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Miami: Land of professional opportunity

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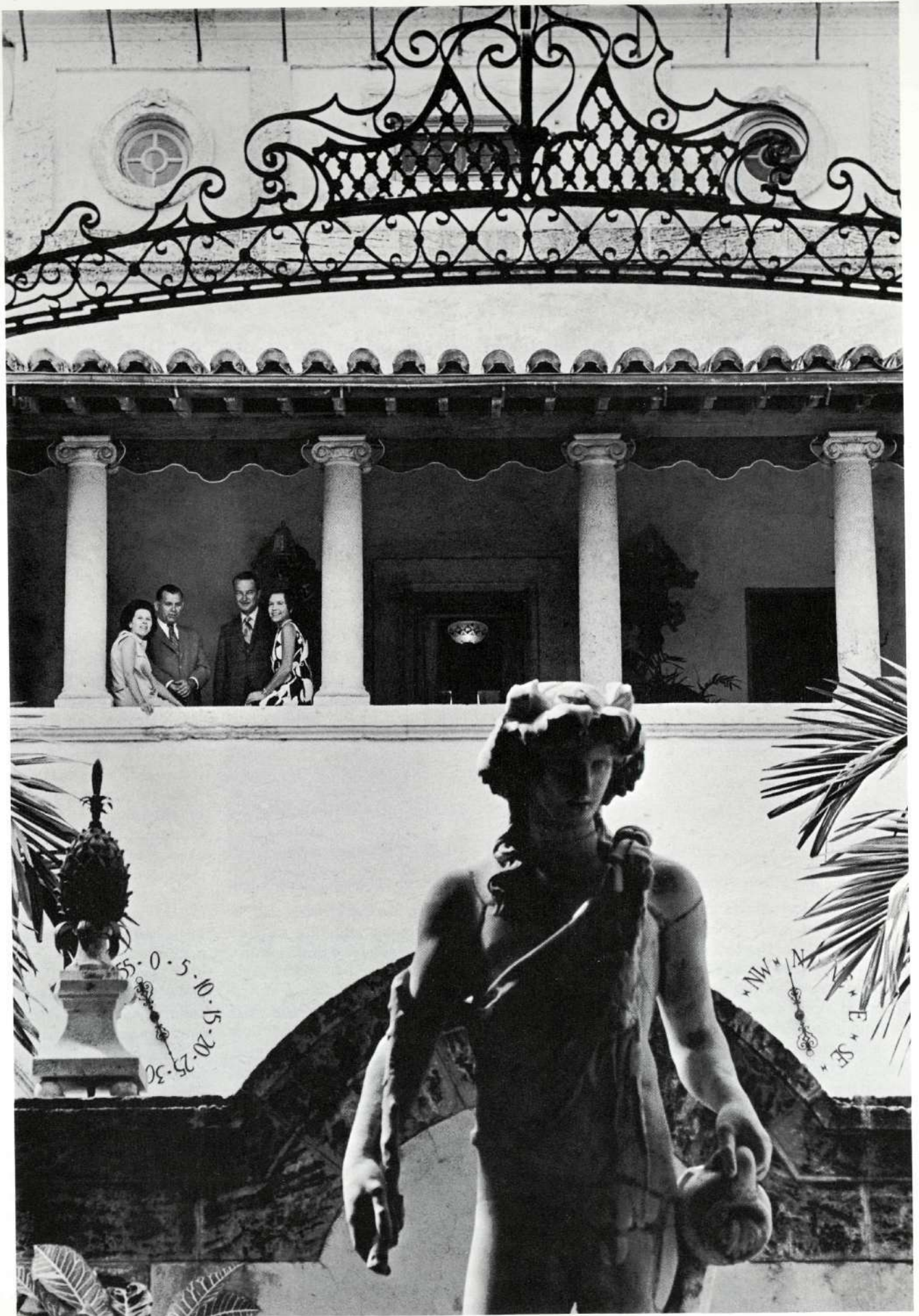


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MIAMI LAND OF PROFESSIONAL OPPORTUNITY

To most people outside of South Florida, Miami represents such things as sun, sand and ocean; Miami Beach hotels, night clubs and go-go dancers; boats, fish and water skiers; and horse racing, golf and football. Miami has all of these in abundance, but Miami is more, much more.

