

UNIVERSITY OF MIAMI

MY INTERNSHIP AT THE EXECUTIVE OFFICE  
OF THE GOVERNOR.  
A STUDY OF TEAM FLORIDA TRADE MISSIONS

By  
Isabel Artime  
A THESIS

Submitted to the Faculty  
of the University of Miami  
in partial fulfilment of the requirements for  
the degree of Master of Arts in International Administration

Coral Gables, Florida

May 2006

UNIVERSITY OF MIAMI

A thesis submitted in partial fulfilment of  
the requirements for the degree of  
Master of Arts in International Administration

MY INTERNSHIP AT THE EXECUTIVE OFFICE  
OF THE GOVERNOR.  
A STUDY OF TEAM FLORIDA TRADE MISSIONS.

Isabel Artime

Approved:

---

Ambassador Ambler Moss

---

Dr. Vendulka Kubalkova

Professor of International Studies

Director of MAIA program

Isabel Artime (M.A. International Administration)

My Internship at the Executive Office of the Governor.

(May 2006)

A study of Team Florida Trade Missions.

Abstract of a thesis at the University of Miami.

Thesis supervised by Ambassador Ambler Moss

No. of pages in text. (55)

I recently completed a three and a half months internship at the Executive Office of Governor Bush, in the unit of International Affairs. This unit is part of the Governor's Office of Tourism, Trade and Economic Development (OTTED), and is in charge of conducting international business, foreign affairs and diplomacy on behalf of the State of Florida. The Office of International Affairs, which is headquartered in Tallahassee but keeps an office in Miami, is responsible for providing support for Florida's international activities, fostering global relationships and encouraging international economic development.

Some of my responsibilities during the time I spent at the Governor's Office of International Affairs included the preparation of briefs for the Governor's schedule on international meetings; developing talking points for his speeches on international issues; helping with the organization and execution of conferences and events in international affairs; assisting in promoting Florida's international involvement through research and analysis on pertinent issues such as the Free Trade Area of the Americas (FTAA), free trade, as well as other political and social issues in the international arena; and collaborating with Florida FTAA, Inc. and Enterprise Florida, Inc. on promoting Florida's economic development and Miami as the permanent site of the FTAA Secretariat.

Governor Jeb Bush is a strong advocate of free trade and a firm believer in the benefits it brings about. He is committed to expand Florida's business ties with the rest of the world and to establish Florida as a first-class investment destination. Since 1999, as part of his effort to attract international investment to Florida, the Governor has led multiple Team Florida trade missions to international markets, including Argentina, Brazil, Canada, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, El Salvador, Germany, Guatemala, Honduras, Israel, Mexico, Nicaragua, Peru, Spain, the United Kingdom and Uruguay. More than 1,700 business leaders have participated in these missions, which have generated more than \$700 million in new business for the State. This thesis examines Team Florida's trade missions to determine the objectives they pursue, the tangible benefits they generate for the State of Florida and how those objectives are accomplished.

## Table of Contents

- I. Narrative: The Office of International Affairs of the Governor. The Office of Tourism, Trade and Economic Development (OTTED).
- II. Commentary: MAIA applied to my role at the Governor's Office of International Affairs.
- III. Analysis: A study of Team Florida trade missions.
- IV. Appendix A: Briefing for the Governor's Schedule. Second Annual Latin American Conference in Miami. Council of the Americas/Americas Society.
- V. Appendix B: Briefing for the Governor's Schedule. Team Florida Trade Mission to the United Kingdom of Great Britain and Northern Ireland.
- VI. Appendix C: Team Florida Colombia. Participant's List.
- VII. Appendix D: Enterprise Florida. Participant's Event Report.

### **VIII. Narrative: The Office of International Affairs of the Governor. The Office of Tourism, Trade and Economic Development (OTTED).**

According to the Florida State Constitution, the powers of the State government are divided into three independent branches, each of them with its own area of responsibility: the Executive, the Legislative and the Judicial. The Executive branch is responsible for the administration and enforcement of the law. The Legislative branch is the law-making branch, made up of the Senate and the House of Representatives. The law-interpreting branch is the Judicial branch. The Governor is the head of the Executive branch, and, as such, he is responsible for the day-to-day operations of the State of Florida.

The Office of Tourism, Trade and Economic Development (OTTED) is part of the Executive Office of the Governor. Its mission is “to assist the Governor and Lieutenant Governor in working with the Legislature, state agencies, business leaders, and economic development professionals to formulate policies and strategies designed to provide economic opportunities for all Floridians”<sup>1</sup>. OTTED was founded in 1996 after the Legislature considered transferring to the private sector several programs which had, until then, been managed at the state offices in Tallahassee. Hence, public/private partnerships were established between the State of Florida and Florida’s business community to manage programs which were focused particularly on economic development. OTTED is also a result of this public/private fusion since it was established to act as a contract manager on behalf of the State of Florida and to supervise the operations of these newly created partnerships, with the general purpose of promoting the economic development of the state and improving Florida’s business climate and

---

<sup>1</sup> Governor’s Office of Tourism, Trade and Economic Development (OTTED). Background and Mission. <http://www.myflorida.com/myflorida/government/governorinitiatives/otted/background.html>

infrastructure. There are currently five operational public/private partnerships under OTTED's direct oversight: the Florida Black Business Investment Board, Inc. (FBBIB), which assists African-Americans with the purpose of integrating them into the state's economy; Enterprise Florida, Inc. (EFI), which works on economic development and advances international trade on behalf of the State of Florida; Florida Space Authority (FSA), which, in collaboration with the Florida Space Research Institute (FSRI) and the Florida Aerospace Finance Corporation (FAFC), helps to build Florida's position as a leader in commercial space development; Florida Sports Foundation, Inc., involved in developing Florida's sports industry; and VISIT FLORIDA, responsible for promoting Florida as a tourism destination, both domestically and internationally. Besides, the Office of Film & Entertainment, in charge of promoting Florida's film and entertainment industry, is a special unit that operates semi-autonomously from OTTED.

Outside these partnerships, OTTED also administers several economic and community development programs and advocacy activities housed within the Governor's Office, including international trade programs. OTTED is actively involved in initiatives to promote the state's role as a major international hub. In fiscal year 2004/2005, the Legislature transferred to OTTED the responsibilities of the Office of International Affairs, formerly within the Department of State, to promote coordinated implementation of international programs. The Office of International Affairs, where I have interned for the past three and a half months, also manages international relations on behalf of the State of Florida. Dr. Pamela Dana is the Director of OTTED and responsible for overseeing all of OTTED's offices, advocacy programs and public/private partnerships which fall under OTTED's umbrella.

OTTED's international programs are vital to the consolidation of Florida as one of the top investment destinations in the U.S., taking advantage of its unique position as the "Gateway of the Americas". The purpose of these programs is to advance and coordinate international business and foreign affairs for the State of Florida. "Our vision is to ensure that Florida remains competitive in the global economy by using all of its international resources"<sup>2</sup>. International Business Development, Consular programs and International Liaison are some of the responsibilities that fall inside this unit.

In order to enhance international trade and business with the State of Florida, the unit of International Affairs works closely with public/private entities such as Enterprise Florida, Inc. (EFI) or Florida FTAA, Inc. to make Florida an attractive business site to foreign investors and to position it as the "Gateway of the Americas".

EFI was created by the Legislature in 1992 as a non-profit public/private partnership responsible for advancing Florida's economic development. In 1996, the Legislature abolished the State's Department of Commerce and established EFI as the official entity to accelerate the state's economic development and promote international trade programs<sup>3</sup>. Thus, Florida became the first state to assign a business/government partnership with the task of conducting economic development and promoting international trade.

As a public/private partnership, EFI is mostly funded by the State of Florida (\$12.2 million in 2005), but also by private corporations throughout the

---

<sup>2</sup> Governor's Office of Tourism, Trade and Economic Development (OTTED). International Programs. [http://eogtmp.sto.fl.gov/international\\_affairs/](http://eogtmp.sto.fl.gov/international_affairs/)

<sup>3</sup> Oppaga Program Review. "Concerns Over Enterprise Florida's Performance, Services to Distressed Areas Point to a Need to Consider Several Alternatives for its Future Role". Report No. 01-62. December, 2001. <http://www.oppaga.state.fl.us/monitor/reports/pdf/0162rpt.pdf>

state (\$1.9 million in 2005). Thus, 38 private businesses currently contribute to finance EFI's activities. Other sources of revenue come from management fees (\$0.5 million) and trade shows (\$0.7 million)<sup>4</sup>. EFI's board of directors is chaired by Governor Bush and brings together prominent business and government leaders from throughout the state.

The organization's mission is to "diversify Florida's economy and create better paying jobs for its citizens by supporting, attracting and helping to create businesses in innovative, high-growth industries"<sup>5</sup>. EFI's programs are varied and include the creation of new jobs, the development of Florida's work force to ensure that it stays competitive in a globalized economy, the development of rural and urban distressed areas, helping Florida's businesses to export their products and services, promoting Florida as a top investment destination and organizing overseas trade missions and shows, among others. In order to provide support to those foreign companies interested in investing in Florida, and vice-versa, to assist Florida's companies seeking business opportunities in international markets, EFI maintains thirteen offices worldwide, in Brazil, China, Germany, Israel, Spain, Venezuela, South Africa, the Czech Republic, Japan, Taiwan, Canada, Mexico and the U.K. The third part of this paper focuses on analyzing EFI's trade missions overseas, led by the Governor, and with the participation of a delegation of Florida's most prominent business leaders.

Florida FTAA, Inc. was founded in 2001 as a non-profit private/public entity led by Governor Bush and Mayors Manny Diaz and Carlos Alvarez, with the purpose of leading the campaign to establish Miami as the site of the

---

<sup>4</sup> Enterprise Florida Annual Report. 2004-2005, 26.

<sup>5</sup> Enterprise Florida. <http://www.eflorida.com/aboutus/default.asp?tn=3>

Permanent Secretariat of the Free Trade Area of the Americas (FTAA). If the FTAA becomes a reality it would create the largest free trade area in the world, stretching from Alaska to Tierra del Fuego. Florida's prosperous economic and trading relationship with Latin America and the Caribbean has contributed to build the state's reputation as the "Gateway of the Americas", a position that would only be enhanced if Miami was to emerge as the site of the Permanent Secretariat of the FTAA. Gaining the bid would represent an economic boom for the State of Florida, but, as Doreen Hemlock points out, "losing the site could mean an erosion of South Florida's global role, shifting trade and business away from the state"<sup>6</sup>

Florida FTAA, Inc. is mostly funded by the State of Florida but also by the Miami-Dade County, the City of Miami, the City of Coral Gables and Broward County. Private contributions account for nearly half of the total budget, with every corporation paying an annual fee of \$10,000<sup>7</sup>.

Florida FTAA, Inc. participates in conferences and events that serve to promote Miami's candidacy as the site of the Permanent Secretariat, and has engaged in EFI's overseas missions in order to get endorsements to its cause from states throughout the Western Hemisphere. Up-to-date, Florida FTAA has secured endorsements from the Dominican Republic, Guatemala, Uruguay, Nicaragua, Honduras and El Salvador, and Colombia and Costa Rica have committed themselves to endorse Miami's candidacy on a second round vote. Peru and Ecuador have also expressed their support to Miami's candidacy. Additional advocacy efforts include the continuous support of free trade agreements (FTAs), such as the U.S.-Andean FTA, the U.S.-Panama FTA and the Dominican

---

<sup>6</sup> Hemlock, "The Winning of the FTAA", *SouthFloridaCEO*, April 2004, 36.

<sup>7</sup> Florida FTAA, Inc. Board meeting report. March 7, 2006.

Republic-Central America FTA (DR-CAFTA), in which passage Florida played a key role.

The Governor's Office of International Affairs oversees other international advocacy programs on behalf of OTTED, such as the Gulf of Mexico States Accord (GOMSA), the Florida Association for Volunteer Action in the Caribbean and the Americas (FAVACA), Florida Delegation Southeast U.S./Japan Association (SEUS/Japan) and the Florida/Korea Economic Cooperation Committee (FLOR/KOR).

GOMSA is an international cooperative agreement, initiated in 1995 by the Governors of the eleven Mexican and US border states along the Gulf of Mexico with the purpose of promoting the region and strengthening cooperation. Areas of collaboration are international commerce, homeland security, economic development, transportation, tourism and education. The General Secretariat of the organization is located in Tampa.

FAVACA is a private, non-profit organization created by the State of Florida, who has partly funded it since 1986. FAVACA's mission is "to promote social and economic development in the Caribbean and the Americas through volunteer service in training and technical assistance"<sup>8</sup>. To date, more than 1,300 volunteer missions have been conducted in the region<sup>9</sup>.

SEUS/Japan was created in 1975 with the purpose of promoting trade and investment between Japan and the South eastern states: Alabama, Florida, Georgia, North Carolina, South Carolina, Tennessee and Virginia<sup>10</sup>. The

---

<sup>8</sup> FAVACA Annual Report. 2004, 2.

