, we can educate our children to "Just Say No" -- and that the American dream will remain intact.

Sincerely,

Mel Sembler

MS/cr

HILL AND KNOWLTON

Hill and Knowlton, Inc.
420 Lexington Avenue
New York, N.Y. 10017
212-697-5600

*Rec'd 11-3-86
F. D. Eppes*

Patricia D. Peters
Senior Vice President

October 31, 1986

Mr. Mel Sembler
The Sembler Company
5959 Central Avenue
St. Petersburg, FL 33710

Dear Mel:

Enclosed please find Hill and Knowlton recommendations for a Spring '87 public service promotion for ICSC. A copy has been sent to John Riorden under separate cover.

We've attempted to focus our recommendations on a program that meets the following criteria:

- can be successfully implemented by Spring '87
- ensures maximum member participation
- addresses the drug problem in a meaningful way.

I will be meeting with John sometime next week to discuss our proposal and to make any appropriate modifications. If you have questions or comments before that time, please don't hesitate to give me a call. (I will be out of the country until Tuesday, the 5th, but Susan Hullin of my office can offer assistance in my absence.)

I'm looking forward to the opportunity to meet with you again and, hopefully, to working with you in the coming months.

Sincerely,



Penny Peters

PP:lp
enc.

cc: Pat Lewis

A COMMUNITY RELATIONS PROGRAM
INTERNATIONAL COUNCIL OF SHOPPING CENTERS

October 31, 1986
Prepared by:

HILL AND KNOWLTON

Hill and Knowlton, Inc.
International Public Relations Counsel
420 Lexington Avenue
New York, New York 10017
212 697-5600

A Community Relations Program
International Council of Shopping Centers

INTRODUCTION

Hill and Knowlton is pleased to present a spring 1987 community relations program to the International Council of Shopping Centers.

The recommendations that follow are based on the extensive experience Hill and Knowlton has gained from working with associations and major marketers, including medical, agricultural, product, and service organizations.

Why Hill and Knowlton?

1. Experience

- o We understand association needs.
 - Photo Marketing Association (PMA)
 - Florists' Transworld Delivery Association (FTD)
 - United Dairy Industry Association (UDIA)
 - American Dairy Association (ADA)
 - American Academy of Dermatology (AAD)
 - American Iron and Steel Institute (AISI)
- o We understand shopping center needs.
 - Work with mall special events directors on a number of corporate-sponsored campaigns
- o We understand marketing/promotion and represent such major marketers as P&G, Du Pont, Kraft, Kodak, and Nabisco, among others.

2. Expertise

- o More than 1,800 staff members with expertise from agriculture to telecommunications (We use only the specialists you need, for as much time as you need.)
- o Experts in graphic design, creative copy, media relations, marketing, special events, and many others

3. Reach

- o 20 U.S. offices and 38 affiliates
- o 36 offices throughout rest of world

This document contains the following sections:

- o Situation analysis;
- o Program objectives;
- o Strategies;
- o Program criteria;
- o Program overview;
- o Recommended activities;
- o Preliminary/budget estimates.

While these recommendations are far from preliminary, we ask you to view them as flexible. In order to refine the program, we need to have more information. As soon as possible, ICSC and Hill and Knowlton should meet to discuss the details of the program. We also will seek input from a sample of shopping centers to make certain the concept is targeted properly.

Time is of the essence.

SITUATION ANALYSIS

Over the past 30 years, few entities have had as dramatic an impact on American life-styles as shopping centers. As cities spread to neighboring countryside with the explosion of suburbs following World War II, shopping centers were built as service centers -- convenient hubs for errands and chores. They have evolved into much more than that. Centers are where much of America spends its leisure time. Consumers shop, see first-run movies, exercise, sample a variety of foods, or just browse.

Shopping centers attract all ages, from retirees who join mall-walking teams to teenagers who consider malls their social centers and assemble at fast-food restaurants or just "hang out" in the common areas. In recent years, some malls have been confronted with a serious teen problem. These malls have become so popular with an undesirable element of the youth population that their community image has suffered -- as well as their profitability. Mall management must cope with littering, heavy shoplifting, vandalism, and more serious crimes, such as drug dealing.

Malls need to strike a delicate balance between creating attractive shopping environments and protecting individual rights. It is imperative that ICSC members actively work to be good community citizens. Addressing the

drug problem head-on will help position malls as part of the solution, not part of the problem.

The Challenge

H&K's challenge is to design and provide implementation support for a spring 1987 shopping center promotion that helps diminish the drug-abuse problem in America.

PROGRAM OBJECTIVES

- o To position shopping centers as contributing members of their communities;
- o To encourage maximum involvement of ICSC members;
- o To provide the basis for ongoing community relations activities and a framework for future community relations programs.

STRATEGIES

We have devised the following strategies through which to address the program objectives. We will:

- o Design a community relations promotion centered on a national vote against drug abuse -- a call to action;
- o Create a newsworthy event to launch nationally the week's activities and develop story angles to allow many different media audiences to participate in communicating ICSC's story;
- o Develop support materials that clearly detail each part of the promotion to facilitate ICSC member participation.

PROGRAM CRITERIA

In developing our recommendations for a community relations program for ICSC, Hill and Knowlton has addressed the following criteria. We acknowledge that the program must:

- o Focus on the drug-abuse problem;
- o Offer a real contribution to ongoing programs in communities, i.e. make a difference;
- o Be a defined promotion period (e.g., a week) in spring 1987 (April/May);
- o Be designed with tiers of activity to allow participation by all levels of ICSC membership;
- o Be interactive (allow the consumer to participate in some way).

PROGRAM OVERVIEW

An effective drug-abuse communications program designed for ICSC should address several goals by:

- o Promoting local mall and consumer interaction and participation;
- o Promoting and generating excitement, enthusiasm, and a feeling of accomplishment among these groups;
- o Providing community benefits.

The program Hill and Knowlton has designed for ICSC satisfies these prerequisites and more. The issue of --drug abuse is of major concern throughout the country. The battle against drugs requires tremendous support from Americans everywhere, and shopping centers are very much today's community meeting halls, a perfect location to rally to a cause, to stand up and be counted.

S.T.A.N.D. Up and Be Counted

The most important element of any campaign designed to generate participation is that it encourages action.

"S.T.A.N.D. Up and Be Counted" is a program theme designed to enable consumers to take a position on drug abuse in this country. It does not allow room for fence-sitters or wafflers. A choice must be made, and those who choose to speak must be heard.

S.T.A.N.D. is the acronym for "Shoppers Take Action: Nix Drugs," which promotes action while simultaneously providing ICSC with a brief, active acronym that will work perfectly on premiums, no matter how limited the space for imprinting. The word "stand" also works well in conjunction with several phrases that become the name of individual public relations program elements.

Two key phrases we will be using in the program to tie all activities together are S.T.A.N.D. Up and Be Counted and "Take a S.T.A.N.D.."

An integral part of the program will be an in-mall voting event that will enable every shopper to participate in ICSC's program. The phrase "If you're not part of the solution, you're part of the problem" works well as a subtheme for this activity as it:

- o Evokes a feeling of responsibility on the part of all audiences;
- o Specifically evokes a response from baby boomers who remember the phrase from the '60s;
- o Provides a feeling of accomplishment for youth audiences;
- o Echoes the use of malls as a community rallying point.
- o Supports any type of program speaker effort where taking a stand may mean taking the podium;
- o Encourages shoppers to pick up and carry premium items (i.e., "Take a S.T.A.N.D." T-shirt's).

The S.T.A.N.D. theme will be wrapped around all activities and will enable consumers to identify themselves with a project that is all-American through and through. Americans have always taken a stand on issues, their futures, and their decisions. This country is fighting a war against drugs today, and American shoppers are our infantry. With the right program activities and a bit of passion, this program should ignite American indignation and

Perhaps, at an appropriate shopping mall, Nancy Reagan could cast the first vote to "nix drugs." Ballots could be distributed on Capitol Hill, and members of Congress would be encouraged to cast their votes when visiting their home districts or states.

The program is tiered to allow the smallest mall maximum participation with a minimum of time, while the large regional malls are limited only by their imaginations.

The Strip Mall

Even a small mall with the most limited resources would be able to:

- o Run an in-mall voting program;
- o Send P.R. materials (press release, backgrounder, and media alert) to the local community paper;
- o Arrange a drawing for merchants' prizes.

The Medium-Size Mall

- o Run an in-mall voting program.
- o Send P.R. materials (press release, backgrounder, and media alert) to area papers and radio stations.
- o Arrange a series of drawings for merchants' prizes.

- o Tie in with local nonprofit organizations and social agencies for community education/action programs and coordinate:
 - Displays;
 - Information tables and booths;
 - S.T.A.N.D. Up Health Fair;
 - Interactive computer display.
- o Conduct school art contest/display posters.
- o Encourage merchant tie-ins with local charities.
- o Stage family entertainment in center court or mall stage areas.