According to Julius W. Phoenix, Jr., partner in charge of the Miami Office, Miami is a land of professional opportunity. "We sincerely believe that the Miami Office offers a young person in the profession as much as can be found anywhere," says Mr. Phoenix, who prefers to be called Jule. "We have a varied and exciting clientele and our practice is growing steadily. South Florida is a great place to live, particularly for one who enjoys outdoor activities. We are proud of the people that make up our organization; they are competent and

industrious, the kind of people one would like to work with in building a professional career."

H&S Miami has a sub-office in Fort Lauderdale, headed by Gene Cobaugh, and one in Orlando, headed by Conrad Demro. This article is essentially about the Miami-Fort Lauderdale Offices and the term "Miami Office" embraces the people and practice in both locations.

Metropolitan Miami-Fort Lauderdale (Dade and Broward counties), with a year-round population of almost 2,000,000, is among the fastest growing urban areas in the country. Although tourism ranks first in terms of industry, the economy is stimulated by other important activities: airlines, clothing, aerospace and electronics, just to name a few. Many of the large United States corporations (for example, Dow Chemical) have their South American headquarters in Coral Gables. Community leaders intend to keep the emphasis on "clean" industry so that Miami will remain foremost among large metropolitan areas with relatively clean air.

Jule Phoenix is watching Miami grow with more than passing interest. As he sees it, the boom is only beginning for Southern Florida because of

"the new air age"—an era which has dawned with the birth of the jumbo jet and is awaiting the delivery of supersonic transport.

"Look at the great cities of the world," he says, "they became great because they were transportation centers. South Florida is a natural for the new jet age because of the good weather and easy access over the water. The area is destined for a key role in the future of our country."

To keep pace with the continued growth of South Florida, H&S Miami is aware of the necessity to maintain a pipeline of good people. With this in mind the office recently brought in Pat Conway, a professional college counselor, as personnel administrator. Pat says: "In one respect, we have an advantage because young people who attend Florida universities usually want to stay in the state. We are proud of the vigor and enthusiasm of our organization which is young in its outlook toward the future, and young in spirit, with its eyes on the opportunities of tomorrow."

Fully aware that H&S can render quality service to its clients only through people, the Miami Office puts its major emphasis on developing the

Vizcaya, a former residence built in Italian Renaissance style, is now a public treasury of art and noted garden spot. Looking down on a marble statue of Bacchus from a courtyard gallery are (from l.) Emily and Luckett Yawn and Jule and Anne Phoenix. Emily is president of the Vizcayans, the civic organization that finances the operations of Vizcaya, and Luckett is president of the Coral Gables First National Bank, both client organizations of H&S Miami.



Port Everglades Shipyard operates a unique drydock equipped to lift huge ships completely free of the water for repairs and cleaning. With R. L. LaJoie, Jr., vice president (r.), are senior Bob Rives, in the foreground, and senior assistant Jim Rosemurgy. In the right background is the original *Queen Elizabeth*, moored at the port as a tourist attraction.

high-potential people it recruits each year. "Our personnel goal," says Gene Cobaugh, personnel director, "is to provide each person on the staff with a wide range of professional experience, with each extending his abilities to meet new and challenging assignments. We think we have the necessary ingredients and we continue to work hard toward this goal. In doing so, we try to have the staff work under the supervision of as many different members of our management group as possible."

Consistent with this goal, Miami has welcomed the opportunity to further the training of people brought in from overseas for temporary duty to gain experience in the U. S. practice. Roy Broadbent and Carlos Andia are now working on the Miami staff and will return to Peru after their period of training.