<sup>9</sup> FAVACA. <http://www.favaca.org/>

<sup>10</sup> SEUS – Japan. <http://www.seus-japan.org/index.html>

association organizes annual meetings open to the business community and public sector representatives, including the Governors of the Southeast U.S. states. This year's 30<sup>th</sup> Annual Joint Meeting will take place in Orlando in October. The relationship between Japan and Florida is particularly prosperous as Japan remains Florida's third largest trading partner and the Japanese community is very active within the state.

FLOR/KOR is a private, non-profit organization founded in 1982 to promote investment and commercial exchanges between Florida and Korea<sup>11</sup>. Through a program of meetings and seminars as well as the Annual Joint Conference, FLOR/KOR keeps the business community informed about investment possibilities in Korea.

SEUS/Japan and FLOR/KOR are partly funded by the State of Florida, whose contribution in fiscal year 2004-05 totalled \$150,000; but funds also come from the private sector. Both organizations share office space, staff and resources to maximize cost effectiveness and they work close with Enterprise Florida in order to strengthen economic ties with the State of Florida.

The Office of International Affairs is also responsible for building a solid relationship with Florida's Consular Corps on behalf of Governor Bush. To this respect, Tony Garrastazu, director of the Miami's office, meets with Consul Generals based in Miami on a regular basis and attends as many Consular Corps events as possible on behalf of the Governor. Additional activities are held throughout the year, such as the Governor's International Forum, where members of the Consular Corps get together with state representatives to discuss current issues of interest in the international arena and share ideas. Last year, the Office of

---

<sup>11</sup> FLOR/KOR. [http://www.florkor.org/about\\_florkor.htm](http://www.florkor.org/about_florkor.htm)

International Affairs also organized several trips to Tallahassee for the Consular Corps in an effort for the Consuls to meet with various representatives of the State government as well as with members of the Florida Chamber of Commerce.

Finally, as part of its role of international liaison, OTTED's unit of International Affairs is responsible for keeping in contact with the Florida Washington Office and the Florida Congressional Delegation. The Office of International Affairs also serves as liaison with other states regarding international programs which are of interest to Florida.

My internship at the Governor's Office of International Affairs was not confined to any particular area; quite on the contrary, it included miscellaneous duties, which also made my experience richer and more appealing.

I spent most of my time at the office preparing briefs for the Governor's schedule on international meetings. These briefs include background information on a country, in case that the brief is prepared for one of the Governor's official visits overseas or for a meeting with a foreign official representative, or on a specific international issue or entity when the brief serves as background material for one of the numerous international events that the Governor attends throughout the year. Thus, I wrote a brief on the Bahamas for the Governor's official visit to the neighbor islands on February 20<sup>th</sup> 2006. During his one-day visit to the Bahamas, the Governor met with Prime Minister Perry Christie, several ministers and government officials, members of the Rotary Club of Nassau and the Bahamas Chamber of Commerce and the U.S. Ambassador to the islands and his staff. The purpose of this visit was to strengthen the Florida/Bahamas relationship, particularly in regards to educational exchanges and security issues.

I also worked on a brief on the DR-CAFTA Market Entry Campaign, launched by the U.S. Department of Commerce and Enterprise Florida, Inc. in partnership with Florida FTAA. The Florida DR-CAFTA Market Entry Campaign is designed to assist Florida companies to take advantage of the new opportunities that the DR-CAFTA will provide. The campaign will include Florida trade missions to all DR-CAFTA countries. Additionally, a Florida-DR-CAFTA website ([www.caftaintelligencecenter.com](http://www.caftaintelligencecenter.com)) has been established to provide companies with relevant information on the DR-CAFTA. The campaign was launched by Governor Bush and U.S. Secretary of Commerce Carlos Gutierrez on February 21<sup>st</sup>, 2006.

Some other briefs I prepared for the Governor were related to two influential international conferences which took place in Miami and that the Governor attended as keynote speaker. The first of these events was the Second Annual Latin America Conference in Miami, organized by the Council of the Americas/Americas Society on March 17<sup>th</sup>, 2006 (Appendix A). The Council of the Americas is a non-profit organization committed to free and fair trade throughout the Americas. The Council, founded in 1965 by David Rockefeller, is based in New York and keeps an office in Washington D.C. for its advocacy efforts. The Americas Society is the cultural arm of the Council of the Americas. The Latin America Conference brings together business executives and government representatives from the U.S. and Latin America with the purpose of discussing issues of importance to the Western Hemisphere such as trade and global competitiveness as well as the future of the U.S./Latin America relationship. The second event was the Fourth Annual Leadership Conference of the Americas, organized by the Spanish telecommunications group Telefónica

between April 18<sup>th</sup> and April 21<sup>st</sup>, 2006. The four-day event brings together leading executives from the biggest multinational corporations operating in the region to promote the exchange of ideas between U.S. and Latin American business leaders. Telefónica is the fifth largest telecommunication group in the world, operating in more than forty countries in three continents and with a strong presence in Latin America. I also had the opportunity to attend both events representing the Governor's Office of International Affairs.

Finally, I prepared the brief for the U.K. Team Florida trade mission, which will be led by the Governor in July this year (Appendix B). Team Florida missions are organized by Enterprise Florida with the purpose of creating visibility for Florida in international markets in order to enhance trade and attract further investment. Florida's companies interested in conducting global business are also part of Enterprise Florida's delegation. With 200 companies operating in Florida, the U.K. is the State's second international investor after Canada and one of Florida's most important trading partners inside the European Union (EU). The relevance of the U.K./Florida relationship is obvious in that this is the second Team Florida trade mission to be organized in the U.K. and the only country that Governor Bush has visited twice.

Besides preparing briefs for the Governor's schedule, I also worked on the preparation of the keynote speech that the Governor will be delivering at the closing gala dinner of the XXVII Hemispheric Congress of Latin Chambers of Commerce and Industry, organized by the Latin Chamber of Commerce of the United States (CAMACOL) and Fispal between May 9<sup>th</sup> and May 12<sup>th</sup>, 2006. The Congress brings together a network of chambers of commerce throughout Latin America to advocate for economic integration, free trade and democratization in

the region. Throughout his remarks, the Governor will be discussing Florida's premier status as the "Gateway of the Americas" and the business capital of the region, as well as the contribution of the Hispanic Community to the State's International efforts. He will also talk about Florida's role in international trade, including regional trade agreements, as well as the FTAA and Miami's bid for the Permanent Secretariat.

During my internship, I was also involved in helping with the organization and execution of conferences and events in international affairs, such as the launch of the above-mentioned DR-CAFTA Market Entry Campaign in collaboration with Enterprise Florida. I collaborated in the preparation of this event as well as the private meeting held by Governor Bush and the U.S. Secretary of Commerce, Carlos Gutierrez, making sure that both events ran smoothly and welcoming public and private leaders who gathered for the launch of the campaign.

As an intern, I had the opportunity to participate in several meetings representing the International Affairs Office of the Governor. Thus, I attended two Florida FTAA board meetings. In the first meeting, which took place on January 26<sup>th</sup>, 2006, the discussion centered on the latest advancements in the campaign to win the Permanent Secretariat of the FTAA to Miami and, in particular, on the outcome of the missions to Peru and Ecuador led by the Governor and co-organized by Enterprise Florida and Florida FTAA. Both Peru and Ecuador expressed their support to Miami's candidacy. The second meeting took place on March 7<sup>th</sup>, 2006 at the U.S. Southern Command (USSOUTHCOM) headquarters in Doral, where we assisted to a presentation by General John Craddock about the USSOUTHCOM history and facilities as well as its areas of responsibility and

challenges within the Western Hemisphere. At the board meeting we were introduced to Brian Dean, new Executive Director of Florida FTAA, Inc., who is replacing former President Jorge Arrizurieta.

During the time I spent at the Office of the Governor, I also attended several social gatherings, including the reception organized by Enterprise Florida on January 26<sup>th</sup>, 2006 to honor the Association of American Chambers of Commerce in Latin America (AACCLA) during their Annual Miami Meeting; the reception organized on February 23<sup>rd</sup>, 2006 by the British Consulate in Miami to welcome the new British Consul to Florida, Keith Allan; an official luncheon in honor of Vice-President of the Republic of Paraguay, Luis Alberto Castiglioni, organized by Florida FTAA, Inc. on March 21<sup>st</sup>, 2006; and the farewell luncheon to Jorge Arrizurieta, President of Florida FTAA between June 2003 and March 2006, which took place on April 5<sup>th</sup>, 2006.

Other duties I performed during my internship at the Governor's Office of International Affairs included assisting Florida's Consular Corps by providing them with information they might require on the State of Florida and the Governor's activities; writing letters on international related issues on behalf of the Office of International Affairs, including letters to constituents, government officials from different countries and different organizations; research and analysis on specific countries and on international issues of special relevance to the State of Florida as well as political and social issues of current significance in the international arena, most notably in the Western Hemisphere; and collaborating with public/private institutions, such as Florida FTAA, Inc. and Enterprise Florida, Inc. on promoting Florida's economic development and Miami as the permanent site of the FTAA Secretariat.

## **II. Commentary: MAIA applied to my role at the Governor's Office of International Affairs.**

My internship was purely international in scope, dealing with everything that falls under the label of "international affairs" inside the Government of the State of Florida. Therefore, my Master in International Administration was extremely useful for every activity I was involved in during the time I spent interning at the Governor's Office and, in general, I found myself well prepared for the duties I was asked to perform. In fact, I realized that MAIA had provided me with a general picture of international affairs and of how state and non-state actors interact in today's world scenario, while the internship gave me the opportunity to apply my theoretical insights to everyday dilemmas and to put my knowledge into practice. As a result, I found my experience at the Governor's Office to be extremely enriching as it added the finishing touch to the more theoretical content of MAIA courses.

International Administration I (INS 512) gave me an overview of how the American government is structured and of its internal processes and procedures. I came to visualize the division of powers inside both the national and the state governments in what is called "checks and balances"<sup>12</sup>, which was designed that way by the Framers of the American Constitution to avoid an excessive concentration of power on the hands of a few individuals. States largely resemble the national government in composition and organization and, consequently, the Executive Office of the Governor follows the structure of the Executive Office of the President (EOP)<sup>13</sup> as it has been designed to assist the

---

<sup>12</sup> Milakovich and Gordon, *Public Administration in America*. Belmont, CA: Wadsworth/Thomson Learning, 2004, 43.

<sup>13</sup> Ibid

Governor in policy making. Coming from a different background, the understanding I acquired of the American political system was very useful to me during my internship because I could discern why decisions were taken and why a particular approach was favored over others.

World Affairs (INS 514) was essential to the fulfilment of my duties since it provided me with an understanding of how International Relations work, of the importance of state actors in the international arena and of how they interact with each other, but also with non-state actors. This was particularly relevant to me since, on one hand, I was in permanent touch with the Consular Corps in Miami, who are the official representatives in Florida of their respective states, but also with private businesses, individual citizens and even NGOs, to whom I sometimes personally wrote letters in response to some particular request made to the State of Florida. Most importantly though, INS 514 gave me a general overview of those political and social issues that are of relevance to the international system as well as the challenges that the world faces today. As I had to write briefs for the Governor on current international topics and on the realities different countries are confronted with, to have grasped the essence of what is going on in our world today proved not only useful but crucial to the successful completion of my task. Finally, I could say that the study of the different theoretical approaches to International Relations proved useful in that I confirmed that realism is the theoretical framework that is embraced by most state actors in their interaction with other international players. States do pursue their own interest in every action they undertake, which, in my personal experience at the Governor's office was particularly obvious in Governor Bush's support to free trade agreements in Latin America in particular, from which Florida, being

portrayed as the “Gateway of the Americas”, benefits more than any other state in the U.S. Thus, Florida’s most important international market is the Western Hemisphere, with two-way trade totaling over \$51.2 billion in 2004. Within the Western Hemisphere, Central America and the Caribbean are Florida’s first and second most important trade partners and Florida enjoys a 48 percent share of total U.S. trade with Central America and 35 percent with the Caribbean. Hence, it is obvious why the State of Florida has taken quite an aggressive stance in regards to free trade agreements within the Western Hemisphere like DR-CAFTA or the FTAA, and to its campaign to attract the site of the Permanent Secretariat to Miami, which would result in the creation of thousands of jobs and in a definite economic boost for the State.

The mechanisms of international trade were also analyzed more in detail in International Organization (INS 501), where we saw how the U.S., as the only hegemonic power left in the world today and a firm believer in the benefits of free trade, has implemented over the past few years a number of free trade agreements with neighboring countries, the most important being the North American Free Trade Agreement (NAFTA) and the DR-CAFTA, and is a strong advocate of a free trade area that would embrace all countries in the Western Hemisphere, the FTAA. Ambassador Moss explained us the intricacies of the U.S. free trade agenda. His analysis of the free trade agreements between the U.S. and different nations in the Western Hemisphere proved extremely valuable for the completion of my internship as I became exposed to the State’s efforts to apprehend the benefits of the DR-CAFTA for Florida’s businesses during the preparation and the launch of the DR-CAFTA Market Entry Campaign, as well as

to the State's advocacy efforts in support of the FTAA and of Miami's candidacy as the permanent site of the FTAA Secretariat.