Super Regional Malls

- o Run an in-mall voting program.
- o Send P.R. materials (press release, backgrounder, and media alert) to area papers and radio and television stations.
- o Arrange a drawing of merchants' prizes.
- o Tie in with local nonprofit organizations and social agencies for community education/action programs and coordinate:
 - Displays;
 - Information tables and booths;
 - S.T.A.N.D. Up Health Fair;
 - Interactive computer display.
- o Conduct school art contest/display posters;
- o Encourage merchant tie-ins with local charities;
- o Stage family entertainment in center court or mall stage areas.
- o Conduct major entertainment events:
 - Tie in with radio station for live on-site/call-in (note many TV and radio stations have their own anti-drug campaigns);
 - Host celebrity events.

- o Hold black-tie benefits.
- o Produce booklets (e.g., "Seven Steps to S.T.A.N.D.").
- o Create I.D. materials.
- o Organize major displays.
- o Serve as the catalyst for long-range community action.

RECOMMENDED ACTIVITIES

Hill and Knowlton recommends the following program activities

I. "S.T.A.N.D. Up and Be Counted" Campaign Concept

A comprehensive campaign concept serves as an umbrella for all program elements and tiers of activities. We will:

- o Create and refine the theme;
- o Design the logo, special graphics, and materials;
- o Develop the mechanics of the voting process (from local to regional to national).

II. Shopping Center Support

A. Shopping Center Participation Kit

To ensure maximum participation and to generate excitement among ICSC members, we will create a "How to Participate" kit that will include:

- o A step-by-step guide for each element of the campaign;
- o Camera-ready logo, labels, and voting ballot;

- o Ad slicks;
- o A sample calendar of events;
- o Suggested proclamation for government officials;
- o Voting procedures and guidelines;
- o A timetable
- o A local publicity supplement (e.g., "Swiss cheese" news releases, sample media alerts, etc.).

B. Point-of-Purchase Program

To extend the reach and duration of the "S.T.A.N.D. Up" promotion, we recommend the development of P-O-P materials. These could include, but are not limited to:

- o T-shirts and sweatshirts;
- o Bumper stickers;
- o Caps and visors;
- o Posters and cards.

We will design and coordinate P-O-Ps and work with ICSC to encourage members to support these premiums.

C. Incentive Program

To encourage maximum involvement of ICSC members, Hill and Knowlton recommends developing an incentive program. Malls would be encouraged to compete for

the best, most effective, and most original promotions. Awards will be presented at the annual ICSC meeting, promoting even more member participation in 1988. We will develop guidelines and report forms to include:

- o Summary of events;
- o Voter participation;
- o Photographs;
- o Newspaper clippings, audio, and video tapes.

III National Media Event

Drug-abuse education needs tremendous support from Americans everywhere. The first vote to "S.T.A.N.D. Up and Be Counted" should be cast by the first lady. We will work with ICSC to coordinate White House involvement. Mrs. Reagan could cast the first vote in an appropriate shopping mall. We will develop and coordinate the event to include:

- o Site selection and liaison;
- o Invitations;
- o Follow-up calls;
- o ICSC speaker support;
- o Program brochure;
- o Memento of event;
- o Hands-on supervision;
- o Media follow-up.

Ballots will also be distributed on Capitol Hill to members of Congress. We will coordinate with ICSC to encourage elected officials to take leadership roles in their home districts and states.

IV. National Publicity

Hill and Knowlton will coordinate the national "S.T.A.N.D. Up" publicity effort. We will develop story lines and seek interview opportunities and story placements with:

- o Network television, radio, and syndicated programs;
- o Major media markets (utilizing the Hill and Knowlton network);
- o Consumer magazines;
- o Educational and nonprofit publications.

Results and audience reach figures will be obtained and analyzed.

V. Speaker Training

ICSC will need articulate spokespersons to communicate the "S.T.A.N.D. Up" message. We recommend training two ICSC executives through a full-day session of briefings, role-playing, and simulated situations in:

- o Print interviews;
- o Speech-making;

- o Radio and television talk shows;
- o Press conferences.

Tapes and video recordings will be made to enable each individual to analyze and improve his or her own skills.

VI. Public Service Announcement

Hill and Knowlton recommends producing one 30-second television and radio public service announcement urging consumers to "S.T.A.N.D. Up" and take action. We will:

- o Recruit a celebrity spokesperson;
- o Produce the announcements;
- o Distribute the spots to 500 TV stations and 2,000 radio stations;
- o Monitor usage and follow-up.

VII AP/UPI Radio Broadcast

We recommend using the AP Radio/UPI Audio Broadcast Feature Service, which reaches approximately 2,000 stations with one centrally fed item, to bring the "S.T.A.N.D. Up" message to the public. Stations tape these audio features and use them on newscasts, news and information segments, and talk shows. The 60-second spot will urge consumers to go to their malls, vote, and "Take a S.T.A.N.D." We will:

- o Produce the tape, incorporating a voice actuality of a senior ICSC spokesperson;
- o Coordinate distribution;
- o Obtain air-checks and audience reach figures.

VIII. Mat Mailing Column

Mailing a matted column to suburban newspapers across the country is a cost-effective, controlled communications vehicle. We recommend developing one major column on S.T.A.N.D.'s role in fighting drug abuse to be released to local newspapers at the beginning of the promotion. We will:

- o Write the column;
- o Distribute it to newspapers nationwide;
- o Monitor usage.

IX. Provide Counsel, Supervision, and Coordination

Hill and Knowlton believes good relationships are based on effective two-way communication between the client and the firm. In addition to counseling and hands on supervision, we will also serve as a liaison to national organizations to seek opportunities for ICSC to build coalitions for the program.

X. Reporting and Evaluation

Building an effective community relations program begins by evaluating the program just completed. Hill and Knowlton will prepare a report and evaluation to be presented to ICSC management. The report is an important component to building an ongoing program. It will serve as a base for planning the 1988 events.

In addition, all meetings, conference calls, and changes in the program will be communicated in a written report as soon as they have occurred.

Summary

The International Council of Shopping Centers has taken on an ambitious challenge: to make every American address the drug abuse problem head-on and to motivate each individual to action. Hill and Knowlton applauds ICSC and is ready to "S.T.A.N.D." with you.

An estimated budget follows.

ESTIMATED BUDGET

We estimate that the budget for Hill and Knowlton fees and related out-of-pocket expenses for this program will be between \$200,000 and \$275,000. Our fees are for design, supervision, national media contact, and the use of an ICSC staff person for day-to-day member coordination and materials tracking. In the event ICSC does not have a person on staff, Hill and Knowlton will hire and supervise the individual.

A final, detailed budget will be submitted once we have had the opportunity to discuss our recommendations with ICSC and to identify the program specifics (e.g., quantities of materials produced, member communication vehicles, etc.).

The following breakdown can serve as a general guide.

	<u>Activity</u>	<u>Estimated Cost</u>
I.	Concept Development (logo design, special graphics, and materials design)	\$ 10,000 - \$ 20,000
II.	Shopping Center Support	
	A. Participation Kit	\$ 20,000 - \$ 28,000*
	B. Point-of-Purchase Program	\$ 15,000**
	C. Incentive Program	\$ 5,000 - \$ 10,000
III.	National Media Event	\$ 38,000 - \$ 48,000
IV.	Publicity	\$ 20,000 - \$ 30,000
V.	Speaker Training (two spokespersons)	\$ 5,000

*Does not include printing or distribution

**Does not include production

VI.	PSA (video and audio-- produce, place, follow-up)	\$ 30,000 - \$ 45,000
VII.	AP/UPI Radio Broadcast	\$ 1,500 - \$ 2,000
VIII.	Mat Mailing Column (1)	\$ 4,000
IX.	Provide Counsel, Supervision, and Coordination (six months)	\$ 18,000
X.	Reporting and Evaluation	\$ 5,000 - \$ 10,000
XI.	Ongoing Effort (build to '88 event-- five months @ \$3,000)	\$ 15,000
XII.	Contingency	\$ 25,000
	TOTAL	\$211,500 - \$275,000

Mel Sembler
THE WHITE HOUSE
WASHINGTON

August 12, 1986

NOTE TO JACK COURTEMANCHE

FROM: CARLTON TURNER

SUBJECT: Attached speech from
Mel Sembler

This is a speech Sembler will be
giving to shopping center industry
meeting throughout the U.S. Mel
is President of International
Council of Shopping Centers.

Attachment

The Sembler Company

Real Estate Development / Shopping Centers

3774
AUG 1986

August 6, 1986

Dr. Carlton Turner
Office of Policy Development
424 Old Executive Office Bldg.
Washington, D.C.

Dear Carlton:

Enclosed please find a copy of the speech given to my colleagues in the shopping center industry at meetings throughout the country this year.