"We are eager to have our people participate in the various firm-wide

training and quality control programs," says Cary Findlay, who has been responsible for these assignments. Miami people have played active roles in the Firm's Executive Office orientation and regional seminars, Auditape presentations, report seminars, and report and working paper review projects at every possible opportunity. Sometimes this costs Miami some valuable men—like John Kelly, whose skill at Auditape training led to his transfer to the Executive Office.

Former Miamians are found in many other domestic and foreign offices, including Lima, Barcelona, Brussels and (until recently) Milan. Miami expects to continue to be an exporter of talent, developing people who can be used wherever they are needed.

Miami and the surrounding area have benefited in many ways from the influx of capable and hard-working Cubans in recent years. The Miami Office shares these benefits by having 23 Cubans among its employees, 15 of whom are professional accountants. The four men in the picture on page 10 are fine examples of the Cubans on the staff. Each of these men passed all parts of the CPA examination in one sitting.

At present, the Miami Office covers the seventeenth floor, and has expanded into space on four other floors, in the venerable, marble-clad Alfred I. DuPont Building in downtown Miami. It is planned that in 1972, both the Miami and Fort Lauderdale Offices will move into new client buildings—the First Federal Savings and Loan in Miami and the First National Bank in Fort Lauderdale.

Haskins & Sells is one of two among the "Big Eight" CPA firms having a long background of operating in Florida. We opened an office in Jacksonville in 1926 before laws were passed restricting the Florida operations of out-of-state firms. Consequently, we were well established when the law was amended in 1969 easing the entry of other firms with national connections to practice in Florida.

In 1960 the H&S Jacksonville Office opened a sub-office in Miami, which Bruce Davis, now a partner, directed. In June 1961, H&S merged with the



With Biscayne Bay and the ocean at their doorsteps, many Miamians spend their free time boating. Donning scuba gear in preparation for a dip are Jaye Boswell and Alan Nichols, assisted by his wife, Sue, as Bill Boswell mans the wheel of his power boat. On the left horizon are the gleaming hotels of Miami Beach. The two men are senior assistants.



Orange Bowl festivities last July Fourth brought together principals Mike Cook (l.) and Dave Welsh and their families, including Mary Anne Cook (center l.) and Gracie Welsh. They are talking to Earnie Seiler (r.), executive vice president and a founder of the Orange Bowl Committee, a client.

thriving practice of Pentland, Purvis, Keller & Company, which was organized in 1933. With the merger came locations in Miami, Fort Lauderdale and Orlando. Hugh E. Purvis, a distinguished CPA and leader in many community activities, was the partner in charge until June 1967.

Miami's clientele, like the local economy, comprises mostly small and medium sized companies. A substantial part of the practice is in the financial industry: banks (including holding companies), savings and loans (Henry Forer is recognized nationally as an authority), finance companies and mortgage bankers. In addition to those pictured, our clients include Deltona, a large land company which developed Marco Island; Ecological Science, concentrating on meeting the environmental needs of man; Giffen, Inc., a rapidly growing diversified company that manufactures snowmobiles (in Canada); Symetrics Engineering and Control Laser, manufacturers of electronic communication systems for the space program; Computer Products, Inc. and Modular Computer Systems, two new electronics companies and, served by Orlando, Real Eight, a company which recovers sunken treasure ("Its public prospectus reads like an adventure novel"). Miami also has many non-

Hugo the killer whale, a newcomer, is rivaling Flipper the famous porpoise for top billing at the Miami Seaquarium, a subsidiary of Wometco Enterprises, Inc., a client. After completing one of his daily shows, Hugo gets a mackerel treat from trainer Mike Cotter. In background, senior Joe Urrechaga and principal Bernie Swichkow (r.) look on.