In one of my elective courses I studied U.S. Foreign Policy (INS 564), where once more I came to understand why the national interest is so important in foreign policy making and what are the principles behind a state's decision making process. According to Jentleson, the national interest is "the essence of the choices to be made in a nation's foreign policy"<sup>14</sup> which, in the case of the U.S., is defined by four core goals: power, peace, prosperity and principles<sup>15</sup>. To a certain extent, those same goals could apply to the State of Florida and, even though the search for peace might not be that evident, ultimately it is important for any state to be in good terms with its neighbors. For example, when Governor Bush meets with representatives of other countries, possible areas of conflict are sometimes avoided or, otherwise, handled with extreme care, as it was the case regarding some Cuban detainees in the Bahamas: during Governor Bush's visit to the Bahamas the affair was barely mentioned, although the detainees were released by the Bahamian authorities only three weeks later. Therefore, we can conclude that the relationship with Florida was more important to the Bahamas, in terms of its national interest, than its relationship with Fidel Castro. Moreover, this course gave me an overview of American foreign policy throughout history and of the challenges that the U.S. currently faces in its relationship with the rest of the world.

My second elective course, U.S./Latin America relations (INS 582) was simply invaluable to me during my internship. Because of its geographic position, Florida has become a multicultural state, with the presence of a massive Cuban

---

<sup>14</sup> Jentleson, *American Foreign Policy: the Dynamics of Choice in the 21st Century*. New York, N.Y.: W.W. Norton & Company, Inc., 2004, 12.

<sup>15</sup> Ibid.

community and a growing Hispanic population. Florida portrays itself as the bridge between the North and the South. Thus, the State of Florida is selling its image as the “Gateway of the Americas” to the rest of the hemisphere. The truth is that Florida is both extremely influential inside the U.S. with regards to its Latin American policy, but also particularly influenced by the events taking place in the region. Ambassador Moss explained to us the peculiarities and ups and downs in the U.S. relationship with its Southern neighbors and gave us an overview of the political and social issues Latin American countries are facing today, from the apparent turn to the left in a large part of the region, an issue that could affect the U.S. and Florida’s relationship with that part of the world, to security issues and their spillover effect, to the future of the FTAA and other free trade agreements with the U.S. The significance of Latin America to Florida is obvious in the State’s trade numbers, but also in that most of the overseas missions led by Governor Bush since he took office in 1999 have been to the region: Argentina, Brazil, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Peru and Uruguay, while outside the region he has only been to Canada, Israel, Germany, Spain and the U.K. Thus, the Office of International Affairs deals mostly with the Western Hemisphere and, as I have explained in the first part of this paper, most of my assignments during the time I spent there were somehow related to this part of the world. Consequently, the knowledge I acquired in INS 582 provided me with a solid ground on the realities the Western Hemisphere is currently facing, which I was to apply in the accomplishment of my duties on a daily basis.

### **III. Analysis: A study of Team Florida Trade Missions.**

Enterprise Florida, Inc. (EFI), the entity responsible for economic development for the State of Florida, is in charge of organizing international trade missions as part of its campaign to promote Florida as a first-class investment destination as well as to enhance bilateral trade between the State of Florida and the rest of the world. These campaigns, known as Team Florida Trade Missions, are usually led by the Governor so that their effectiveness is magnified. Also accompanying the Governor and the EFI team is a delegation of local companies that attempt to open up new markets or consolidate those markets in which they already have a presence. The overall objective is to promote Florida's economic advantages, generate trade and investment and develop a network in key markets for the State of Florida. "These international events are part of an aggressive global recruitment and trade development strategy that involves bringing Florida business, government, and economic development leaders together with high-level contacts in target markets to promote the Florida "brand""<sup>16</sup>.

Since 1999, EFI has put together the following missions: Mexico, Brazil, Israel, South Africa, Chile, Argentina, Uruguay, the U.K., Spain, Germany, the Dominican Republic, Colombia, Canada, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Ecuador and Peru, and is currently preparing a trade mission to the U.K. and Ireland this summer (Appendix B).

According to Manny Mencia<sup>17</sup>, EFI's Senior Vice-President for International Trade and Business Development and responsible for the organization and supervision of all Team Florida's trade missions, objectives vary

---

<sup>16</sup> Enterprise Florida. International Trade and Business Development Programs and Services.

<sup>17</sup> Mencia. Personal interview. March 21st, 2006.

depending on the conditions of the market, but he makes an essential distinction between missions within the Western Hemisphere, which are usually organized to strengthen bilateral trade between Florida and the host country, and missions to Europe, where the primary purpose is to promote investment. For example, EFI organized the largest U.S. delegation ever to Mexico in 1999, with more than three-hundred business representatives accompanying the Governor and constant media coverage. The purpose of the mission to Mexico was to raise awareness of business opportunities in Florida among Mexican leaders. Industries in Florida had not obtained much benefit from the implementation of NAFTA in 1994. As a result, the mission to Mexico was put together in order to create visibility for Florida's businesses and vice-versa, for Mexico's industries in Florida. In sum, as Manny Mencia asserts, "we wanted to make a statement"<sup>18</sup>. On the other hand, the mission to Spain in 2003 was motivated by an increase in Spanish investment to Florida starting in the 1990s. In that decade, Spanish investments in Latin America boomed and many companies, encouraged by the size of the Spanish-speaking population in South Florida, began to use Miami as the headquarters for their Latin American operations. Thus, the purpose behind this mission was rather to "build a momentum"<sup>19</sup> and to promote further investment toward Florida. As a result, Spain is already the number-one international investor in Florida in terms of number of companies established here, with nearly four-hundred firms operating from South Florida.

In the case of the U.K., where Team Florida will be taking a delegation for the second time in July this year (Appendix B), and of Germany, where a

---

<sup>18</sup> Ibid.

<sup>19</sup> Ibid.

mission was organized in November 2005, the emphasis lied on the promotion of the life sciences industry, a sector that is blossoming in Florida and where the government is putting much effort in order to attract further investment. Both the U.K. and Germany have assumed the leadership in the life sciences sector within the EU. EFI will also be promoting Florida's aviation and aerospace industries in the U.K. by attending the 2006 Farnborough International Airshow, one of the oldest and most respected fairs within the aerospace industry in Europe, which is celebrating its 45<sup>th</sup> edition this year.

On the other hand, missions within the Western Hemisphere typically seek to consolidate bilateral trade, but since the creation of Florida FTAA, Inc. in 2001, most missions have been organized jointly by both entities with the purpose of promoting Miami as the permanent site of the FTAA Secretariat. For example, the missions to Peru and Ecuador in January this year were organized with the prevailing objective of promoting Miami's candidacy and getting endorsements from both of these countries. Governor Jeb Bush is a strong advocate of free trade and a firm believer in the benefits that can be achieved from free and fair trade. Thus, he concedes that free trade agreements "are important for the economic and political future of our hemisphere"<sup>20</sup>. The truth is that Florida, by virtue of the unique bonds which tie her to the region, is the state that has benefited the most from the free trade agreements that the U.S. has signed with Latin American nations so far, especially the DR-CAFTA. Bilateral trade with the region represented 62.8 percent of Florida's international trade in 2004, and generated \$51.2 billion. Within the Western Hemisphere, Central America and the Caribbean are Florida's first and second most important trade partners and Florida enjoys a

---

<sup>20</sup> "Hemos aprendido que es importante ayudar a nuestros vecinos", Entrevista a Jeb Bush, gobernador de Florida. *DEF: Conciencia en Defensa, Energía y Medio Ambiente*, February 2006, 4.

48 percent share of total U.S. trade with Central America. Bilateral trade with the DR-CAFTA nations resulted in \$16 billion in 2004, but the U.S. Chamber of Commerce predicts that, after one year of the agreement, “Florida’s economy would add nearly \$1 billion in business and almost 7,000 jobs. After nine years, the gains could rise to \$5.1 billion in new business and more than 36,000 jobs”<sup>21</sup>. That is why Florida’s vote was crucial to the signature of the DR-CAFTA, which, according to the Governor, “it will advance economic development, investment and democracy”<sup>22</sup>.

Since he took office in 1999, Governor Bush has strongly encouraged the completion of the FTAA, which “will contribute to improve the trade competitiveness of the Western Hemisphere vis-a-vis the rest of the world”<sup>23</sup>. The initiative to create a hemispheric free trade area, the largest in the world, stretching from Alaska to Argentina and embracing thirty-four countries, was launched by President Clinton during the First Summit of the Americas, which took place in Miami in 1994. Hence, for many, Miami, which already hosted the temporary site of the FTAA Secretariat from 1999 to 2001, epitomizes the essence of a FTA that would comprise all of the Western Hemisphere, and it is only natural it aspires to host the permanent headquarters of the FTAA Secretariat, which, according to Enterprise Florida, could result in the creation of approximately 89,000 new jobs<sup>24</sup> and generate as much as \$13 billion<sup>25</sup> over the next ten years for the State of Florida, in addition to the international prestige it would build. For Governor Bush

---

<sup>21</sup> Hemlock, “The Stakes for Florida”, *SouthFloridaCEO*, May 2005, 2.

<sup>22</sup> “Hemos aprendido que es importante ayudar a nuestros vecinos”, Entrevista a Jeb Bush, gobernador de Florida. *DEF: Conciencia en Defensa, Energía y Medio Ambiente*, February 2006, 5.

<sup>23</sup> *Ibid*, 6.

<sup>24</sup> “Casa de las Américas”, *Mundo Ejecutivo*, Suplemento 25 Aniversario.

<sup>25</sup> *Ibid*.

“securing the office is a top priority to strengthen the state’s position as “Gateway to the Americas” and to further diversify the state’s economy from tourism and agriculture”<sup>26</sup>. He has been personally involved in the creation of Florida FTAA, Inc. and in its efforts to win the endorsements from as many nations in the Western Hemisphere as possible. So far, Florida has received formal endorsements from Uruguay, Nicaragua, Honduras, Guatemala, El Salvador and the Dominican Republic. Peru and Ecuador have also indicated their support to Miami’s candidacy. Colombia has endorsed Panama, Miami’s biggest competitor in the race to win the site of the Secretariat; however, it has pledged to support Miami in a second round. Costa Rica has endorsed Trinidad & Tobago, but will also support Miami if this candidacy is withdrawn. Thus, all the countries that have either supported or endorsed Miami’s candidacy have hosted Team Florida missions in the past. This shows that the efforts of both EFI and Florida FTAA, Inc. to promote Miami have been extremely fruitful so far, even though the FTAA negotiations are currently stalled and, after the last Summit of the Americas, celebrated in Mar del Plata, Argentina, in November 2005, the future of the FTAA itself seems uncertain.

Finally, these missions are also organized to consolidate Florida’s relationship with its neighbors and with its most important trading partners. Sometimes, collaboration agreements are signed during the course of these visits. This is typically the case of academic institutions. Florida’s most important universities participate in Team Florida missions on a regular basis. For example, universities that took part in the Germany’s mission last November include University of Miami, University of Florida, Florida Atlantic University, and

---

<sup>26</sup> Hemlock, “The Winning of the FTAA”, *SouthFloridaCEO*, April 2004, 36.

University of Central Florida. Abraham Varghese<sup>27</sup>, from University of Miami, an institution that has already taken part on four Team Florida trade missions and is planning to participate in the next Team Florida mission to the U.K. this summer, asserts that, by engaging in Enterprise Florida's missions, they are mostly looking for research partners, particularly within the areas of engineering, technology and life sciences, but they also seek to sign collaboration agreements with other universities to facilitate student and faculty exchanges as well as research partnerships. On the other hand, while EFI is not responsible for the promotion of Florida as a first-class tourism destination, VISIT FLORIDA, OTTED's tourism branch, has occasionally worked in conjunction with EFI in some of the overseas missions as it was the case in Canada. They will also be present in the U.K. this summer.

A delegation of local firms accompanies the Governor as part of Team Florida trade missions (Appendix C). The delegation usually comprises between one and two hundred companies from different sectors, but it can reach as many as three-hundred firms as it was the case of the 1999 trade mission to Mexico. EFI reaches out to the State's business community by mailing the companies in its database but also by distributing press releases to the media to create public awareness. Participating companies pay for their own travel expenses and some of them co-sponsor the missions as well so that they get further exposure, but in exchange EFI organizes one-on-one meetings for them with relevant companies in the specific area of interest of the mission participants. Besides, companies get public exposure by participating in official events headed by the Governor and designed to promote Florida. Finally, EFI also helps Florida companies publicize

---

<sup>27</sup> Varghese. Telephone interview. March 27th, 2006.

themselves at a number of leading exhibitions that focus on high-tech industries targeted by the State of Florida. Thus, in the 2005 trade mission to Germany, companies had the opportunity to participate in the Productronica trade show or the Medica trade show, depending on their interests and objectives. At the upcoming U.K. trade mission, Florida firms will have the opportunity to attend the prestigious Farnborough International Airshow, where the State of Florida will keep its own pavilion in order to advertise its booming aerospace industry.