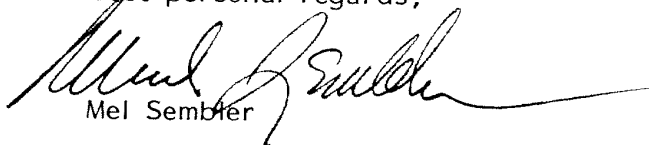
I am encouraged by their reception on the drug issue. They appreciated the strong position and are asking "what can we do to help."

Since I will be speaking so extensively, both nationally and internationally, my goal is to heighten awareness to the drug abuse issue, seek action to stop the demand, encourage stricter law enforcement, and focus responsibility on the individual for their own drug use. The position President Reagan is currently taking on the drug issue should have a very positive impact on our country and is to be applauded.

I enjoyed visiting at length with Vice President Bush last month when he attended a fund-raising luncheon where I was Chairman and Master of Ceremonies. We need to visit about this when you have the opportunity.

Many thanks for your continued help.

Best personal regards,



Mel Sembler

MS/ml

enclosure

P.O. Box 41847, 5959 Central Avenue, St. Petersburg, Florida 33743-1847 (813) 381-3622

BASIC IDEA EXCHANGE SPEECH

THANK YOU FOR THE LOVELY INTRODUCTION. I AM HAPPY TO
BE HERE TODAY.....ETC.

_____ IS A LOVELY CITY AND IS REFLECTING THE
GROWTH WE ARE EXPERIENCING NATIONWIDE.

ORIGINALLY, I HAD INTENDED TO TALK ONLY ABOUT OUR
INDUSTRY AND ABOUT WHAT I SEE FROM MY VANTAGE POINT AS
PRESIDENT OF ICSC. BUT AS I SPOKE WITH YOUR STATE
DIRECTOR, _____, HE SUGGESTED -- BECAUSE
OF MY LONG AFFILIATION AS ONE OF THE FOUNDERS OF THE
STRAIGHT DRUG REHABILITATION PROGRAM -- THAT I ALSO TALK
ABOUT KIDS AND DRUGS. SO, I'LL DO BOTH. I'LL DISCUSS
WHAT I CONSIDER TO BE THE PLAGUE OF THE 20TH CENTURY--THE
\$110 BILLION-A-YEAR NATIONAL DRUG HABIT. BUT FIRST, LET'S
TALK ABOUT WHAT THE FUTURE HOLDS FOR THE SHOPPING CENTER
INDUSTRY....

IT IS AN EXCITING TIME TO BE IN THE SHOPPING CENTER BUSINESS. I HAVE BEEN IN THE RETAIL DEVELOPMENT FIELD FOR 25 YEARS AND FIND EACH SUCCEEDING YEAR MORE CHALLENGING.

OUR INDUSTRY HAS COME OF AGE--AFTER ONLY 30 YEARS WE HAVE BUILT MORE THAN 26,000 SHOPPING CENTERS IN NORTH AMERICA AND AN ADDITIONAL 3,000 ELSEWHERE IN THE WORLD. AND FROM THOSE CENTERS WE HAVE BUILT IN THE UNITED STATES, WE SELL OVER ONE-HALF OF ALL NON-AUTOMOTIVE RETAIL GOODS SOLD IN OUR COUNTRY. LAST YEAR THIS AMOUNTED TO ONE-HALF TRILLION DOLLARS.

OUR CENTERS EMPLOY HUNDREDS OF THOUSANDS OF SALES AND SERVICE PERSONNEL AND WITH NEW CONSTRUCTION, REHABS, AND EXPANSIONS, WE ARE AN IMPORTANT FACTOR IN THE CONSTRUCTION EMPLOYMENT FIELD. OUR CENTERS ARE MAJOR TAX PAYERS OF SALES TAXES, AD VALORUM TAXES, AND CONTRARY TO THE CURRENT BELIEF IN CONGRESS, FEDERAL INCOME TAXES.

WE PAY OUR WAY....WE ARE A VIBRANT FORCE IN THE NATIONAL ECONOMY AND IN OUR SOCIETY. WE AFFECT AND ARE AFFECTED BY SOCIETY IN A DIRECT WAY AND ARE NO LONGER MERELY AN INTERESTING SIDELINE: WE ARE AN IMPORTANT PART OF THE MAINSTREAM. JUST THINK ABOUT IT...RESEARCHERS TELL US THAT AMERICAN CONSUMERS SPEND MORE TIME IN SHOPPING CENTERS THAN ANYWHERE ELSE EXCEPT THEIR HOMES, THEIR WORKPLACES OR THEIR SCHOOLS. THAT'S A VERY PROVOCATIVE THOUGHT.

THIRTY YEARS AGO, WHEN OUR INDUSTRY BEGAN, THERE WAS NO CONSCIOUS OBJECTIVE TO BE ANYTHING MORE THAN AN EFFICIENT AND PROFITABLE MEANS OF DISTRIBUTING GOODS AND SERVICES. WE ACHIEVED THAT GOAL AND WE'VE DONE A LOT MORE..... SOME OF IT INADVERTENTLY..... WHEN WE DEvised PROGRAMS AND PROMOTIONS PRIMARILY TO ATTRACT PEOPLE TO OUR CENTERS; TO ENCOURAGE THEIR HABIT OF SHOPPING WITH US RATHER THAN ELSEWHERE.....

AND THEY CERTAINLY DID DEVELOP THAT HABIT, THANK GOODNESS!AND IT HAS BEEN A MEANINGFUL ONE...FOR SHOPPERS ... AND FOR US, SHOPPING IN OUR CENTERS HAS BECOME MORE THAN A HABIT, MORE THAN A CONVENIENT AND PLEASURABLE EXPERIENCE. SHOPPING HAS BECOME A NATIONAL PAST-TIME, AND SHOPPING CENTERS ARE AS APPEALING AND AS MUCH FUN AS SPORTING EVENTS OR TELEVISION. WE'VE CAPTURED THE HEARTS, THE MINDS, AND THE POCKETBOOKS OF THE AMERICAN CONSUMER.

IN DOING THIS WE REACH ACROSS ALL AGES AND ALL ECONOMIC AND SOCIAL LEVELS. WHEN YOU CONSIDER EXCITING NEW MERCHANDISING TRENDS APPEALING PROMOTIONS AND SPECIAL EVENTS THAT SIZZLE, IT'S NO WONDER SHOPPING CENTERS ARE AMONG OUR FAVORITE PLACES TO VISIT. WHEN YOU LOOK AT SOME OF THE HEADLINES IN TODAY'S PAPERS, IT IS NOT SURPRISING THAT MANY FIND SHOPPING CENTERS A SAFE AND PLEASANT PLACE TO FULFILL THEIR DREAMS...MAYBE EVEN MORE SO THAN HOME, WORKPLACE...OR SCHOOL.

TODAY, WHEN CREATING THESE CENTERS, WE FACE A NEW ERA THAT CHALLENGES OUR CREATIVITY. CREATIVITY IN CONCEPT...IN DESIGN...AND IN EXECUTION. WE ARE FACED WITH A DIVERSITY OF POSSIBILITIES THAT DID NOT EXIST A DECADE AGO. TO MEET THIS CHALLENGE, SHOPPING CENTERS MUST MATCH RETAILING INNOVATIONS WITH EMPHASIS ON PROFESSIONALISM AND EXPERTISE. WE HAVE THRIVED AND WILL CONTINUE TO THRIVE BECAUSE THE RETAIL BUSINESS CONTINUES TO CHANGE. IT MUST, TO MEET THE EVER-CHANGING DEMANDS OF OUR CUSTOMERS... SO, WE CONTINUE TO SEE NEW AND CHANGING CONCEPTS TO ATTRACT THE CONSUMER DOLLAR. AND LAST YEAR'S THEME OF "OFF PRICE" HAS BEEN REPLACED BY THIS YEAR'S CRY FOR "VALUE RETAILING"--AS WE FIND NEW DEMAND FOR INNOVATIONS SUCH AS FOOD WAREHOUSES, HOME IMPROVEMENT WAREHOUSES, MEMBERSHIP CLUBS, HYPER-MARKETS, UNANCHORED SPECIALTY CENTERS, MIXED USE, DOWNTOWN RE-DEVELOPMENT ACTIVITY. ALL THESE CONCEPTS THRIVING BECAUSE FINANCING IS ABUNDANT AND AFFORDABLE....AND PREDICTED TO STAY THAT WAY...IN THE IMMEDIATE FUTURE.