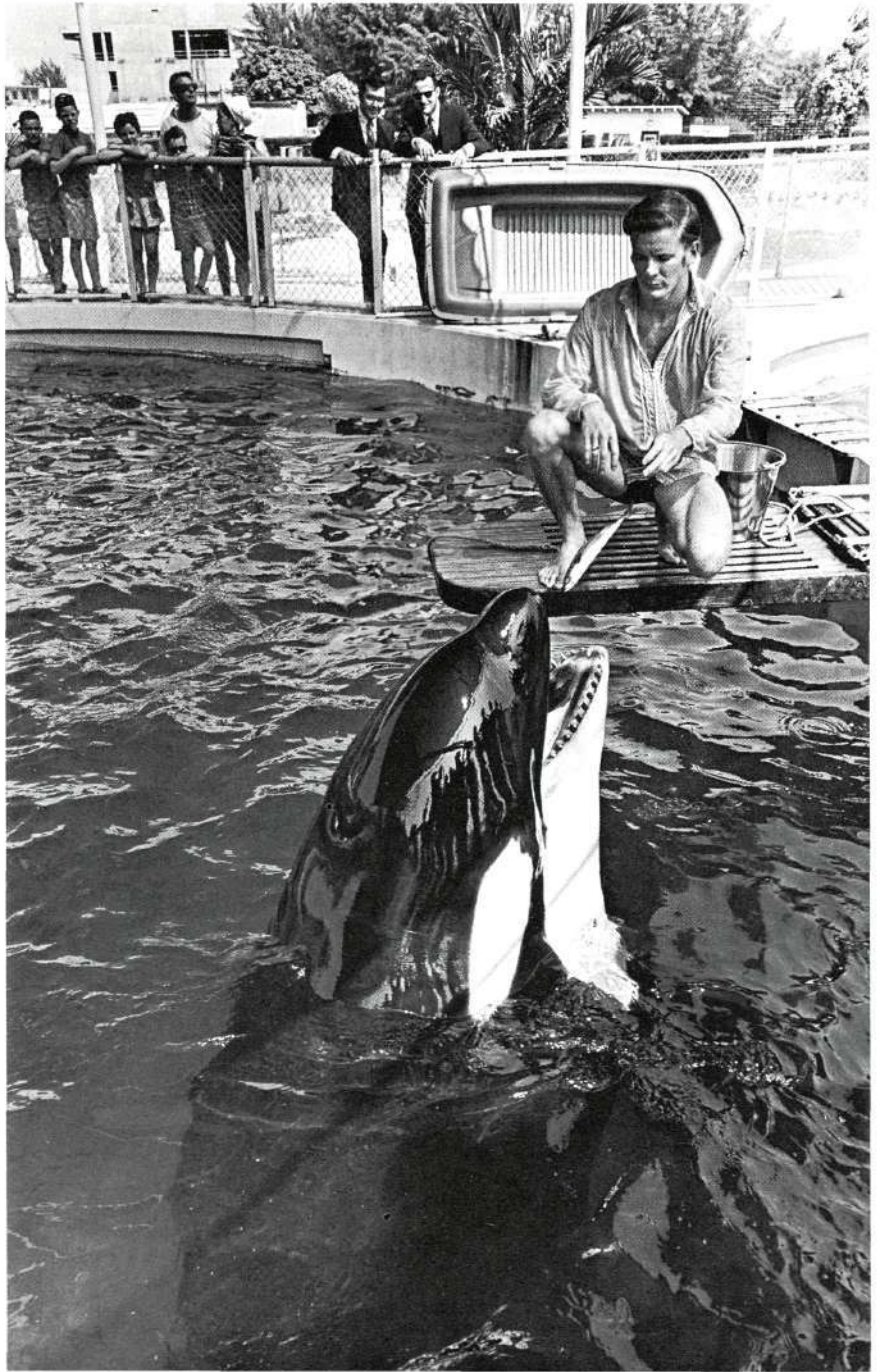
profit clients, such as the local Boy Scouts, and various churches and schools, including the dynamic University of Miami.