According to Manny Mencia<sup>28</sup>, small and medium size firms benefit the most from attending these missions since there is a need for them to enter new markets in order to expand their business, while big companies that already count on a consolidated market typically take part in Team Florida trade missions to gain prestige for the firm by being part of Governor Bush's delegation. For example, Aleriant is an international technology services company based in Fort Lauderdale that participated in Team Florida trade mission to Colombia last year. Stuart Perlin<sup>29</sup>, vice-president for business development, holds that, even though Aleriant already has an office in Medellín, Colombia, the objective behind this mission was to increase business, and he claims that "the level of people you get to meet cannot be beaten"<sup>30</sup>. FedEx, the shipping and transportation multinational, listed as one of the top 500 companies worldwide according to Fortune, has also taken part in five Team Florida trade missions so far. Marilyn Blanco Reyes<sup>31</sup>, FedEx Managing Director, asserts that with their participation they attempt to meet existing and potential customers, as well as to get exposed to government officials. Ultimately,

---

<sup>28</sup> Mencia. Personal interview. March 21st, 2006.

<sup>29</sup> Perlin. Telephone interview. March 29<sup>th</sup>, 2006.

<sup>30</sup> Ibid.

<sup>31</sup> Blanco-Reyes. Telephone interview. March 23rd, 2006.

Lauro Bianda<sup>32</sup>, President of Agycon, a firm that provides management consulting and business advisory services, claims that Team Florida trade missions have also helped him to develop a network of contacts within Florida by getting to meet other local business leaders with whom he has established close personal and business ties.

Consequently, EFI's mission is mainly to provide small firms with the support they might need from the government in the early stages of their existence, when they need to create their own niche in the market. Usually, consolidated companies do not require as much assistance from the government, although EFI is there to support any Floridian firm which might need advice or assistance, particularly by providing them with export counseling in the form of market research or legal advice. At the same time, and as part of the State's efforts to attract international investment, EFI, through its offices in Florida and its network of international offices, also assists foreign companies to establish operations in Florida.

Moreover, the level of satisfaction among participating companies is very high, averaging as much as 90 percent. Stuart Perlin<sup>33</sup>, from Aleriant, claims that not only were their objectives met, but that they were so impressed with the results that he has since joined EFI's board so that with his expertise he can contribute to Florida's economic development and they are planning to take part in future missions. Lauro Bianda<sup>34</sup>, from Agycon, is so pleased that he has participated in ten Team Florida missions so far and plans on continuing doing so

---

<sup>32</sup> Bianda. Telephone interview. March 29<sup>th</sup>, 2006.

<sup>33</sup> Perlin. Telephone interview. March 29<sup>th</sup>, 2006.

<sup>34</sup> Bianda. Telephone interview. March 29<sup>th</sup>, 2006.

as he will be going to the U.K. this summer. He has also sponsored two of the missions. Thus, he claims that “the ratio/cost result is ten times higher than in any other program I have participated in”<sup>35</sup>. At the end of the mission, delegation members are required to fill in a report where they state their level of satisfaction, they relate their experience and they declare whether their objectives were met (Appendix D). This is a way for EFI to measure the impact of their missions for the State of Florida as well as to continue introducing improvements in their upcoming projects.

EFI carefully chooses its markets by conducting first a thorough analysis to identify those markets that offer a unique opportunity to Florida’s competitiveness. Inside the Western Hemisphere, the selection is normally based upon the prospective that the host country endorses Miami as the permanent site of the FTAA Secretariat. In Europe, missions have targeted markets that are important to Florida in terms both of trade and investment.

Once the potential market has been selected, EFI starts working with the U.S. Embassy and the U.S. Commercial Office in the host country to develop a suitable and attractive program for Florida’s companies. The U.S. Embassy mostly helps to organize one-on-one appointments for participating companies, so that they can establish their own network of contacts and obtain the maximum benefit out of these missions. For example, on the 1999 mission to Mexico, more than 1,100 business appointments were made for the 300 participating business leaders. At the same time, EFI is responsible for organizing the Governor’s agenda and, in particular, the public events the Governor attends with the purpose of promoting Florida. EFI’s offices overseas also collaborate in the organization of these

---

<sup>35</sup> Ibid.

missions, as well as local economic development agencies and chambers of commerce. The final purpose is to create an attractive package for Florida's companies as well as promote Florida in international markets.

Finally, EFI estimates that, since 1999, more than 1,700 business leaders from Florida have participated in these initiatives, which have generated more than \$700 million in sales for the State of Florida as well as thousands of jobs. The U.S. Department of Commerce estimates that for every billion dollar that is sold or invested in U.S. soil, eighteen-thousand new jobs are originated. The State of Florida is somehow more conservative when applying this rule as it considers that direct investment in Florida might actually translate into job creation in other states. As a result, EFI computes eleven-thousand jobs for every billion dollar invested in Florida<sup>36</sup>. Nevertheless, international firms are welcomed to the Sunshine State not only because of the amount of jobs that they create, but also because they are usually more competitive and resistant to economic downturns, while they expand faster and pay higher salaries<sup>37</sup>. At the same time, export sales also translate into jobs: Enterprise Florida estimates that exports to the DR-CAFTA nations supported about 65,000 jobs in Florida in 2004<sup>38</sup>. EFI measures the results that Team Florida trade missions generate for the State of Florida by asking firms taking part in the Team Florida delegation to fill in a report where they state the results they expect from the mission in terms of number of contracts that have been signed while in the country, but also expected agreements and the earnings they estimate they will generate in the upcoming twelve months (Appendix D).

---

<sup>36</sup> Mencia. Personal interview. March 21st, 2006.

<sup>37</sup> Ibid.

<sup>38</sup> Hemlock, "The Stakes for Florida", *SouthFloridaCEO*, May 2005, 2.

To conclude, it is important to add that, ever since he took office in 1999, Governor Jeb Bush has been extremely active in promoting Florida overseas and especially within the Western Hemisphere, where he thinks that the U.S. has a lot to say in helping to promote democratic values. The Governor acknowledges the powerful Latin American influence in Florida and, most importantly, he appreciates the contribution of those who have migrated to Florida from all over the region and who are responsible for making of Florida a big melting pot. Moreover, having married a Mexican woman, Governor Bush is a strong enthusiast of Latin culture, which, together with his fluency in Spanish, has facilitated the key role he plays in the region.

Since 1999, Governor Bush has assumed the lead in the State's efforts to promote Florida's economic development and to portray the Sunshine State as the "Gateway of the Americas". Florida's significant Cuban exiled community and its growing Hispanic population, as well as its geographic location in the middle of the Caribbean, in-between the North and the South, make it an ideal location for U.S. companies looking for a center from where they can oversee their Latin American operations, but also for Latin American companies willing to enter the North American market. Thus, 500 multinational corporations have already favored Miami as the headquarters for their regional operations<sup>39</sup>. Florida has become the nexus between the U.S. and its Southern neighbors, playing a significant role in the policy making toward the region. As a result, Miami often hosts influential regional events, as it was the case of the 35<sup>th</sup> General Assembly of the Organization of American States (OAS) and the XI round of negotiations of the U.S.-Andean FTA, both held in Miami last year. According to Charles Cobb,

---

<sup>39</sup> Letter from the Chairman. *The Gateway*, Winter 2005, 8.

Chairman of Florida FTAA, Inc., this can be interpreted as evidence that “the hemisphere is continually turning more and more towards South Florida to coordinate its political endeavors”<sup>40</sup>.

As part of his effort to expand international trade and to diversify Florida’s economy, Governor Jeb Bush has visited fourteen countries in Latin America so far, thus showing his commitment to furthering Florida’s economic and political ties with the Western Hemisphere. In 2005, twelve of Florida’s top twenty trading partners were Latin American countries. “As the “Gateway to the Americas”, Florida’s economy is very much tied to that of Latin America and the Caribbean. This will only increase, as further free trade agreements are concluded between the United States and countries of the region”<sup>41</sup>. A strong advocate of free trade, Governor Bush has defended the creation of a free trade area of the Americas since its inception, and he has been actively involved in the promotion of Miami as the permanent site of the FTAA Secretariat. He envisioned and supported the creation of Florida FTAA, Inc. to channel all the efforts to bring the FTAA’s Secretariat to Miami and has led every Team Florida mission to the region since then in order to promote this cause. However, as Governor Bush’s term approaches an end this year, the future of Team Florida Trade Missions depends on how proactive and internationally-oriented the newly-elected Governor turns out to be.

---

<sup>40</sup> Ibid.

<sup>41</sup> Interview with Florida Governor Jeb Bush. Americas Society/Council of the Americas. March 14, 2006.

(Appendix A)

**BRIEFING FOR THE GOVERNOR'S SCHEDULE  
SECOND ANNUAL LATIN AMERICA CONFERENCE IN MIAMI  
COUNCIL OF THE AMERICAS/AMERICAS SOCIETY**

EVENT DATE: Friday, March 17, 2006  
TIME: 10:15 AM – 10:45 AM  
LOCATION: Colonnade Hotel (180 Aragon Ave., Coral Gables;  
Merrick Ballroom)  
CONTACT: For More Information, (305) 476-4840  
Prepared by: OTTED, International Unit

---

**I. PURPOSE:**

To provide remarks at the Second Annual Latin America Conference in Miami organized by the Council of the Americas and the Americas Society. During your speech, you will provide comments on U.S.-Latin America relations, the political and economic environment in the Americas, free trade agreements and their importance for Florida, as well as your efforts to make Miami the premier business center for the Western Hemisphere.

You will be introduced by Susan Segal, President and CEO of the Council of the Americas and the Americas Society (biography attached). Once introduced, you will be expected to provide formal remarks for approximately seven (7) minutes. This will be followed by a 10-minute question-and-answer session with the audience. Your entire participation should last no longer than twenty-five (25) minutes.

**II. BACKGROUND:**

Council of the Americas' Second Annual Latin America Conference will focus on three distinct areas of particular interest to the region. These include: 1) regional trade negotiations and prospects, 2) foundations for global competitiveness, and 3) the Latin American business and investment climate. There will be approximately 150 participants, including Council of the Americas members, leading business executives, governmental representatives, lawyers, academics, Florida International Bankers Association (FIBA) members, and representatives of Florida's general international business community. United Parcel Service (UPS) and Greenberg Traurig LLP are sponsoring the conference, which is being underwritten by the Citigroup Foundation.

**The Council of the Americas/Americas Society**

The Council of the Americas was founded by David Rockefeller in 1965 with the goal of promoting free markets and private enterprise in the Western Hemisphere. Today, members include over 200 companies committed to free trade and open markets throughout the Americas (see members list at end of brief). Member firms come from a wide variety of sectors, including manufacturing, natural resources, technology, communications, healthcare and pharmaceuticals, as well as banking and financial services. Together, they represent the majority of U.S. private investment in the region.

BRIEFING FOR THE GOVERNOR'S SCHEDULE  
March 17, 2005  
Page Two

The Council of the Americas is based in New York City and it maintains an office in Washington D.C. to organize and direct its advocacy efforts. Through networking and programming, it helps its members take advantage of the opportunities that the region has to offer, while overcoming its risks and challenges. With more than 35 years of expertise and a rich network of relationships throughout the region, as well as deep knowledge of the political and economic environment, the Council of the Americas is committed to assisting its member companies through a program of conferences, working groups, trade missions, publications, and meetings with government officials and policy experts. The Council regularly hosts presidents, cabinet ministers, central bankers, governmental officials, and leading experts in economics, politics, business, and finance both from within and outside the region. A strong advocate of free trade, democracy and the rule of law, the Council is particularly focused on helping to nurture the Free Trade Area of the Americas (FTAA) process as a tool to promote economic growth in the region.

The Americas Society is the cultural arm of the Council of the Americas. Founded by David Rockefeller in 1965 as the Center for Inter-American Relations, it was absorbed into the Americas Society in 1985. Today, the Americas Society and the Council of the Americas are affiliated organizations. Together, they jointly organize programs that fit within both missions. The Americas Society promotes the understanding of the political and cultural issues that define the region today as the way to advance democracy, the rule of law and free trade. The Society brings together audiences, speakers, and performers to illuminate the most important political and cultural developments of our time. As a not-for-profit institution, the Americas Society is financed by contributions from corporations, foundations, individuals, and public agencies including the National Endowment for the Humanities, the National Endowment for the Arts, the New York Council on the Humanities and the New York State Council on the Arts. The Americas Society plays a pivotal role in disseminating the cultural achievements of Latin America, the Caribbean, and Canada in the U.S.