POLITICAL AND ECONOMIC STABILITY HAS RETURNED....
INFLATION HAS COOLED AND WE ARE POISED FOR CONTINUED
GROWTH AND EXPANSION...YES, PERHAPS EVEN SOME
OVER-EXPANSION..... IN CERTAIN AREAS OF OUR COUNTRY THIS
GIVES ME SOME CONCERN. I THINK WE SHOULD ASK OURSELVES
BEFORE WE BUILD OUR NEW PROJECTS.... CAN WE LEASE IT? AND
WILL IT STAY LEASED? BUILD IT ONLY IF YOU CAN LEASE IT,
NOT ONLY BECAUSE YOU CAN FINANCE IT. THE LENDERS WHO ARE
ACTIVELY SEEKING TO RENT THEIR MONEY ARE ALSO RELYING ON
YOUR EXPERTISE AND TRACK RECORD SO LET'S NOT OVER-BUILD
OUR MARKETS.

THIS BRINGS TO MY MIND THE STORY OF THE TWO SENIOR
REAL ESTATE BROKERS FROM.....

WHAT I AM SAYING TO YOU, LADIES AND GENTLEMEN, BUILD
CENTERS IF YOU CAN LEASE THEM,...NOT JUST BECAUSE YOU CAN
FINANCE THEM.

RETAIL SALES NATIONALLY SHOWED A 6% INCREASE FOR THE FIRST QUARTER OF '86. THIS IS A HEALTHY INCREASE, ALTHOUGH NOT ROBUST, IT SHOULD CONTINUE TO STRENGTHEN WITH MORE SPENDABLE DOLLARS AVAILABLE BECAUSE OF LOWER OIL PRICES....YET HIGH INSTALLMENT DEBT IS KEEPING THE CONSUMER CAUTIOUS. AS CONSUMER CONFIDENCE RETURNS, HOWEVER, SALES ARE PROJECTED TO FURTHER STRENGTHEN.

THESE ARE CHANGING TIMES ... AND INNOVATION AND PROFESSIONALISM IN DEVELOPING IS IN EVEN HIGHER DEMAND TODAY AS THE MARGIN FOR ERROR HAS BEEN DRASTICALLY REDUCED BY HIGH LAND COSTS, BY CONSTANTLY INCREASING DEVELOPMENT COSTS, AND OF COURSE BY OUR EVER PRESENT AND EVER KEENER COMPETITION.

WE ALSO FACE A CHANGING MARKETPLACE. OUR MARKET IS NO LONGER EASILY DEFINED....BABY BOOMERS ARE GRAYING...12% OF US ARE NOW OLDER THAN 65, MORE THAN THE ENTIRE POPULATION OF CANADA. 16,000,000 WILL BE OVER 85 BY THE TURN OF THE CENTURY....SINGLES, CHILDLESS COUPLES AND MINGLES (UNMARRIED PEOPLE LIVING TOGETHER) NOW COMPRISE 57% OF ALL AMERICAN HOUSEHOLDS.

TWO-CAREER HOUSEHOLDS NOW MAKE UP 42% OF OUR HOUSEHOLDS. THE ONCE TRADITIONAL ONE-BREAD-WINNER ARRANGEMENT ACCOUNTS FOR ONLY 29% OF OUR HOUSEHOLDS. THIS CHANGED MARKET REQUIRES A DIFFERENT APPROACH TO SHOPPING AND SHOPPING CENTERS. NOW, WITH MORE THAN HALF OF OUR COUNTRY LIVING IN HOUSEHOLDS WITHOUT CHILDREN, THIS GROUP HAS LITTLE NEED FOR A "BACK TO SCHOOL SALE" BUT A HIGH DEMAND FOR HASSLE-FREE SHOPPING. WE NEED TO REDUCE THE TIME AND NEED TO WANDER AROUND RETAIL STORES IN SEARCH OF SOMETHING. WE MUST UNDERSTAND OUR MARKET, AND WE MUST TARGET OUR MARKETING EFFORTS TO CORRESPOND WITH THESE DEMOGRAPHIC CHANGES.

WE HAVE BEGUN TO RESPOND TO THESE TRENDS....RECENT ICSC RESEARCH INDICATES THAT IN THE FIRST QUARTER OF 1986, OF THE CONSTRUCTION STARTS ON 462 SHOPPING CENTERS, 402, OR 85%, WERE UNDER 100,000 SQUARE FEET. 58 WERE BETWEEN 100,000 AND 400,000 SQUARE FEET AND ONLY TWO CENTERS WERE STARTED OVER 400,000 SQUARE FEET. THE EMPHASIS TODAY, IN RESPONSE TO MARKET NEED, IS IN THE SMALL CENTER DEVELOPMENT FIELD.

THIS CHANGING MARKET ENVIRONMENT OFFERS A FUTURE THAT IS AWESOME IN OPPORTUNITY BUT POTENTIALLY DEVASTATING TO THE UNINITIATED. TAKE ADVANTAGE OF THE LEARNING OPPORTUNITIES PROVIDED BY ICSC IDEA EXCHANGES, UNIVERSITIES, AND EDUCATIONAL FORUMS TO BETTER MEET THE CHALLENGES AND GUARD AGAINST MISTAKES OF THE PAST BY BEING BETTER EDUCATED IN OUR INDUSTRY.

SO HERE WE ARE. WE HAVE COME OF AGE AS AN INDUSTRY AND HAVE COME TO THE POINT WHERE WE MUST UNDERSTAND THAT IN ADDITION TO BEING THE BEST DISTRIBUTION MEANS EVER INVENTED, THE SHOPPING CENTER INDUSTRY MUST NOW TAKE ON YET ANOTHER ROLE. IT IS PART OF OUR MATURITY. WE'VE BECOME AN INSTITUTION THAT IS A MAJOR PLAYER IN TODAY'S SOCIETY, IN THE DAILY LIVES OF TENS OF MILLIONS OF PEOPLE ON THIS CONTINENT AND IN MANY PARTS OF THE WORLD.....

COMING OF AGE MEANS FACING NEW RESPONSIBILITIES...
INDUSTRIES, LIKE PEOPLE, COME TO A BROADER UNDERSTANDING
OF WHAT LIFE EXPECTS OF US.

IN AMERICA EXPECTATIONS ARE HIGH ABOUT OUR INDUSTRY. THE SHOPPING CENTER, AS A RESPONSIBLE CORPORATE CITIZEN, AND EACH OF YOU AS RESPONSIBLE, MATURE ADULTS, NEED TO FACE THESE EXPECTATIONS....ASSESS HOW WE CAN CONTINUE TO MEET THE COMMUNITY NEEDS...FOR GOODS AND SERVICES.... FOR LEISURE AND ENTERTAINMENT.... BUT NOW WITH OUR NEW-FOUND MATURITY, WE NEED TO BE PREPARED TO ADDRESS BROAD-BASED SOCIAL NEEDS AND CONCERNS.

THIS PAST APRIL, ICSC CONDUCTED... WITH YOUR HELP.... THE FIRST EVER INDUSTRY-WIDE PUBLIC RELATIONS PROGRAM TO MAKE OUR COMMUNITIES A SAFER PLACE FOR OUR CHILDREN. THIS COORDINATED EFFORT WAS CALLED "KIDS SAFETY WEEK". 2,800 SHOPPING CENTERS PARTICIPATED ACROSS THE U.S. AND CANADA. 75% OF OUR REGIONAL MALLS WERE INVOLVED IN THIS LANDMARK PROGRAM. HERE IN _____, YOU HAD EXCELLENT TURNOUT--67 SHOPPING CENTERS PARTICIPATED WITH 16,000 CHILDREN FINGERPRINTED. NATIONALLY, WE FINGERPRINTED AND GAVE SAFETY INFORMATION AND EDUCATION TO 1,500,000 CHILDREN DURING THIS ONE-WEEK PROGRAM...

BUT, THIS FIRST EFFORT BY THE SHOPPING CENTER INDUSTRY IS JUST THE TIP OF THE ICEBERG. WE HAVE SPENT THE LAST THIRTY YEARS AS DEVELOPERS--DESIGNING AND CREATING IMPORTANT AND IMPRESSIVE PROJECTS. NOW, CONFIDENT OF OUR NEW FOUND MATURITY, WE MUST TURN TO A LARGER TASK--WE MUST SERVE AS DEVELOPERS OF A BETTER LIFE. NOW, WE MUST UNDERSTAND OUR FULL POTENTIAL AND WORK HAND-IN-HAND TO PUT OUR ENERGIES TO PRODUCTIVE USE ON AN ON-GOING BASIS FOR A HIGHER GOAL.

AN EPIDEMIC HAS OVERTAKEN AMERICA....MORE PERVASIVE AND MORE DANGEROUS THAN ANY PERIL OUR NATION HAS EVER FACED. I SPEAK OF THE LARGE AND GROWING TRAFFIC IN ILLEGAL DRUGS. IT HAS TAKEN LIVES, RUINED CAREERS, AND BROKEN HOMES. IT HAS INVADDED OUR SHOPPING CENTERS AND OUR SCHOOLS.