A rundown of the management people of our clients is indeed impressive. They include many outstanding business and community leaders. "These are the people who make things happen in South Florida," partner Lyn Conlon says. When Mike Chetkovich visited Miami last March and spoke before two luncheon meetings celebrating the 75th Anniversary of H&S, the guest list resembled a Who's Who in South Florida business and public activity.

Partner Fred Halstead and manager Dick Skelly lead a nine-man MAS group which responds to the requirements of the clients of our Florida and Puerto Rico offices as well as Central

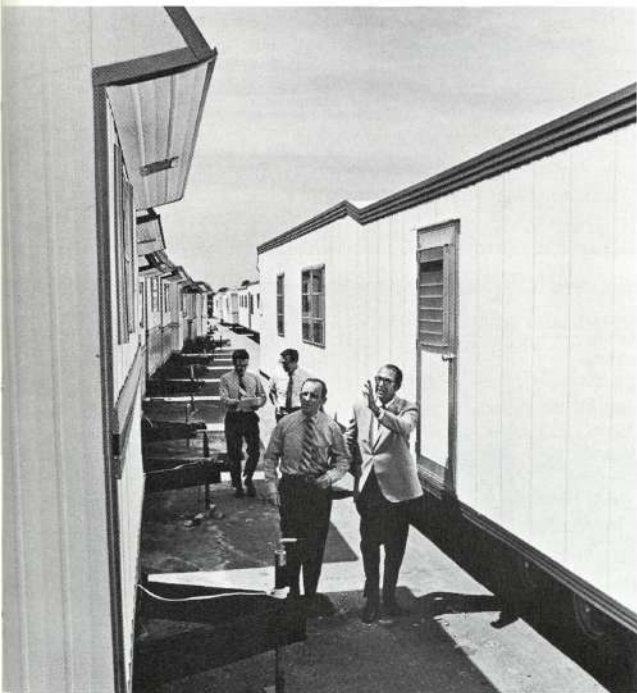
and South America. Talents of the group include data processing, accounting systems, electrical engineering and industrial administration, providing the flexibility to meet the varied needs of clients.

Members of the Miami Office play an active part in professional organizations. At the state and local levels, retired partners Hugh Purvis and Jim Keller have served as president of the Florida Institute of CPAs, as has Lyn Conlon. Jule Phoenix is a vice president of the FICPA this year, four others in the office are chairmen of state-wide committees of the Florida Institute, and three Miami Office members hold office in the Dade County (Miami) and Broward County (Fort Lauderdale) chapters. In addition, Bruce Davis is president of the Miami chapter