### **Regional Issues: Overview**

#### **Latin America and the Caribbean-Economy:**

- The Latin American and Caribbean economy grew by 4.3% in 2005, which represents the third consecutive year of growth in the region. Per capita GDP is estimated to have risen by about 3%. Unemployment rate fell from 10.3% in 2004 to 9.3% in 2005 and poverty indices decreased from 44% in 2002 to 40.6% in 2005.
- Foreign Direct Investment (FDI) in Latin America and the Caribbean reached almost \$44 billion in 2004, a substantial increase from 2003. Mexico and Chile have experienced the sharpest growth in FDI, while Brazil has been experiencing a decline since FDI reached its peak in 2000. Capital flows to Latin American markets continued on the rise in 2005.

*(Source: UN Economic Commission for Latin America and the Caribbean - ECLAC)*

BRIEFING FOR THE GOVERNOR'S SCHEDULE  
March 17, 2005  
Page Three

**Florida-Western Hemisphere Trade:**

- Florida's most important international market is with the Western Hemisphere, with two-way trade totaling over \$51.2 billion in 2004. As a region within the Hemisphere, Latin America and the Caribbean represent 62.8% of Florida's total international trade.
- Florida currently enjoys a 48% share of total U.S trade with Central America and 35% with the Caribbean. These percentages make Central America and Caribbean areas Florida's first and second most important trade regions, based on their share of U.S trade. In 2005, Florida's trade with the entire world stood at \$95.3 billion, which represents an increase of 17.1% over the previous year.

**DR-CAFTA**

The Dominican Republic Central American Free Trade Agreement (DR-CAFTA) has created one of the largest investment markets in Latin America, second only to Mexico. This agreement is especially important for Florida as the state's annual merchandise trade with the DR-CAFTA region totaled over \$16 billion in 2005. The agreement has been ratified by countries, except Costa Rica, which is expected to do so once the newly elected President, Oscar Arias, a strong supporter of free trade, takes office.

Implementation of DR-CAFTA did not take place on January 1, 2006 as expected since not all of the signatory countries have passed the necessary domestic policy reforms to successfully implement the trade agreement. DR-CAFTA will be implemented on a rolling basis as countries make sufficient progress to complete their internal procedures. El Salvador was the first country to implement DR-CAFTA on March 1<sup>st</sup>, after it agreed to allow the importation of U.S. meat inspected under U.S. sanitary rules. Nicaragua, Honduras and Guatemala are aiming for April 1<sup>st</sup> as the expected implementation date, while the Dominican Republic is focusing on July 1<sup>st</sup>.

Enterprise Florida, together with the U.S. Department of Commerce, the U.S. Commercial Service and Florida FTAA, launched a DR-CAFTA Market Entry Campaign with the purpose of assisting Florida companies take advantage of the new opportunities that the DR-CAFTA will be providing. Last month you inaugurated the launch of this initiative, along with the U.S. Secretary of Commerce, Carlos Gutierrez. The campaign will include Florida trade missions to all DR-CAFTA countries, as well as inbound missions from the region. The first mission will be to Guatemala. Seminars will be conducted throughout the state to educate Florida companies as to the opportunities and one on one counseling for Florida companies interested in the DR-CAFTA market will be offered. A nationwide marketing and conference outreach program has been designed to position Florida as the "Gateway to DR-CAFTA". Finally, a DR-CAFTA website, [www.caftaintelligencecenter.com](http://www.caftaintelligencecenter.com), has been established as the launch of the marketing strategy to assist companies throughout the state by providing DR-CAFTA

BRIEFING FOR THE GOVERNOR'S SCHEDULE  
March 17, 2005  
Page Four

information. Some of the campaign objectives are to facilitate DR-CAFTA market entry/expansion opportunities for Florida businesses, promote treaty and trade information, help Florida companies benefit from DR-CAFTA treaty implementation, as well as maintain and expand market strength in DR-CAFTA countries.

**FTAA**

At the Fourth Summit of the Americas at Mar de Plata, Argentina in November of last year, two opposing FTAA blocs emerged. The "Group of 29" countries, led by the U.S. and Mexico, proposed moving the FTAA process forward and advocated restarting talks by April 2006. The other bloc, made up of the four MERCOSUR countries (Argentina, Brazil, Paraguay, Uruguay) and Venezuela, opposed the FTAA negotiations in its current form. Led by Brazil, these five countries indicated that conditions were not present to attain a hemispheric accord until the U.S. reduces its agricultural subsidies to farmers, thereby granting South America greater and more equitable market access. It does not appear probable that much progress will be made in the FTAA talks this year. In regard to the FTAA Secretariat, Florida has received endorsements from Uruguay, Nicaragua, Honduras, Guatemala, El Salvador and the Dominican Republic. Peru and Ecuador have also indicated future support for Miami's candidacy. Colombia has endorsed Panama as the site of FTAA's headquarters. However, it has pledged to support Miami if the bid of Panama falls short. Costa Rica has endorsed Trinidad & Tobago, but will also support Miami if this candidacy is withdrawn.

**WTO**

At the December 2005 WTO Doha round, the issue of agricultural subsidies was on the agenda. The U.S. has proposed a substantial reduction of trade distorting measures and tariffs, along with the elimination of export subsidies, to be phased-in over a five-year period. Five years after implementing the first stage, an additional five-year phase-in period will deliver the elimination of remaining trade-distorting policies in agriculture. Nevertheless, negotiations remain largely stalled well into their fifth year and chances of concluding a comprehensive Doha Round agreement by the end of 2006 appear dim. The heart of the current stalemate remains the same: agricultural tariffs and subsidies.

**U.S.-Andean FTA**

Negotiations for the U.S.-Andean FTA, announced during the Miami FTAA Trade Ministerial, began in May 2004. The agreement is expected to strengthen U.S.-Andean relations and promote economic development and investment among the signatory nations, Colombia, Peru and Ecuador (Bolivia serves as an observer). Nevertheless, the U.S. and Peru already concluded negotiations on a bilateral FTA in December 2005, which is expected to be ratified by the U.S. Congress in April 2006. At the same time, negotiations on a bilateral FTA with Colombia concluded in February 2006. Thus, both FTAs will be ratified together, hoping to include Ecuador in the future. Trade between Florida and the Andean FTA countries reached \$7.2 billion in 2005.

BRIEFING FOR THE GOVERNOR'S SCHEDULE  
 March 17, 2005  
 Page Five

**U.S.-Panama FTA**

Negotiations on the U.S.-Panama FTA commenced in April 2004, and nine rounds have been held, the latest concluding in January 2006. Prior to that, talks had been stalled for one year due primarily to agricultural issues. However, progress has been made regarding a number of pending issues and the next round is expected to take place soon. Much of the text has been agreed to, following the work of earlier FTAs such as the DR-CAFTA. In 2005, bilateral trade between the U.S. and Panama totaled \$2.6 billion, and nearly half of Panama's total imports come from the U.S. Florida's trade with Panama reached \$926 million, which represents an increase of 15.9% over 2004.

**III. FORMAT**

**OPEN TO THE PRESS**

10:15 AM	Governor Bush arrives and is greeted by Veronica Clemens, Public Policy Programs Associate at the Council of the Americas. Governor Bush proceeds to the Merrick Room, where he will be greeted by Susan Segal, President and CEO Americas Society and Council of the Americas, and Michele Levy, Senior Director of the Council of the Americas.
10:17 AM	Governor Bush takes seat in front row.
10:18 AM	Susan Segal introduces Governor Bush.
10:20 AM	<b><u>Governor Bush proceeds to podium and remarks (7 Minutes)</u></b>
10:27 AM	Q & A
10:35 AM	Susan Segal thanks Governor Bush for participating and pauses program while Governor Bush departs. *
10:37 AM	Governor Bush exits Merrick Ballroom.
10:40 AM	Media avail
10:45 AM	Governor Bush departs.

**FULL LATIN AMERICA CONFERENCE AGENDA:**

**Opening Remarks: 8:30 – 8:40 am**

- Susan Segal, President and CEO of the Americas Society and Council of the Americas

BRIEFING FOR THE GOVERNOR'S SCHEDULE  
March 17, 2005  
Page Six

**Opening Speaker: 8:40 – 9:10 am**

- Regina Vargo, former Assistant United States Trade Representative, Americas, Office of the United States Trade Representative

**Panel I: Trade Negotiations and Prospects: 9:10 – 10:15 am**

- Jorge Arrizurieta, President, Florida FTAA, Miami
- Shanker Singham, Partner, International Trade, Competition and Government, Squire, Sanders & Dempsey LLP, Miami
- Ana Guevara, Vice President, Public Affairs, UPS Americas, Inc.

**Keynote Speaker: 10:15 – 10:45 am**

- **Governor Jeb Bush**

**Panel II: Foundations for Competitiveness: 11:00 – 11:55 am**

- Clemens Caicedo, Senior Director, Strategic Alliances, Latin America Human Health, Merck & Co., Inc.
- Pilar Armanet, former Director of Higher Education, Ministry of Education, Santiago, Chile
- Rebeca Grynspan, Assistant Secretary-General, Assistant Administrator of the United Nations Development Programme, (UNDP), and Director of UNDP's Regional Bureau of Latin America and the Caribbean
- Moderator" Chris Sabatini, Senior Director of Policy, Americas Society and Council of the Americas

**Panel III: The Latin American Business and Investment Climate: 11:55 – 12:50 pm**

- Mario Leos, Vice President, Senior Analyst, Sovereign Ratings, Latin America, Moody's Investor Services, New York
- Roberto Alonso, Vice President and Managing Director, Yahoo! Inc.
- Carola Sandy, Vice President, Economics and Emerging Markets, Latin American Economics, Credit Suisse, New York
- Michael Gerrard, Managing Director, BroadSpan Capital
- Moderator: Susan Segal, President and CEO of the Americas Society and Council of the Americas

**Closing Remarks: 12:50 pm**

- Susan Segal, President and CEO of the Americas Society and Council of the Americas

## **Biographies**



### **Susan Segal President and CEO of the Americas Society and the Council of the Americas**

After many years as a Board Member, Susan Segal became President and CEO of the Americas Society and Council of the Americas in 2003. She previously worked in the private sector with Latin America for over 25 years, and interacted and advised many foreign government officials on the private sector view to better formulate their foreign and economic policies.

Before coming to the COA/AS, she was a founding partner of a high-level investment and advisory group focused primarily on Latin America and the Hispanic US. Susan was also a Partner and Latin American Group Head at JPMorgan Partners/Chase Capital Partners, where she led as a Board Member several operational and financial turnarounds and restructurings. Before that, she was a Senior Manager at Chase Securities, where she was responsible for Emerging Markets Investment Banking, and Manufacturers Hanover and Chemical Bank, where she was responsible for establishing and building the emerging markets sales, trading, and research capital markets origination groups at both institutions. She was also responsible for all sovereign rescheduling, including chairing both the Chilean and Philippine Advisory Committees.

Susan Segal graduated from Sarah Lawrence College and received her M.B.A. from Columbia University Graduate School of Business. She has two children.

### **Michele Levy Senior Director of Programs at the Americas Society and the Council of the Americas**

Since late 2003, Ms. Levy was a Special Advisor to the President of the organization. She joined the Americas Society and the Council of the Americas after an eleven year tenure at JPMorgan Chase, both in its merger and acquisitions and private equity and venture capital teams, where she led important deals in Latin America. Michele Levy holds a bachelor's degree from the Universidade de Sao Paulo, Brazil. She also holds an MBA from Harvard Business School. She is fluent in Portuguese, English and French.

**Council of the Americas/Americas Society**  
**Member List**

Abbott Laboratories  
ABN AMRO  
The AES Corporation  
Alfaro-Abogados  
Alston & Bird, LLP  
American Express Company  
American International Group, Inc.  
Archer Daniels Midland Company  
Arnold & Porter LLP  
Avon Products, Inc.  
Banco de la Nación Argentina  
Banco Itaú, S.A.  
Banco Mercantil  
Bank of America  
The Bank of Nova Scotia  
Barrick Gold Corporation  
Bear Stearns & Co. Inc.  
Becton, Dickinson & Company  
BIC Corporation  
Blake, Cassels & Graydon LLP  
Bloomberg L.P.  
The Boeing Company  
BPD Bank  
Bridas Corporation  
BroadSpan Capital  
Bulltick Capital Markets, LP  
Bunge Limited  
Burlington Resources International  
Cargill, Incorporated  
Caterpillar Americas Co.  
CEMEX Central S.A. de C.V.  
Chevron Corporation  
Chiquita Brands International, Inc.  
Citibank, N.A.  
Cleary, Gottlieb, Steen & Hamilton  
The Coca-Cola Company  
Colgate-Palmolive Company  
Colombian Coffee Federation, Inc.  
Companhia Vale do Rio Doce (CVRD)  
ConocoPhillips  
ContiGroup Companies, Inc.  
Corp Banca  
Corporación Multi Inversiones  
Credit Suisse First Boston  
Curtis, Mallet-Prevost, Colt & Mosle LLP  
D.F. Young, Inc.