DRUG PORTION

IT INCITES CRIME, TAINTS BUSINESSES, TOPPLES NATIONAL HEROES, CORRUPTS POLICEMEN, EDUCATORS AND POLITICIANS, AND BLEEDS BILLIONS FROM THE ECONOMY WHILE PAYING NO TAXES. IN SOME MEASURE IT INFECTS EVERY CORNER OF OUR PUBLIC AND PRIVATE LIVES....IT IS A NATIONAL SCANDAL AND IF WE SEEM POWERLESS TO STOP IT, IT IS BECAUSE SO MANY ARE WILLING TO SPEND THE MONEY AND BREAK THE LAW TO SUSTAIN WHAT HAS BECOME BY GOVERNMENT ESTIMATE, A \$110 BILLION-A-YEAR DRUG HABIT..... IMAGINE...THAT FIGURE REPRESENTS 22% OF ALL MERCHANDISE SOLD FROM OUR SHOPPING CENTERS....

WE HAVE MET THE ENEMY AND HE IS US....

FIFTEEN YEARS AGO MY WIFE, (WHO IS WITH ME HERE TODAY), AND I IDENTIFIED THIS PROBLEM AMONG THE CHILDREN IN OUR COMMUNITY. WE BEGAN WITH THE HOPE OF STARTING A DRUG REHABILITATION CENTER FOR YOUNG PEOPLE SINCE THERE WAS A TOTAL LACK OF PROGRAMS DESIGNED FOR CHILDREN AT THAT TIME .

SINCE THAT EARLY BEGINNING, WE HAVE OPENED EIGHT OF THESE PROGRAMS IN VARIOUS CITIES ACROSS THE U.S.-- WE HAVE TREATED OVER 5,000 CHILDREN AND PRESENTLY HAVE 900 CHILDREN IN TREATMENT. IN 1982, EARLY IN HER ADMINISTRATION, WE ASKED NANCY REAGAN, TO VISIT THE PROGRAM AND SEE THE DEVASTATING EFFECTS THAT DRUGS WERE HAVING ON KIDS. SHE CAME TO ST. PETERSBURG, MET WITH US AND FOUND OUT WHAT A MAJOR PROBLEM WE FACED. MRS. REAGAN ASKED THAT EVENING AS SHE CRIED WITH THE CHILDREN, "WHAT CAN I DO TO HELP?" AND I REPLIED--"HELP THE COUNTRY PERCEIVE THE PROBLEM CORRECTLY". SINCE THEN, MRS. REAGAN HAS BEEN AT MANY OF OUR PROGRAMS AROUND THE COUNTRY....SHE HAS BROUGHT FOREIGN DIGNITARIES AND FIRST LADIES FROM MANY COUNTRIES TO HELP THEM "PERCEIVE THE PROBLEM CORRECTLY"....AND, SHE HAS USED HER NATIONAL PLATFORM TO HELP THE COUNTRY UNDERSTAND AND WORK TO END THIS NATIONAL TRAGEDY.

EARLY IN THE '70's WHEN WE BEGAN OUR CAMPAIGN, THE DRUG SCENE WAS EPIDEMIC-- TODAY IT IS PANDEMIC AND AFFECTS EVERYONE IN THIS ROOM.

IN THE 1950'S WE HAD A POLIO EPIDEMIC IN OUR COUNTRY....AT THAT TIME WE CLOSED PUBLIC SWIMMING POOLS, THEATRES, PLACES WHERE CHILDREN CONGREGATED BECAUSE OF THE SCARE OF POLIO. 29 CHILDREN OUT OF 100,000 HAD POLIO. TODAY, WE HAVE AN AIDS SCARE AND IT NOW AFFECTS 9 IN 100,000 PEOPLE. CHEMICAL DEPENDENCY IS FAR MORE WIDESPREAD THAN EITHER POLIO OR AIDS. TODAY, 10,000 OUT OF 100,000 CHILDREN (YES, 10% OF OUR CHILDREN) ARE CHEMICALLY DEPENDENT ON DRUGS AND ALCOHOL. IF THIS WERE POLIO, WE WOULD BE IN A STATE OF NATIONAL EMERGENCY.

A RECENT GOVERNMENT STUDY ESTIMATES THAT UNLESS THE TREND TURNS QUICKLY, ONE OUT OF EVERY FOUR CHILDREN WILL GO THROUGH A DRUG OR ALCOHOL TREATMENT PROGRAM BEFORE REACHING THE AGE OF 21. WE MUST ALL BE AWARE OF THE PROBLEM.

MORE IMPORTANTLY, WE MUST GET INVOLVED IN THE SOLUTION. YOU CANNOT PICK UP YOUR NEWSPAPERS TODAY WITHOUT READING OF DRUG KILLINGS, DRUG BUSTS, DRUG RELATED CRIME, OR GOVERNMENTS BEING INFLUENCED BY THE ILLICIT DRUG INDUSTRY. I IMPORE YOU--GET EDUCATED, GET INVOLVED, GET DRUGS OUT OF THE WORK PLACE, OUT OF THE COMMUNITY, OUT OF OUR SHOPPING CENTERS, AND OUT OF THE REACH OF CHILDREN. LIKE SCHOOLS, LIBRARIES, DRIVE-IN MOVIES AND OTHER PLACES WHERE OUR CHILDREN CONGREGATE, SHOPPING CENTERS ARE VICTIMS OF THIS PLAGUE. BECAUSE MALLS PLAY SUCH AN IMPORTANT PART IN OUR EVERYDAY LIVES, IT IS NOT SURPRISING THAT DRUGS ARE FOUND THERE. IT IS NOT ENOUGH TO SIMPLY LISTEN AND NOD OUR HEADS. WE MUST ACT. AS MAJOR PLAYERS IN THE CONTEMPORARY SOCIAL, POLITICAL AND BUSINESS WORLDS WE HAVE AN OBLIGATION--BOTH AS BUSINESSMEN AND WOMEN, AND AS INDIVIDUALS--TO PLAY A ROLE IN THIS WAR AGAINST DRUGS.

AS MALL OWNERS AND OPERATORS THERE ARE QUITE A FEW THINGS WE CAN DO. WE CAN INSTRUCT OUR SECURITY PERSONNEL TO KEEP AN EVER-WATCHFUL EYE ON UNSUPERVISED GROUPS OF CHILDREN AND TEENAGERS. INFORMED SECURITY PERSONNEL IN THE MALLS AND PARKING LOTS CAN, BY THEIR MERE PRESENCE, DISCOURAGE DRUG USE AND DRUG DEALS. I IMPORE YOU, TOO, TO ADOPT STRICT FOLLOW-UP PROCEDURES FOR KIDS CAUGHT WITH DRUGS. THESE KIDS MUST BE HELD ACCOUNTABLE. PARENTS, GUARDIANS AND YES, EVEN POLICE, MUST BE CALLED. MERCHANTS WHO SELL DRUG PARAPHERNALIA MUST BE REMOVED FROM OUR CENTERS EVEN IF WE ARE REQUIRED TO INVOKE LEASE CLAUSES PROHIBITING DISPLAY OR SALE OF SUCH ITEMS.

I AM CONVINCED THAT WE CANNOT STOP THE SUPPLY OF DRUGS BECAUSE OF THE TREMENDOUSLY HIGH PROFIT, THEREFORE WE MUST STOP THE DEMAND. WE MUST MAKE THE INDIVIDUAL RESPONSIBLE FOR HIS OR HER DRUG ABUSE.

AS IF DRUG ABUSE WEREN'T ALREADY FRIGHTENING ENOUGH, TODAY THERE IS A NEW, EXTREMELY PURE AND TERRIBLY ADDICTIVE DRUG CALLED CRACK SWEEPING THE COUNTRY. THIS DEADLY NEW DISTILLATE OF COCAINE IS MORE POTENT AND ALMOST INSTANTLY ADDICTIVE. COCAINE HAS BEEN ESTIMATED TO HAVE 4 OR 5 MILLION REGULAR USERS IN OUR COUNTRY.

THE PROBLEM IS CLOSE TO HOME AND IF NOT PRESENTLY IN, IT WILL BE SOON. IN MY OWN COMMUNITY OF ST. PETERSBURG IN THIS PAST SATURDAY'S NEWSPAPER, IT WAS BEEN REPORTED THAT IN THE FIRST FIVE MONTHS OF 1986, CRIME HAS INCREASED 80% OVER THE SAME PERIOD IN 1985....AND THIS ALMOST UNBELIEVABLE INCREASE WAS ATTRIBUTED TO DRUGS. LET ME READ YOU A QUOTE FROM THE POLICE SPOKESMAN...."THE POLICE DEPARTMENT CAN'T DO IT ALL...IF THE COMMUNITY SITS BACK AND SAYS -- I DON'T SEE ANYTHING, I DON'T WANT TO GET INVOLVED -- THEN CRIME WILL INCREASE."