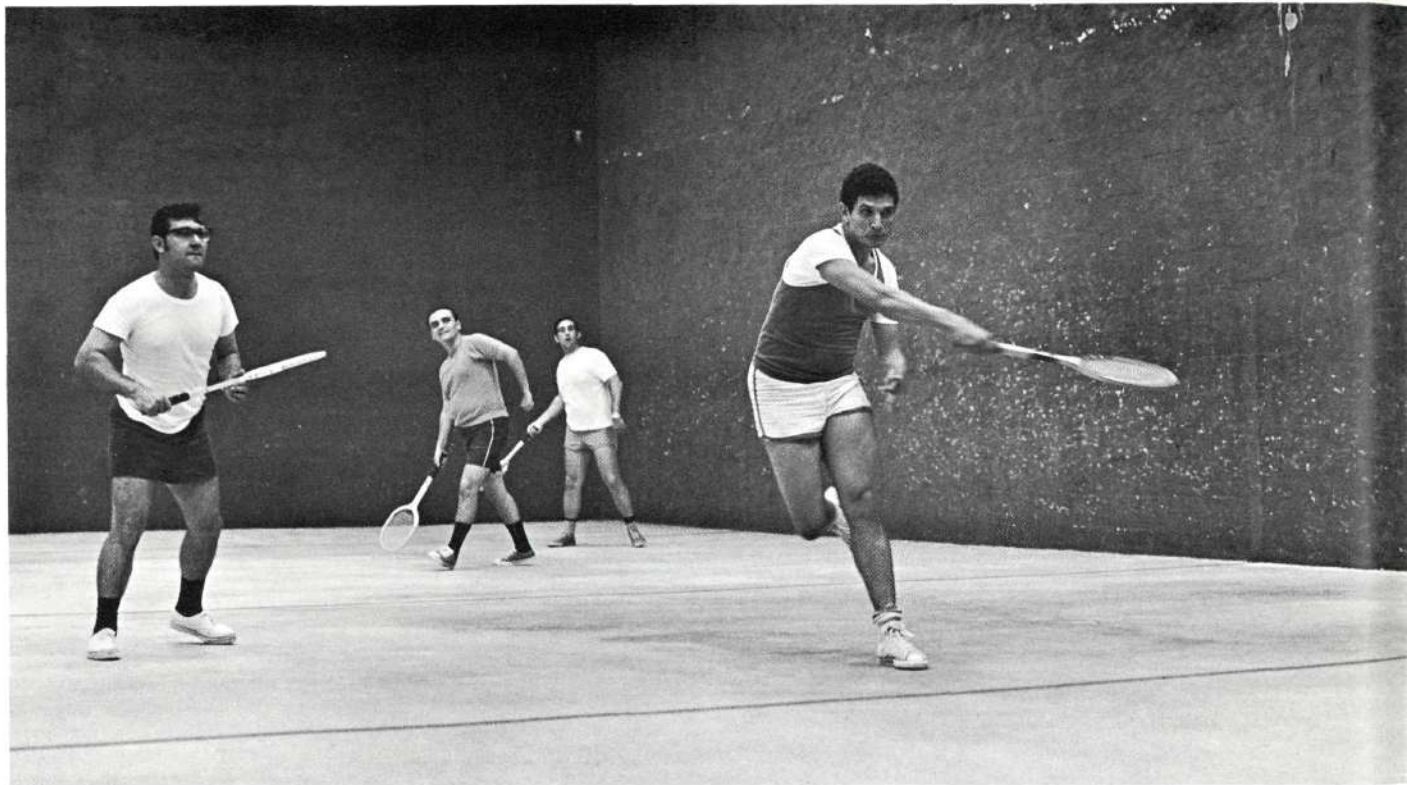




National Airlines hostesses receive thorough schooling at the airline's headquarters at Miami International Airport. Among the courses, hostesses are instructed in proper styling and grooming by coordinator Jerri Miller. Interested observers are (from l.) senior assistant Bill Martin, senior Dick Aldred and Harvey Burr, assistant controller of the client.