DaimlerChrysler Corporation  
Deutsche Bank  
DHL Worldwide Express  
DIRECTV Latin America, LLC  
Discovery Communications, Inc.  
The Doe Run Company  
Duke Energy International  
Eastman Chemical Company  
Eastman Kodak Company  
El Paso Corporation  
Eli Lilly and Company  
Embraer-Empresa Brasileira de Aeronáutica ENI Americas  
European InterAmerican Finance, LLC  
ExxonMobil Corporation  
Federal Express Corporation  
FERRERE Abogados  
Fintech Advisory, Inc.  
Ford Motor Company  
General Electric Company  
General Motors Latin America  
  
Genesee & Wyoming Inc.  
  
Gibson, Dunn & Crutcher LLP  
  
Global Crossing International  
Greenberg Traurig, LLP  
Grupo Infobae  
Grupo Santander  
Grupo Televisa, S.A.  
Guardian Industries Corp.  
Hewlett-Packard Company  
Hills & Company International  
HSBC Bank USA  
Hughes, Hubbard & Reed LLP  
HypoVereinsbank  
IBM Corporation  
IFL-Integrated Finance Ltd.  
InterContinental Hotels Group  
IRSA-Inversiones y Representaciones, S.A.  
ISI Emerging Markets  
Japan Bank for International Cooperation  
Japan External Trade Organization (JETRO)  
Johnson & Johnson  
JPMorgan Chase & Co.  
Kansas City Southern Industries  
Kirkpatrick & Lockhart Nicholson Graham LLP  
Kissinger McLarty Associates  
Kraft Foods International, Inc.  
Kroll Inc.  
The Laredo National Bank  
LatinFinance Magazine

Lehman Brothers Inc.  
Lucent Technologies  
MAN Ferrostaal Incorporated  
Manatt, Phelps & Phillips, LLP  
Marsh & McLennan Companies, Inc.  
MBA Banco de Inversiones S.A.  
McCann-Erickson Worldwide  
McDonald's Corporation  
The McGraw-Hill Companies  
MeadWestvaco Corporation  
Merck & Co., Inc.  
Merrill Lynch & Co., Inc.  
MetLife, Inc.  
Microsoft Corporation  
Miller & Chevalier, Chartered  
Mine Safety Appliances Company  
Mitsubishi International Corporation  
Moody's Investors Service  
Morgan Stanley  
Mosbacher Energy Company  
Nestlé S.A.  
New York Life International  
NII Holdings, Inc.  
NWI Management, L.P.  
O'Melveny & Myers LLP  
Panedile Argentina, S.A.  
PepsiCo  
Pfizer, Inc.  
Philip Morris International, Inc.  
PPL Global, LLC  
PricewaterhouseCoopers LLP  
The Procter & Gamble Company  
PSEG Americas  
Raytheon Company  
Sanford C. Bernstein & Co.  
  
Schering-Plough Corporation  
Sempra Energy International  
Sesame Workshop  
Shearman & Sterling LLP  
Shell International EP  
Sidley Austin Brown & Wood LLP  
Skadden, Arps, Slate, Meagher & Flom  
Smartmatic International Corp  
Smith Barney  
Sports International Group, LLC  
Squire, Sanders & Dempsey LLP  
Standard & Poor's  
Standard Chartered Bank  
Stanford Financial Group  
Starwood Hotels & Resorts Worldwide

Sullivan & Cromwell LLP  
Thacher, Proffitt & Wood  
Techint Group  
Telefónica Internacional, S.A.  
Tew Cardenas LLP  
Thompson & Knight LLP  
Time Warner Inc.  
Tishman Speyer Properties  
Toyota Motor North America  
Tyco International, Ltd.  
UBS AG  
United Parcel Service of America, Inc.  
Verizon Communications  
Vintage Petroleum, Inc.  
Visa International  
Wal-Mart Stores, Inc.  
W.W. Grainger, Inc.  
Western Union Financial Services, Inc.  
WestLB AG  
Wm. Wrigley Jr. Company  
WorldCity  
Xela Enterprises Ltd.  
Xerox Corporation  
Yahoo! Inc.  
Zemi Communications, LLC  
Zephyr Management, L.P.

(Appendix B)

**BRIEFING FOR THE GOVERNOR'S SCHEDULE  
TEAM FLORIDA TRADE MISSION TO  
THE UNITED KINGDOM OF GREAT BRITAIN  
AND NORTHERN IRELAND**

EVENT DATE: July 15-23, 2006  
 TIME OF EVENT:  
 LOCATION:  
 CONTACT: For more information: (305) 476-4840  
 Prepared by: OTTED, International Affairs Unit

---

**I. PURPOSE:**

To lead a Team Florida trade mission to the United Kingdom (U.K.), including Scotland, and Ireland. The purpose of the mission is to promote the State of Florida.

**II. BACKGROUND:**

You will be leading a Team Florida trade mission to the U.K. (London, Farnborough, Oxford, Edinburgh and Dublin) from July 15<sup>th</sup> to July 23<sup>rd</sup>, in order to promote the State of Florida internationally, as well as to attract foreign investment. Sectors to be targeted during the U.K. mission include Life Sciences, Biotech, and Information Technology (IT), among others.

**England:**

- Visit the Farnborough International Airshow 2006, one of the leading international shows in the aerospace industry, celebrating its 45<sup>th</sup> edition this year. At the show, you will visit the Florida Pavilion and meet with some of the leading firms in the aerospace industry, including Lockheed-Martin, EMBRAER and Northrup-Grumman.
- Visit the University of Oxford, the oldest university in the English-speaking world, with more than nine centuries of history. After meeting with Scripps and Oxford officials, you will tour the campus and hold a private meeting with University officials, followed by an official dinner.
- While in London, you will meet with the Board of Directors of BritishAmerican Business, Inc. (BABi), an organization that provides a transatlantic business hub for European and American companies and helps members build their international business. BABi is hosting a Team Florida breakfast during which you will be delivering remarks.
- Meeting with U.K. venture capital companies and the D-Group.
- Visit to the London Technology Network Florida Life Sciences Forum, where you will deliver opening remarks.
- Attend a U.S. industry reception at the U.S. ambassador's, Robert Holmes Tuttle, residence.
- Visit to the Imperial College London. Here you will meet with high-level officials, as well as those from University College London and King's College London, the oldest and most prestigious colleges in the University of London. These colleges are hosting a Florida-London Research and Academic Life Sciences Seminar where you will deliver opening remarks.
- Attend a *VISIT Florida* luncheon, where you will be delivering remarks.

BRIEFING FOR THE GOVERNOR'S SCHEDULE  
 July 15-23, 2006  
 Page Two

**Scotland:**

- Attend a welcome reception and dinner hosted by Scotland's First Minister, Jack McConnell and sponsored by Scottish Enterprise, Scotland's main economic development agency; Scottish Development International, an agency that enhances Scottish companies' internationalization capabilities through international strategy development.
- Visit to the University of Edinburgh. Here you will participate in a Life Sciences Seminar at the Center of Bio-Medical Research, where, together with Scotland's First Minister, you will deliver opening and closing remarks. Following the seminar, you will tour the Bio-Tech Research center.
- Visit to the Dewar's Distillery. There you will tour the facilities, meet with representatives of the distillery and attend a farewell reception.

**Ireland:**

TBD

**Politics:**

The U.K. is ruled by a constitutional monarchy with Queen Elizabeth II as the Head of State and a Prime Minister (President of the Government) as head of government. The Parliament is comprised by two Chambers: the House of Commons and the House of Lords. The U.K. is divided into four constituencies: England, Scotland, Northern Ireland and Wales.

There are three major political parties in the U.K.: the Conservative (Tory) Party, the Liberal-Democrats (LibDems) and the Labour Party. Tony Blair became the first Labour Prime Minister ever to win a third consecutive term when he was re-elected in 2005. Nevertheless, he is now at the center of speculation that he will resign as prime minister by the end of the year, something that has not been confirmed, although he has announced he would not seek a fourth term. In recent weeks, Tony Blair has been criticized over almost £14 million in secret loans made to the Labour Party before the last election. He has also been judged over plans to give more independence to state schools, which some believe will mean a return to academic selection.

The U.K. has traditionally maintained strong ties with the U.S., but Britain's economic and political ties to Europe have grown in recent years. The U.K. has been a member of the European Community (now European Union) since 1973. Prime Minister Blair has promised that the U.K. will play a leading role in Europe even as it maintains its strong bilateral relationship with the U.S. Britain's relationship with Europe, in particular its potential participation in the single European currency, the Euro, is a subject of considerable political discussion in the U.K. A referendum on the EU Constitution is expected to take place this year.

The U.K. is a founding member of the North Atlantic Treaty Organization (NATO) and is one of the U.S. closest allies. Its military forces participated in the war in

## BRIEFING FOR THE GOVERNOR'S SCHEDULE

July 15-23, 2006

Page Three

Afghanistan as well as in Iraq, where it continues to keep more than 8,000 troops to help stabilize and rebuild the country. Britain's participation in the Iraq war remains a domestically controversial issue, especially since London was hit by major terrorist attacks in July 2005, killing 56 people and injuring more than 700 as a series of suicide bombs struck London's public transport system during the morning rush hour. The public was particularly shocked by the fact that the four suicide bombers, all Muslims, were home-grown terrorists with ties to Al-Qaeda. Two weeks after the attacks, a second series of four explosions took place on the London underground and a London bus, causing no casualties.

A source of permanent domestic conflict centers on Northern Ireland's status. Northern Ireland had its own Parliament and prime minister until 1973, when the British Government imposed direct rule in order to deal with the deteriorating political and security situation. From 1973, the Secretary of State for Northern Ireland, based in London, was responsible for the region, which only contributed to an aggravation of the situation. In 1998, an agreement between both parties was reached and the Irish Republican Army (IRA), a terrorist organization that claimed independence from the U.K., announced a permanent cease-fire. The British Government is working closely with the Irish Government and Northern Ireland political parties to create the conditions that would allow the restoration of devolved government to take place.

### **Country information:**

The U.K.'s population surpassed 60 million in 2004, the third-largest in the EU. Its overall population density is one of the highest in the world, with one-third of the population living in

England's prosperous and fertile southeast and is predominantly urban and suburban, with about 7.2 million in London, which remains the largest city in Europe.

The British Isles have been subject to many invasions, including Roman occupation for several centuries. Wales and Scotland were independent kingdoms that resisted English rule. England and Wales were finally united in 1536. In 1707, England and Scotland were unified as Great Britain. The legislative union of Great Britain and Ireland was completed in 1801, under the name of the United Kingdom. However, armed struggle continued into the 20<sup>th</sup> century until Ireland became a republic after World War II. Six northern Irish counties have remained part of the United Kingdom.

The great British Empire, which reached its height in the 19<sup>th</sup> century under Queen Victoria, was dismantled in the 1950s and 1960s, with most of Britain's former colonies now belonging to the Commonwealth of Nations. There are, however, thirteen former British colonies, including Gibraltar and the Falkland Islands, which have elected to continue their political links with London and are known as U.K. Overseas Territories, thus often provoking international disputes such as the war with Argentina over the Falkland Islands (Islas Malvinas) in 1982.

BRIEFING FOR THE GOVERNOR'S SCHEDULE  
 July 15-23, 2006  
 Page Four

**Economy:**

The U.K. has the fourth-largest economy in the world and the second-largest economy in the EU, and is a leading international trading power and financial center. A highly developed, diversified, market-based economy with extensive social welfare services provides most residents with a high standard of living, although over the past two decades the government has been trying to contain the growth of social welfare programs. Since 1979, the British Government has privatized most state-owned companies, including British Airways, British Telecom, British Aerospace and British Gas. With large coal, natural gas and oil reserves, the U.K. is the EU's only significant energy exporter, but being also one of the world's largest energy consumers, analysts predict it will become an importer by 2020. Services, particularly banking, insurance and business services, account for the largest proportion of GDP while industry continues to decline in importance. Despite slower growth since 2001, the economy is one of the strongest in Europe and inflation, interest rates and unemployment remain low. The relatively good economic performance has complicated the government's efforts to make a case for Britain to join the Euro, which a majority of the population opposes.

- **Population** (2004 est.): 60.27 million
- **GDP** (2005 est.): US\$1,867 trillion
- **GDP per capita** (2005 est.): US\$30,900
- **GDP real growth rate** (2005 est.): 1.8%
- **Inflation rate** (2005 est.): 2.2%
- **Major industries:** Banking and finance, oil and gas, coal, steel, textiles, aircraft, motor vehicles, electronics, chemicals.
- **Major trading partners:** EU & U.S.
- **Exports** (2005 est.): \$372.7 billion
- **Imports** (2005 est.): \$483.7 billion

*Source: CIA*

**U.K. is a Key Investor in Florida**

The U.K. is second only to Canada as a source of international investment into Florida's economy and ranks first in the number of Floridians employed by foreign-affiliated firms. With \$4.2 billion, British companies account for about a sixth of Florida's total worldwide inward FDI stock. There are 200 or so British-affiliated companies presently operating in Florida. However, the visa restrictions that are being adopted by the U.S. Consulates in the U.K. might negatively affect British investment in Florida as some prominent members of the British business community are being denied visas to enter the U.S.