WE MUST BECOME INVOLVED. WE MUST GO BEYOND TREATMENT TO PREVENTION. ALTHOUGH WE HAVE LEARNED PAINFULLY HOW TO TREAT THE DISEASE OF CHEMICAL DEPENDENCY, WE HAVE NOT YET LEARNED HOW TO PREVENT IT. NOW WE MUST EXPAND OUR EFFORTS AND MARSHALL OUR FORCES ACROSS AMERICA TO PREVENT DRUGS FROM TAKING AWAY A GENERATION OF CHILDREN. OUR HOPE IS THAT ONE DAY WE WILL BE ABLE TO SEE ALL OF AMERICA'S YOUNG PEOPLE MAKE THE PASSAGE INTO ADULTHOOD WITH CLEAR EYES AND A CLEAR MIND.

WE CAN ACCOMPLISH THIS WITH A NATIONAL AWARENESS OF THE SERIOUSNESS OF THE DRUG PROBLEM AND OF THE NECESSARY CORRECTIVE ACTION. I AM CONVINCED THAT IF THE TIDE OF THE DRUG EPIDEMIC IS NOT TURNED WITHIN THIS GENERATION, THE AMERICAN DREAM WILL BECOME THE AMERICAN NIGHTMARE.

THERE ARE A NUMBER OF NATIONAL ORGANIZATIONS DEDICATED TO ERADICATING DRUG AND ALCOHOL ABUSE AMONG OUR CHILDREN.

LEND YOUR SUPPORT TO ORGANIZATIONS SUCH AS MADD -- MOTHERS AGAINST DRUNK DRIVING, OR PRIDE -- PARENTS RESOURCE INSTITUTE FOR DRUG EDUCATION, TO STRAIGHT OR TO THE NATIONAL FEDERATION OF PARENTS OR OTHER FINE NATIONAL PROGRAMS. MANY OF THESE ORGANIZATIONS HAVE CHAPTERS IN EACH CITY. TALK WITH THEM. GIVE THEM YOUR TIME AND YOUR TALENT.

A POLICE INSPECTOR IN DETROIT RECENTLY QUOTED IN NEWSWEEK MAGAZINE SAID--"IN 1941 THE JAPANESE BOMBED PEARL HARBOR AND WE WENT TO WAR. TODAY, LITTLE WHITE PACKETS ARE BEING DROPPED ON THIS COUNTRY AND NOBODY SEEMS TO GIVE A DAMN."

LET ME ASSURE YOU, I GIVE A DAMN..... WE ALL MUST GIVE A DAMN...

NOW, WE ALL MUST ACT -- OUR LIVES AND OUR CHILDRENS' LIVES DEPEND UPON IT.... EACH OF YOU CAN MAKE A DIFFERENCE..... LET'S START NOW.

THANK YOU.

International Council of Shopping Centers

665 Fifth Avenue, New York, N.Y. 10022
212/421-8161

Office of the President

REPLY TO:
5959 Central Avenue
St. Petersburg, FL 33710

June 10, 1986

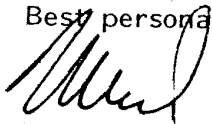
Dr. Carlton Turner
424 Old Executive Office Building
Office of Policy Development
Washington, D.C. 20500

Dear Carlton:

Pursuant to our telephone conversation today, I am enclosing a copy of the membership statistics on the International Council of Shopping Centers.

I hope you will find this information useful.

Best personal regards,



Mel Sembler

Enclosure

MS/ml

1050

MEMBERSHIP

1050

Total 13,776

United States

13,776

Alabama	31	Michigan	22
Alaska	1	Minnesota	1
Arizona	28	Mississippi	1
Arkansas	1	Montana	1
California	231	New Hampshire	1
Colorado	14	New Jersey	201
Connecticut	107	New Mexico	1
Delaware	9	New York	15
District of Columbia	1	North Carolina	21
Florida	116	North Dakota	1
Georgia	11	Ohio	55
Hawaii	113	Oklahoma	18
Idaho	1	Oregon	1
Illinois	17	Rhode Island	1
Indiana	1	Texas	1
Iowa	1	Utah	1
Kansas	1	Vermont	1
Kentucky	1	Virginia	252
Louisiana	1	Washington	1
Maine	1	West Virginia	1
Maryland	1	Wisconsin	1
Massachusetts	1	Wyoming	1
Michigan	1		
Minnesota	1		
Mississippi	1		
Missouri	1		
Montana	1		
Nebraska	1		
Nevada	1		
New Hampshire	1		
New Jersey	1		
New Mexico	1		
New York	1		
North Carolina	1		
North Dakota	1		
Ohio	1		
Oklahoma	1		
Oregon	1		
Rhode Island	1		
Texas	1		
Utah	1		
Vermont	1		
Virginia	1		
Washington	1		
West Virginia	1		
Wisconsin	1		
Wyoming	1		
Canada	958		
Central America	6		
South America	20		
Europe	130		
Africa	7		
Asia	21		
Australia	33		
Oceania	49		
Other			

Outside US
1324

THE WHITE HOUSE

WASHINGTON

September 26, 1983

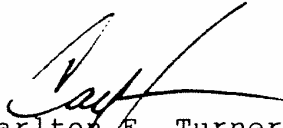
Dear Mel and Betty:

Mary Ann and I enjoyed seeing you again and catching up on your activities. Please let us know when you plan to get back to the area.

Mel, attached is a newspaper story. Read it and see if the man can be used in some way. Mel Laird is interested in getting him involved in public service.

Best wishes,

Sincerely,



Carlton E. Turner, Ph.D.
Special Assistant to the President
for Drug Abuse Policy

Mr. & Mrs. Mel Sembler
Mel Sembler Associates
6539 Central Avenue
St. Petersburg, FL 33710

U.S. Judge Cuts Dr. Head's 4½-Year Prison Term in Half

By Philip Smith
Washington Post Staff Writer

A federal judge yesterday cut in half the 4½-year prison term of former George Washington University professor Dr. Murdoch Head, accepting arguments that the judge who sentenced Head had intended to grant him an early release.

Yesterday's decision by District Judge James C. Cacheris, which Cacheris said he reached after consulting his fellow federal judges in Virginia, means Head will be eligible for parole from his 1981 bribery conspiracy conviction as early as November.

Head, 59, creator of the sprawling, wooded Airlie conference center in Warrenton, Va., and its affiliated foundation that figured prominently in his case, was scheduled to be considered for parole in September 1984.

Frank W. Dunham Jr., one of Head's lawyers, said he notified his client of the decision by telephone and said that Head was "extremely pleased." Head has been incarcerated in a federal correctional facility at Maxwell Air Force Base in Alabama since March.

Head was convicted in 1979 of conspiring to bribe two powerful House Democrats in exchange for a steady flow of government grants to his Airlie organization. That conviction was overturned by a federal appeals court, but prosecutors won a second conviction two years ago in U.S. District Court in Alexandria.

Cacheris said in the order released yesterday he believed Head—a tall, trim fitness buff who holds degrees in law, medicine and dentistry and who founded GW's department of medicine and public affairs—has "unique talents" that could be put to use performing community service in Fauquier County, where Airlie is located.

The judge ordered that, once paroled, Head serve a special four-year period of supervised probation and perform 20 hours a week of community service work. Cacheris said he was allowing the arrangement in spite of prosecutors' claims that it would be "illusory and insubstantial" in Head's case.

Cacheris also said he felt "duty bound" to grant Head's request for a reduced sentence because of remarks made at sentencing by the late Judge Oren R. Lewis, who raised the possibility of a shorter prison term if Head agreed to take part in community programs.

Cacheris said he was "not impressed" by prosecutors' arguments that "the failure of the defendant to admit his guilt should be held against him."

The judge's decision followed a campaign of support for Head that included letters of praise ranging from former Defense Secretary Melvin R. Laird to the mayor of Warrenton and the Fauquier County volunteer fire and rescue service.

Federal probation officers also were informed by Air Force officials at Maxwell that Head has been active in several programs for military personnel and inmates at the base, according to defense lawyer Dunham.

Dunham said Head has instituted aerobics classes for inmates and has helped process Air Force applicants to a community college on the base, arranged seminars and suggested guest speakers for the school since he began his sentence six months ago.

Head has proposed that he instruct Fauquier County's volunteer rescue squad in trauma techniques, develop seminars for police in forensic medicine, aid authorities in fighting substance abuse and help the county sheriff with health problems in the Fauquier jail, according to Dunham.

Dunham said Head, who severed his ties to George Washington after his conviction, has a standing offer for a job in continuing education at the university once he is released from prison. The position would be "staff, not faculty," Dunham said.