**Florida – U.K. Trade:**

- **Florida's Merchandise Trade with U.K. (2005):** \$2.4 billion, ranked 12 out of 50 worldwide (an increase of 13.7 % over 2004)

BRIEFING FOR THE GOVERNOR'S SCHEDULE  
July 15-23, 2006  
Page Five

- **Florida's Merchandise Imports from U.K. (2005)**: \$1.5 billion, ranked 11 out of 50 worldwide (an increase of 31.2 % over 2004)
- **Florida's Merchandise Exports to U.K (2005)**: \$1 billion, ranked 15 out of 50 worldwide (a decrease of -6.1% over 2004)

*Source: Enterprise Florida, Inc*

Leading British exports to Florida include chemical and petroleum products, followed by beverage and luxury goods, pleasure vessels/watercraft, IT products, and aerospace components. British imports from Florida include aerospace products, transportation equipment, medical devices, and luxury goods.

(Appendix C)

**Team Florida Colombia  
Participant's List**

<b>Sal</b>	<b>First Name</b>	<b>Last Name</b>	<b>Title</b>	<b>Company</b>	<b>City</b>	<b>State</b>
Mr.	Luis H.	Acosta	Latin America Sales Director	Genicon	Winter Park	FL
Mr.	Adam	Adache	President	Preconstruction Networks	Ft. Lauderdale	FL
Sal	Lee	Adams	Special Agent	Fl. Dept. of Law Enforcement	Tallahassee	FL
Mr.	Rudy	Aguiar	Latin America Sales	RMS Communications Group	Ocala	FL
Mr.	William	Alexander	President	CAMACOL	Miami	FL
Mr.	Raul	Alfonso	Director Latin America MKTG	Jacksonville Port Authority	Jacksonville	FL
Mr.	Manuel	Alzugaray	Medical Advisor	Crosswell International	Miami	FL
Mr.	Chuck	Arbogast	Special Agent	Fl. Dept. of Law Enforcement	Tallahassee	FL
Mr.	John	Arcia	President	ARC Group	Miami	FL
Mr.	Antonio	Ardila	President	Postobon	Coral Gables	FL
Mr.	Jorge	Arrizurieta	President	Florida FTAA Inc.	Coral Gables	FL
Mr.	Mark	Asmer	Sales Associate	MedCorp	Tampa	FL
Mr.	Michael	Asmer	CEO	MedCorp	Tampa	FL
Mr.	Alfred	Barr	General Manager	VCS Interactive, LLC	Tampa	FL
Mr.	Ivan	Barrios	Director, Trade Development	Enterprise Florida Inc.	Coral Gables	FL
Mr.	Ed	Barron	Special Agent	Fl. Dept. of Law Enforcement	Tallahassee	FL
Ms.	Monica	Bazzani	Director of Sales	Preconstruction Networks	Ft. Lauderdale	FL
Mr.	Charles	Beeman	Partner	Hughes Hubbard & Reed LLP	Miami	FL
Mr.	Agustin	Bennasar	Deputy General Manager	Indra Sistemas	Winter Park	FL
Mr.	Karim	Benyahia	President	CCM Inc.	Miami	FL
Mr.	Lauro	Bianda	President	AGYCON Inc.	Lake Worth	FL
Ms.	Marilyn	Blanco-Reyes	Managing Director	FEDEX	Miami	FL
Mr.	William	Bolivar	President	WB Corp. Bolivar Enterprises	Orlando	FL
Mr.	Allen	Brenteson	Corporate Vice President	Baptist Health South Florida	Miami	FL
Mr.	Michael	Burgess	Senior Engineer	Industrial Scan Inc.	Sanford	FL
Mrs.	Columba	Bush	First Lady	The State of Florida	Tallahassee	FL

Hon.	Jeb	Bush	Governor	The State of Florida	Tallahassee	FL
Mr.	Guillermo	Cabeza	Chairman of the Board	Arrow Air	Miami	FL
Ms.	Mercedes	Cabezas	Sales Associate	The Keyes Company	Coral Gables	FL
Mr.	Jean-Michel	Caffin	President	Bivac North America Inc.	Miami	FL
Mr.	Nelson	Calle		Providence Capital	Miami	FL
Mr.	Alberto	Cardenas	Partner	Tew Cardenas LLP	Miami	FL
Mr.	Carlos	Carrasco	Vice President	Pharmed Group	Miami	FL
Mr.	Michael	Carricarte	CEO	Amedex Insurance Group	Miami	FL
Ms.	Yolanda	Castillo	Manager Colombian Operations	ISF	Jacksonville	FL
Mr.	Manuel	Catedral	Regional Director	American Express	Plantation	FL
Ms.	Patty	Chambers	Economic Development Asst.	Osceola County Economic Development	Kissimmee	FL
Mr.	Walter	Chavez	President	Aleriant LLC	Ft. Lauderdale	FL
Mr.	Peter	Choy, MD	Medical Advisor	Crosswell International	Miami	FL
Mr.	Charles	Cobb	Chairman	Florida FTAA Inc.	Coral Gables	FL
Mr.	Agustin	Corbella	Director of Government Affairs	Greenberg Traurig PA	Tallahassee	FL
Mr.	Andres	Correa	President	Presidential Communications	Miami	FL
Mr.	Pablo	Corredor	Director of Operations & MKTG	Aleriant LLC	Ft. Lauderdale	FL
Mr.	Charlie	Crist	Attorney General	Attorney General	Tallahassee	FL
Mr.	William	Cronin	Director, Field Operations	Enterprise Florida Inc.	Jacksonville	FL
Mr.	Luis	Cuervo	Manager, Latin America & Caribbean	Enterprise Florida Inc.	Coral Gables	FL
Ms.	Carol	Daniels		City of Jacksonville	Jacksonville	FL
Mr.	Lowry	Daniels	City Councilman	City of Jacksonville	Jacksonville	FL
Mr.	Jean	Davit	International Department	Mayo Clinic	Jacksonville	FL
Mr.	Juan	de Dios Cincunegui	Advisor	International Airports Management	Miami	FL
Mr.	Carlos	de la Cruz Jr.	President	Eagle Brands, Inc.	Key Biscayne	FL
Mrs.	Sarah	Deben	Managing Director, Team Florida	Enterprise Florida Inc.	Coral Gables	FL
Ms.	Jacqueline	del Cristo	Partner	de la O @ Marko, P.A.	Miami	FL
Mr.	Milton	Demaria	Sales Executive	CCM Inc.	Miami	FL
Mr.	Jose "Pepe"	Diaz	Commissioner	Miami-Dade County	Miami	FL

Mr.	Luis F.	Diaz	Director of Sales	Preconstruction Networks	Ft. Lauderdale	FL
Mrs.	Maria	Dill	Guest Services Director	Brenneman & Co. REI	Englewood	FL
Ms.	Maria C.	Dimoltache	Vice President Sales	Preconstruction Networks	Ft. Lauderdale	FL
Mr.	Paul	Dupre	International Account Manager	CH Robinson Worldwide Inc.	Jacksonville	FL
Ms.	Patricia	Echeverri	Attorney	Global Expansion Group	Miami	FL
Mr.	George	Elbe	Director of Air Services	Tampa International Airport	Tampa	FL
Mr.	Ray	Feito	President	Architectural Design Collaborative	Coral Gables	FL
Mrs.	Marisa	Feito	President	Innovica	Coral Gables	FL
Ms.	Adela	Fernandez	Vice President	Separation Systems, Inc.	Gulf Breeze	FL
Mr.	Gerran	Ferrey	General Manager	CH Robinson Worldwide Inc.	Medley	FL
Mr.	Fredrick K.	Fimbres	Director of International Sales	MedCorp	Tampa	FL
Mr.	Thomas	Fiorentino	Board Member	Jacksonville Port Authority	Jacksonville	FL
Mr.	William	Folz	Vice President	Smart Connections, Inc.	Sarasota	FL
Mr.	Luis Emilio	Forton	CEO	SCF Technologies	Coral Gables	FL
Mr.	Jack	Foster	President	Export Capital Funding	Weston	FL
Mr.	John	Freeman	Executive Director	Jacksonville Regional Chamber of Commerce	Jacksonville	FL
Mr.	Luciano	Froes	Associate Financial Director	Embraer Aircraft Holding, Inc.	Ft. Lauderdale	FL
Ms.	Maritza	Fuentes	Product Manager	Crosswell International	Miami	FL
Ms.	Charlotte	Gallogly	President	World Trade Center Miami, Inc.	Miami	FL
Mr.	Domingo	Garcia	Sales	Ace Pump & Supplies	Hollywood	FL
Mr.	John	Garcia	Business Manager	Conpilog International Company	Altamonte Springs	FL
Mr.	Robert	Gilmore	CEO	Indigo Key, Inc.	Davie	FL
Ms.	Sandra	Gilmore	Executive Assistant	Indigo Key, Inc.	Davie	FL
Mr.	Manuel	Gomez Sr.	Export Sales Manager	Manuel Gomez and Associates Inc.	Miami	FL
Ms.	Nancy	Gotarek	CFO	Spectrum Sciences & Software Inc.	Fort Walton Beach	FL
Mr.	Manuel	Gonzalez	Executive Director	International Trade Consortium	Miami	FL
Mrs.	Carmen	Gonzalez	VP International	Metro Orlando Economic Development Commission	Orlando	FL
Ms.	Kathleen	Good	Business Development Manager	Pinellas County EDC	Clearwater	FL
Ms.	Maria	Grulich	Director	Osceola County Economic Development	Kissimmee	FL
Mr.	Raul	Gutierrez	President	Clamaquip Engineering Corp.	Miami	FL
Ms.	Leslie	Hancock	Director, Treasury	Wackenhut International Inc.	Palm Beach	FL

					Garden	
Mr.	Jorge	Hane	President	Premier Solutions	Miami	FL
Mr.	Fredrick K.	Harrell	Regional Sales Manager	American Airlines	Coral Gables	FL
Mr.	Cesar	Hassan	CEO	World Depot MBA Med-Step	Miami	FL
Mr.	Carlos	Hernandez	VP Production	Aleriant LLC	Fort Lauderdale	FL
Gen.	James	Hill		Florida FTAA Inc.	Coral Gables	FL
SA	Chad	Hoffman	Special Agent	Florida Dept. of Law Enforcement	Tallahassee	FL
Mr.	Dwight David	Howard	Vice President	Spectrum Sciences & Software Inc.	Fort Walton Beach	FL
Mr.	Robert	Hoysgaard	Realtor	Mizner/Bass Realty, Inc.	Fort Lauderdale	FL
Mr.	Pio	Ieraci	President	International Property Investements Corp.	Fort Lauderdale	FL
Mr.	Ignacio	Ingelmo Jr.		UES Refrigeration/Universal Equipment Suppliers Inc.	Miami	FL
Mr.	Julio	Jaramillo	Partner	Abadim Jaramillo Cook & Heffernan	Miami	FL
Ms.	Carmen	Jaramillo	Consul General	Consulado General de Colombia	Coral Gables	FL
Ms.	Amy	Jenkins	Sales Rep.	Pedicraft Inc.	Jacksonville	FL
Ms.	Wynee	Joyner	Principal	National Housing Group	Miami	FL
Mr.	Henry O.	Langston	Dean of Faculty	Gulliver Schools	Miami	FL
Mr.	Hector	Lans	President	Crosswell International	Miami	FL
Mr.	Isaac	Lee	Editor in Chief	PODER Magazine	Miami Beach	FL
Ms.	Claudia	Londono	Sales Manager	Eymaq Inc.	Miami	FL
Mr.	Luis	Lopez	VP Finance	Camilo Office Furniture, Inc.	Miami	FL
Mr.	Richard	Lopez	Managing Principal	Drake Finance Group, Inc.	Miami	FL
Mr.	Joaquin A.	Lubkowitz	President	Separation Systems, Inc.	Gulf Breeze	FL
Mr.	Andrew	Lyman	VP General Manager	Smart Connections, Inc.	Sarasota	FL
Mr.	Jesse	Manzano	Protocol & Intl. Affairs Liaison	Executive Office of the Governor	Coral Gables	FL
Ms.	Maria	Marthe	Tax Manager, CPA	Chastang, Ferrell, Sims & Eiserman, LLC	Winter Park	FL
Ms.	Lisette	Martin	Corporate Travel Agent	Express Travel Miami	Coral Gables	FL
Mr.	Jose	Martinez	Account Executive	CCM Inc.	Miami	FL
Mr.	Ramon	Maury	Representative	Priority Healthcare Corp.	Tallahassee	FL
Mr.	Alfred	McNeil	Special Agent	Florida Dept. of Law Enforcement	Tallahassee	FL