He said the question of whether Head might resume an active role in running Airlie "hasn't been decided yet."



mel sembler associates

REAL ESTATE DEVELOPMENT • SHOPPING CENTERS

6539 CENTRAL AVENUE

• ST. PETERSBURG, FLORIDA 33710

• PHONE (813) 381-3622

August 24, 1983

31 AUG 1983
1 SEP 1983

Dr. Carlton Turner
Office of Policy Development
424 Old Executive Office Building
Washington, D.C. 20500

Dear Carlton:

Betty and I will be in Washington for a Congressional Contact Meeting organized by the International Council of Shopping Centers.

We will be arriving on Sunday afternoon, September ¹⁸~~17~~ and staying at the Ritz Carlton until Wednesday. Per your suggestion, please advise if you can arrange for us to meet with Dan Popio of the Washington Legal Foundation sometime on Monday, the ¹⁹~~18~~th.

If you and MaryAnn are available Monday night, Betty and I would love having dinner with you. Please advise.

Best personal regards,


Mel Sembler

Secy
Terry



MEMBER INTERNATIONAL COUNCIL OF SHOPPING CENTERS

Comment



Well, Ann Landers, you finally made it.

You have called me day and night wishing that you could use my influence to get you published in **The Madisonian**.

Time and again, I've had to break your heart by refusing to wield my influence with the publishers and editors so as to open this field up for you.

But you just never gave up, and finally you printed an article which is of such importance, that I cannot help but print this letter in **The Madisonian** for my friends.

I want to tell you something else. Since Monday, July 4, 1983, when your letter appeared in newspapers across the country, calls and letters by the hundreds have poured in to Straight.

God alone knows how many countless lives of kids will be rescued and put on track because of your July 4th column.

So, for those of my friends who may not have read the **Atlanta Journal and Constitution**, Monday, July 4, 1983, here with due credit and gratitude to you, I am reprinting a letter and your answer.

By the way, Straight saved my family, too.

"Dear Ann Landers:

I want to tell you about an organization that saved our daughter's life. It also has given our entire family an entirely different way of

looking at ourselves and others.

Please tell your readers that not all 'druggies' present the classic symptoms: rebellion, no interest in school, objectionable friends, personality changes, sloppiness, etc. Our daughter was the ideal teenager for the three years she was using chemical substances. She hid her habit from us. It is positively incredible that she was able to do it. I thought we were so close. The girl was living two different lives. It's a miracle she didn't kill herself.

When the doctors told us how much dope she was taking we couldn't believe it. We caught on when we found the paraphernalia in her closet — loads of it.

The organization that saved her is **Straight**. We have been in it (the entire family) for six months. When we faced her with our discovery, she said, "Thank God! I need to get off everything. It's been driving me crazy."

Anyone interested should write to **Straight, Inc.** P. O. Box 848, Marietta, Ga. 30601, Phone (404) 434-8679.
— Grateful in Georgia

Dear Grateful:

Dr. Robert L. DuPont, founding director of the National Institute on Drug Abuse, says **Straight** is the best program of its kind in the country. That's good enough for me."



U.S. Reps. Nelson and McCollum back Reagan on Central America, G-3

The Orlando Sentinel

Sunday, July 31, 1988

Insight

G-6 The Orlando Sentinel Sunday, July 31, 1988

G

The Sunday ...

Q&A



Dawn Salfi

Dawn Salfi, 18, recently graduated from Straight Inc., the controversial drug abuse treatment program in St. Petersburg, after 21 months of treatment. Salfi is the daughter of Seminole-Brevard Circuit Court Judge Dominick Salfi, who has ordered convicted juveniles into the program. She talked with Sentinel medical writer Rosemary Goudreau.

Salfi: 'Straight' isn't perfect but I know it saved my life

The Orlando Sentinel: You just graduated from a drug abuse program almost at the same time you graduated from high school. How prevalent is drug abuse in school?

Dawn Salfi: When I went to Lake Brantley and Bishop Moore [high schools], which were the schools I went to when I was doing drugs, it was really bad. When I went into a classroom I felt like all my friends were doing drugs. It didn't seem a big deal to drink or to do drugs. It was just like an everyday thing that kids did.

Q: What percentage of your friends did drugs?
A: When I was doing drugs all of my friends did drugs because that's who I chose to hang around. And when I was around people who did not do drugs I felt so disappointed in myself, I didn't want to be around them.

Q: How old were you when you first started using drugs?

A: I guess I started when I was 14. I did drugs for two years. I did pot, alcohol, ups, downs, glue and lighter fluid.

Q: You reeled those off like a shopping list.

A: When we give introductions in [the] Straight [drug program], I say my name, my age and the drugs I used. So, I know my drugs.

Q: Where were you when you first tried drugs and why did you do it?

A: The first time I did drugs I went to my friend's house. I did not expect to be doing drugs that day. Her brother was doing drugs at the time and they had a bunch of friends sitting around at a table, and they were getting high. Me and my girlfriend — she'd never done drugs either — we started talking to her brother and he said he wanted us to drink beer. We didn't think beer was that bad. I can remember starting to drink and I remember starting to feel dizzy and I didn't understand how I felt. Then I can remember that was the first time that I ever smoked pot.

Q: Why were you doing it?

A: For the acceptance of my girlfriend. I did not have enough strength. I'd said no before when I was with my friends. But at that time I felt so much pressure from the boys that were there. I looked up to these people and I wanted their acceptance. That was just the start.

Q: How did you keep it from your parents?

Please see SALFI, G-6

SALFI

From G-1

A: I kept it from my parents for the first year. I guess I was very paranoid and scared of them finding out. I knew my dad and was afraid of what he might do to me, and a lot of times I did things before I came in the house like rub leaves on my hands so I wouldn't smell like cigarettes or whatever I'd been smoking. I'd put toothpaste in my mouth.

I was very sneaky and when I'd come in, I would have on perfume and put hairspray in my hair, and I didn't smell like it. If I had to, I'd put Vaseline in my eyes, or if my eyes were red, I'd tell my parents, "My contacts are bothering me."

Q: How did they find out?

A: I really don't remember the first time they found out because they found out at different times, but I remember one time a girlfriend of mine, who was not doing drugs, had found joints in my purse and she told me to quit. I told her I was going to run away from home. She told her mom that I had them in my purse, and her mom contacted my dad and mom and let them know what I was going to do.

I can remember sitting down at that family room table and my parents asked me what drugs I had done. I remember telling them, "Well, I've smoked pot a couple of times and drank a couple of times, but it's not that bad and I won't do it again. I promise. Don't get mad at me. I won't do it again." I was so scared, and in a lot of ways I was in denial with myself that I even had a drug problem and thought I could handle it on my own. I did not want the restrictions and all the consequences that would come with having a drug problem.

Q: There are local drug abuse programs. Why did you go to St. Petersburg to go to Straight?

A: I don't know. My dad chose where I was going. I guess the reason my dad chose it is because it is a very good program.

Q: How did you get there?

A: My dad drove me there. I was living with my druggie boyfriend and that day my dad told me I was going to a two-hour psychiatrist appointment. When I got there I was told that I was in Straight Inc. I was told that I had a drug problem and that I could go home in two weeks if I did the necessary things to go home.

Q: How did you feel about being there?

A: I did not want to be there. I was into denial about my drug problem. I thought my life was going good, yet I was not living at home. I was living with that guy doing drugs. I knew it was the most unhappy time of my life. During that year I tried to kill myself three times.

I was in the hospital and I had my stomach pumped. I guess I remember my mom, my dad and my little brother walking into the hospital and I just sat there. I remember they had the tube down my mouth and it went to my stomach and I remember thinking I felt so bad at that time. I did not know if I was going to live and I just thought, what have I done to my life? I thought at that time I was going to quit doing drugs and I made another commitment to myself. I stayed off drugs for a while but I started up again.

Q: Did you try to kill yourself on purpose?

A: Yes. I had written a suicide letter to my family. I felt so bad about what I was doing. Some of the times it was for attention because I was crying out for help. There were times I would sit in my bedroom and I'd just feel like I didn't want to live anymore — the feelings of just knowing all the shame and guilt I had inside.

Q: Straight Inc. is controversial because of its get-tough tactics, which some people say are too tough. Did you ever feel they went too far in disciplining someone?

A: No. I was never physically abused or

Q: We've heard stories about kids being beaten, and locked in their rooms without having their clothes and getting threatened with being put in mental institutions. Did you ever see anything like that?

A: My opinion is a lot of it is exaggerated from people who have not made [completed] the program. Because obviously, if a person did not make the program they're not going to feel happy with the program because they're disappointed with themselves for not making it.

Q: Did you ever want to leave?

A: There were times I wanted to leave. And if I had left the program I would not be alive today because of all that I was doing to myself. I guess in a way I just feel like there's not going to be a program that is perfect. Maybe Straight Inc. is not perfect. If people want to help and give ideas to make Straight better, that's great. But look at all the good it's done for people and all the changes people make in their life and the people that it is saving from dying.

Q: Do you feel that you have lost the desire for drugs?