Mr.	Joaquin	Medina III	President	International Dectective Bureau, Inc.	Fort Lauderdale	FL
Mr.	Manny	Mencia	Senior VP Intl. Trade & Business Development	Enterprise Florida Inc.	Coral Gables	FL
Mr.	John	Mendez	Director Corporate Development	G.O.A.L.	Miami	FL
Mr.	Frank	Molina	Special Agent	Florida Dept. of Law Enforcement	Tallahassee	FL
Mr.	Ben	Mollere	VP, Sales	The Biltmore Hotel	Coral Gables	FL
Mr.	Andres	Montoya	Owner	Aleriant LLC	Fort Lauderdale	FL
Ms.	Paola	Moreno	Program Manager, Intl. MBA	Florida International University	Miami	FL
Mrs.	Madeline	Moreno	Partner	Stoller & Moreno PA	Orlando	FL
Mr.	Roberto	Moreno	Partner	Stoller & Moreno PA	Orlando	FL
Ms.	Carina	Muñiz	Sales Rep.	Preconstruction Networks	Buenos Aires	Argentina
Mr.	Michael	Nido	Managind Director, Latin America	Dilligence, LLC	Miami	FL
Ms.	Soledad	Noche	Office Manager	Express Travel Miami	Coral Gables	FL
Mr.	Eric	Nord	CEO	Pedicraft Inc.	Jacksonville	FL
Mr.	Enrique	Ortiz	Senior Intl. Trade Specialist	US Dept. of Commerce	Miami	FL
Mr.	Salvador	Otero	Chairman	Wackenhut de Colombia	Bogota	Colombia
Mr.	Carlos	Pascual Jr.	Regional Vice President	American Express	Plantation	FL
Mr.	Harold	Patricoff	Partner	Shutts & Bowen LLP	Miami	FL
Ms.	Maggie	Pedraza	Principal	National Housing Group	Miami	FL
Ms.	Marina	Pennington			Tallahassee	FL
Mr.	Jose	Perez-Jones	Senior Vice President	Seaboard Marine	Miami	FL
Mr.	Stuart	Perlin	VP, Business Development	Aleriant LLC	Fort Lauderdale	FL
Mr.	Marcelo	Pham	Principal	Preconstruction Networks	Fort Lauderdale	FL
Ms.	Anna	Pietraszek	Program Manager	Florida International University	Miami	FL
Mr.	William	Piferrer	Special Assistant to the Governor	Executive Office of the Governor	Tallahassee	FL
Mr.	Pete	Pizarro	CEO	Telefónica	Miami	FL
Mr.	Dan	Pollock	President	Pollock & Associates	Tallahassee	FL
Mr.	Luis	Prieto	Senior Vice President	Plus International Bank	Miami	FL
Mr.	Alfredo	Quintero	Governor	Colombian American Chamber of Commerce	Coral Gables	FL
Mr.	Gonzalo	Ramirez	Director, Latin America	Export Capital Funding	Weston	FL
Ms.	Olga	Ramudo	President	Express Travel Miami	Coral Gables	FL

Mr.	George	Rodon	Director, Economic Trade & Tourism	Orange County Government	Orlando	FL
Dr.	Manuel	Rodriguez	MD	Mayo Clinic	Jacksonville	FL
Ms.	Vanessa	Rodriguez	Real Estate Agent	Vistas International Realty	Miami	FL
Ms.	Claudia	Salazar	Sales	Atlas Special Lighting	Hialeah	FL
Ms.	Eva	Salazar-White	International Marketing Manager	Atlas Special Lighting	Hialeah	FL
Ms.	Angela	Salva	Vice President, COO	Indra Systems, Inc.	Winter Park	FL
Mr.	Yuda	Saydun	President	Genventure Corp.	Miami	FL
Mr.	Barry O.	Shiflett III	Director	Florida International University	Miami	FL
Mr.	Layne M.	Smith Jr.	International Administrator	Mayo Clinic	Jacksonville	FL
Mr.	J. Thomas	Solano	CEO	ISF	Jacksonville	FL
Mr.	Javier	Soto	Transition Chairman	Miami-Dade County Office of the Mayor	Miami	FL
Mr.	Gary	Spulak	President	Embraer Aircraft Holding, Inc.	Fort Lauderdale	FL
Ms.	Lee	Stapleton Milford	Principal	Baker & McKenzie LLP	Miami	FL
Ms.	Charlotte	Starfire	Intl. Trade & Investment Director	Greater Tampa Chamber of Commerce	Tampa	FL
Ms.	Susan	Story	President	Gulf Power Company	Pensacola	FL
Ms.	Annette	Taddeo	President	Languagespeak	Miami	FL
Mr.	Bernardo	Tavera	VP Operations	Marina Medical Instruments Inc.	Hollywood	FL
Mr.	Michael	Tessitore	Director	McClane Tessitore	Orlando	FL
Ms.	Rebecca	Torres-Lundh	International Marketing Specialist	Enterprise Florida Inc.	Tampa	FL
Mr.	Rodrigo	Trujillo	Director Business Development Latin America	Hyatt Hotels & Resorts	Coral Gables	FL
Mr.	Aviv	Tzur	CEO	Ultimate Aircraft Composites	Fort Lauderdale	FL
Mr.	Richard	Vanzil	Director, Business Development	Spectrum Sciences & Software Inc.	Fort Walton Beach	FL
Mr.	Justin	Vandy	Project Engineer	Parts International Network	Pompano Beach	FL
Mr.	John	Vandy	President	Parts International Network	Pompano Beach	FL
Ms.	Jeannette	Varela	President	Florida Equipment & Parts, Inc.	Miami	FL
Mr.	Alex	Vasquez	VP Sales	Ultimate Aircraft Composites	Fort Lauderdale	FL
Ms.	Michelle	Vautier	Program Coordinator Team Florida	Enterprise Florida Inc.	Coral Gables	FL
Mr.	Ruben	Verdes	EVP/CFO	Export Capital Funding	Weston	FL
Mr.	Juan Carlos	Villale	Country Manager	FEDEX Express	Bogota	Colombia
Mr.	Jose	Villamil	CEO	The Washington Economics Group, Inc.	Coral Gables	FL

	Antonio					
Mr.	Guillermo	Villar	President	CommerceBank, NA	Coral Gables	FL
Mr.	Frank	Visconti	President	Arrow Air	Miami	FL
Mr.	Eric J.	Williams	President	G.O.A.L.	Miami	FL
Mr.	Ray	Wood	International Sales Manager	Protective Products International	Sunrise	FL
Dr.	Zachariah	Zachariah	President	Zachariah P. Zachariah	Fort Lauderdale	FL
Rep.	Juan	Zapata	State Representative	State of Florida	Miami	FL
Mr.	Blaine	Zuver	CEO	Freevia Networks	Miami	FL

(Appendix D)



**PARTICIPANT'S EVENT REPORT**

**EVENT:** \_\_\_\_\_

1. PARTICIPANT'S NAME & TITLE: \_\_\_\_\_

COMPANY: \_\_\_\_\_

ADDRESS: \_\_\_\_\_ COUNTY: \_\_\_\_\_

CITY, STATE: \_\_\_\_\_ ZIP CODE: \_\_\_\_\_

TELEPHONE: \_\_\_\_\_ FAX: \_\_\_\_\_

2. **COMPANY INFORMATION** (CHECK THOSE THAT APPLY)

- NEW TO MARKET  SMALL BUSINESS  MINORITY
- RURAL BASED  HIGH TECH INDUSTRY
- ANNUAL SALES LESS THAN \$1 MILLION  \$ 1- \$ 50 MILLION  OVER \$ 50 MILLION
- MANUFACTURER  DISTRIBUTOR  SERVICE PROVIDER

3. **EVENT RESULTS:**

RESULTS RELATED TO DIRECT SALES		
TOTAL NUMBER OF APPOINTMENTS RELATED TO DIRECT SALES	_____	
ACTUAL SALES OBTAINED DURING EVENT	\$ _____	PLEASE PRINT CLEARLY
EXPECTED SALES FOR NEXT 12 MONTHS	\$ _____	PLEASE PRINT CLEARLY
(PLEASE SPECIFY DOLLAR VALUE OF ACTUAL SALES AND BEST ESTIMATE OF EXPECTED SALES)		
RESULTS RELATED TO REPRESENTATION AGREEMENTS		
TOTAL NUMBER OF APPOINTMENTS RELATED TO REP. AGREEMENTS	_____	
ACTUAL # AGREEMENTS SIGNED DURING EVENT	_____	ACTUAL DOLLAR VALUE OF AGREEMENTS \$ _____
EXPECTED AGREEMENTS FOR NEXT 12 MONTHS	_____	EXPECTED DOLLAR VALUE OF AGREEMENTS \$ _____
NAME OF REPRESENTATIVE APPOINTED DURING EVENT: _____		
RESULTS RELATED TO LICENSING/JOINT VENTURE AGREEMENTS		
TOTAL NUMBER OF APPOINTMENTS RELATED TO LIC/JV AGREEMENTS	_____	
ACTUAL # JV AGREEMENTS SIGNED DURING EVENT	_____	ACTUAL DOLLAR VALUE OF JV \$ _____
EXPECTED AGREEMENTS FOR NEXT 12 MONTHS	_____	EXPECTED DOLLAR VALUE OF JV \$ _____

4. **WHAT WERE YOUR OBJECTIVES IN PARTICIPATING?** (CHECK THOSE THAT APPLY)

- DIRECT SALES  REPRESENTATION  LICENSING/JOINT VENTURE
- OTHER. PLEASE SPECIFY: \_\_\_\_\_

**WERE YOUR OBJECTIVES MET?**  YES  NO

5. **COMMENTS:** (FOR ADDITIONAL SPACE, USE REVERSE)

\_\_\_\_\_  
 \_\_\_\_\_

6. **DO YOU REQUIRE THAT THIS INFORMATION REMAIN CONFIDENTIAL?**  YES  NO

**REPORT PREPARED BY:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

*This report is required for evaluating trade events and their effectiveness. The information contained herein will be used for internal management purposes and is business CONFIDENTIAL. We appreciate your support in completing this form in its entirety.*

## BIBLIOGRAPHY

- Bianda, Lauro. Telephone interview. March 29<sup>th</sup>, 2006.
- Blanco-Reyes, Marilyn. Telephone interview. March 23rd, 2006.
- “Casa de las Américas”, *Mundo Ejecutivo*, Suplemento 25 Aniversario.
- Enterprise Florida. <http://www.eflorida.com/aboutus/default.asp?tn=3>
- Enterprise Florida Annual Report. 2004-2005
- Enterprise Florida. International Trade and Business Development Programs and Services.
- FAVACA. <http://www.favaca.org/>
- FAVACA Annual Report. 2004
- Florida FTAA, Inc. Board meeting report. March 7, 2006.
- FLOR/KOR. [http://www.florkor.org/about\\_florkor.htm](http://www.florkor.org/about_florkor.htm)
- Governor’s Office of Tourism, Trade and Economic Development (OTTED). <http://www.myflorida.com/myflorida/government/governorinitiatives/otted/background.html>
- Governor’s Office of Tourism, Trade and Economic Development (OTTED). International Programs. [http://eogtmp.sto.fl.gov/international\\_affairs/](http://eogtmp.sto.fl.gov/international_affairs/)
- Hemlock, Doreen. “The Stakes for Florida”, *SouthFloridaCEO*, May 2005, 2-7.
- Hemlock, Doreen. “The Winning of the FTAA”, *SouthFloridaCEO*, April 2004, 35-39.
- “Hemos aprendido que es importante ayudar a nuestros vecinos”, Entrevista a Jeb Bush, gobernador de Florida. *DEF: Conciencia en Defensa, Energía y Medio Ambiente*, February 2006, 4-9.
- Interview with Florida Governor Jeb Bush. Americas Society/Council of the Americas. March 14, 2006.
- Jentleson, *American Foreign Policy: the Dynamics of Choice in the 21st Century*. New York, N.Y.: W.W. Norton & Company, Inc., 2004.
- Letter from the Chairman. *The Gateway*, Winter 2005, 8.
- Mencia, Manny. Personal interview. March 21st, 2006.
- Milakovich, Michael E., and George J. Gordon. *Public Administration in America*. Belmont, CA.: Wadsworth/Thomson Learning, 2004.

Oppaga Program Review. “Concerns Over Enterprise Florida’s Performance, Services to Distressed Areas Point to a Need to Consider Several Alternatives for its Future Role”. Report No. 01-62. December, 2001.

<http://www.oppaga.state.fl.us/monitor/reports/pdf/0162rpt.pdf>

Perlin, Stuart. Telephone interview. March 29<sup>th</sup>, 2006.

SEUS – Japan. <http://www.seus-japan.org/index.html>

Varghese, Abraham. Telephone interview. March 27<sup>th</sup>, 2006.