A: The thoughts come up and at times I still have the desire to do drugs. That's because once I'm chemically dependent, the rest of my life I'm going to have thoughts at times or desires and that's why I have my program. Instead of just saying, "Just forget it. I'm going to leave. I'm going to run away. I'm going to go do drugs or move in with a guy." I have my steps to be able to say, "Wait a minute. Where did this get me before? How did I feel before?"

Q: How did Straight affect your relationship with your family and your friends?

A: When I first came in the program my family relationship was nothing. I did not want to talk with my parents when I moved out of my house. I think it was a week before I even called them. I had planned to move to a different state before I came in. There were a lot of resentments between my parents and me and my sisters and brothers from way back when I was a kid, and I never dealt with anything when I was on drugs. Now my family [situation] is completely different. It's still a normal family situation — there's arguments or disagreements or whatever, but the communication is so much different. I'm not afraid to come home and tell my dad I feel mad about this and I need help with it, or tell my mom I went through something if I had thoughts about a guy or thoughts about leaving or something like that.

Q: How about your friends?

A: I have more than I have ever had in my life. I have more straight friends from Straight Inc. and I'm meeting new friends.

Q: Do you see any of your old friends?

A: There's no law saying I can't see them, but I don't choose to see them because I did drugs with them and I know that they aren't in my best interest because they're still doing drugs.

Q: What will you do now?

A: I'm starting SCC [Seminole Community College] August 29 and I'm excited about that. I'm doing a lot of different things that are related to kids doing drugs and helping them. And that's exciting to me. I'm going to major in psychology.

Q: What do you want to do with your life?

A: I don't know. I know I want to help people. I like working with kids; I like working with older people. Whatever God leads me to do is what I'll do.

Q: Did you become more religious with this experience?

A: Yes. I got saved during my fifth stage [of the program]. That's when I started to read the Bible. I never thought I'd enjoy doing that. I thought, the Bible? that's corny. But I enjoy reading it.

Q: If you could advise parents on how they could keep their children and themselves from going through what your family went through, what would that advice be?

A: My parents were very strong with me. I was going to get into drugs no matter what they did. There was no way my parents could have changed anything. It's not that they are bad parents because I did drugs; I was a stubborn kid. But I guess the main thing a parent could do is just be strong with their kid, show them love, share themselves with them.

THE WHITE HOUSE

WASHINGTON

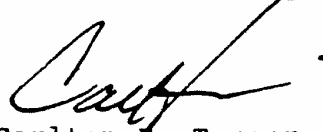
June 1, 1982

Dear Mel:

Thanks for the article on STRAIGHT in Atlanta. You deserve a hearty congratulations!

The Awareness Dinner was delightful. Thanks for inviting me and please give my regards to all.

Sincerely,



Carlton E. Turner, Ph.D.
Director
Drug Abuse Policy Office

Mr. Mel Sembler
STRAIGHT, Inc.
P.O. Box 40052
St. Petersburg, FL 33743

Dr. Turner:

This was received while Mr. Sembler
was out of town. I felt he would
want you to have a copy.

Respectfully,

Dei ben Singh
Secretary to
Virel Sembler

and the success of the
Hindu Success Drama in Tampa
Thanks for everything

Dr. Sembler
Thanks for the Article
on Straight Congregation
for your Success
to all
Cant LTR

Dear mel

Thank you for the article on Straight
in Atlanta. You deserve
a hearty congratulations!

And The Quamen
Ginner was delighted.
Thank for inviting me
Regards to all
Sincerely

Carl

File
Straight

Muscarella, Perenich & Carroll, P. A.

Attorneys at Law

Suite 620, U. S. Home Building

1 Countryside Park

Clearwater, Florida 33515-2086

Telephone

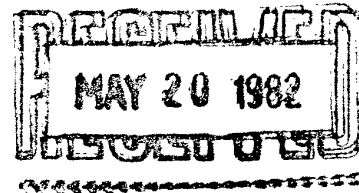
813-796-8282

Frank J. Muscarella, Jr.

Guy N. Perenich

Robert J. Carroll

Thomas W. Carey



May 19, 1982

Mr. Mel Sembler,
Straight, Inc.,
P.O. Box 40052,
St. Petersburg, Fla. 33743

Dear Mel:

Please find enclosed copy of Atty. Robert J. Grayson's letter of May 17, 1982 along with his enclosures.

Cordially yours,

gnp:jmp
Encl.

Guy N. Perenich

EDWARDS, FRIEDEWALD & GRAYSON
ATTORNEYS AT LAW
272 ~~XXX~~ WASHINGTON AVENUE
MARIETTA, GEORGIA 30061

May 17, 1982

SCOTT S. EDWARDS, JR.
JAMES W. FRIEDEWALD
ROBERT J. GRAYSON
CARLTON C. CARTER

P. O. BOX 1534
TELEPHONE 404/424-8420

Guy Perenich, Esquire
One Countryside, Suite 620
Clearwater, Florida 33515

RECEIVED MAY 19 1982

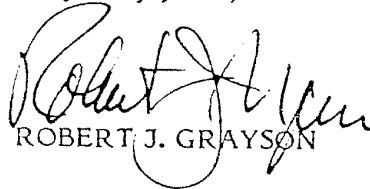
RE: Straight, Inc.

Dear Guy:

Enclosed is some favorable publicity for a change. It appears the tide is turning.

With kindest regards, I am

Very truly yours,


ROBERT J. GRAYSON

RJG/np

Enclosure

Handwritten notes:
Sent to
CC to
Harty
from
the
Sandra

MRS. MELVIN F. SEMBLER
10324 PARADISE BLVD.
TREASURE ISLAND, FLORIDA 33706

Dear Maryann and Carlton,

Such a delight to see you both -
especially to see you feeling yourselves -
Carlton, breakfast at 'The White Horse' -
it's just so "classy" and we thank you
very much -

Enclosed is an article I cut out of
the local paper that I thought

You would find interesting -
I'm still impressed that the
Process got to meet me! —

Our love —
Billy and Mel

17 November 1985

Firm headed by James Watt helps develop small marijuana detector

By PETER GOY
Associated Press

NEW YORK — A company headed by James G. Watt, the former interior secretary, said Tuesday it has joined forces with another concern to develop a credit card-size device that can detect the presence of marijuana in a person's saliva.

Police or employers could put a dab of someone's saliva on the specially treated plastic card and find out within five minutes if the person had recently smoked marijuana, according to the company, Biophysical Diagnostics Inc. of Irvine, Calif.

Arden Kelton, the company's president, said he expects to receive Food and Drug Administration approval and begin selling the "Quick-Card Test" by early next summer. He had earlier predicted a spring introduction. Receptor Molecules Inc. of Tallahassee provides the reagents that make the test extra-sensitive, Kelton said.

The procedure uses antibodies to bind and interact with a key ingredient in marijuana.

Richard Hawks, chief of the research technology branch of the National Institute on Drug Abuse in Rockville, Md., said the product seemed promising from what he knew of it.

"If it did everything they said it could do it would be very competitive," Hawks said.

Kelton said the test is 100 to 1,000 times as sensitive as those already on the market. He said kits the company sells for testing other substances cost \$1 to \$5 per test, less than the cost of other methods.

Most tests for the presence of marijuana are conducted on urine samples in laboratories, Hawks said.

Kelton said he believes his company's is the first that could be used in the field and predicted it could be useful to police, the military and private employers such as airlines, which need to make sure their pilots are not under the influence of drugs.

REPRODUCTION COPY

THE WHITE HOUSE

11-22-85

Dear Mel + Betty,

Thanks for your note and enclosed Article.
James Watt sure knows how to get the
Publicity.

Yesterday USIA called and things are
being worked out for the trip to Costa Rica.
They (USIA) want you to do a few public
talks. We'll call you when we get closer
to a set trip proposal. M.A. says hello
Curt

THE WHITE HOUSE
WASHINGTON

Mr. and Mrs. Melvin F. Sembler
10324 Paradise Blvd.
Treasure Island, FL 33706

THE WHITE HOUSE

11-20-88

Dear Mel,

Mary Ann and I enjoyed our visit
to Straight. Of course Princess Di was
also an added treat.

The Parrots were wonderful as
was your staff. Keep up the
good work.

Carl

THE WHITE HOUSE
WASHINGTON

Dr. Mel Riddile
Regional Director
STRAIGHT, INC.
5515 Backlick Road
Springfield, Virginia 22151

THE WHITE HOUSE 11-20-85

Dear Mel and Betty,

Mary Ann and I enjoyed your hospitality and we were very much honored that you invited us to Straight to meet Princess Di.

USIA is working out details on the Costa Rican trip. Will let you know when I know. Best and
Thanks again

Carl

THE WHITE HOUSE
WASHINGTON

Mr. and Mrs. Melvin Sembler
Mel Sembler Associates
6539 Central Avenue
St. Petersburg, Florida 33710