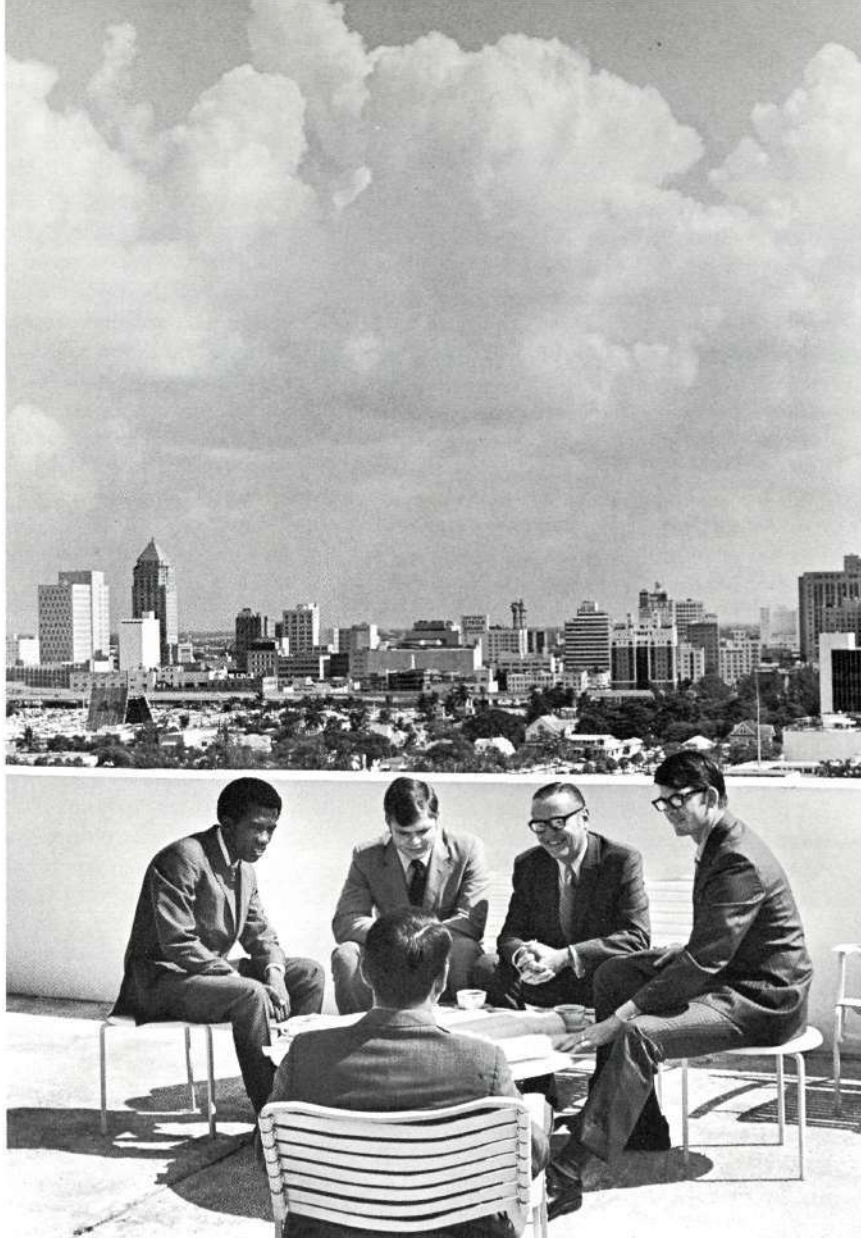
Zimmer Homes Corporation, located in Pompano Beach, is a prominent manufacturer of mobile homes. Chairman Paul Zimmer (r.) describes new models to partner Harold Hippler as intern Carlos Andia (notebook in hand) chats with Dick Thompson, financial vice president of Zimmer. Carlos is an international trainee who will transfer to the DPH&S Lima Office after eighteen months in Miami.



Enjoying an impromptu game of Cuban-style squash at one of Miami's many public courts are (from l.) staff accountants Joe Urrechaga, Tony Grau, Armando Acevedo and Oscar Torres. They are among the Cuban-Americans who are making significant contributions to the progress of the Miami Office and to the growth of Greater Miami. Each of the four passed all parts of the CPA exam in a single sitting.

At the Turkey Point installation of Florida Power & Light Company, squat concrete housings under construction will hold nuclear units expected to begin producing energy next year. Touring grounds that have been temporarily turned over to the Boy Scouts as a camping site are (from l.) B. Edward Wood, treasurer of the utility, and partner Lyndon Conlon.





An informal coffee break on the terrace of Family Finance Corporation, overlooking the heart of Miami, brings H&S accountants together with Jim Snyder, vice president and comptroller of the client firm. From left are senior assistant Forrest Thompson, University of Florida intern Mark Schroeder, Mr. Snyder and senior Charles Kirby. Mr. Snyder is an alumnus of the H&S Philadelphia Office.

of the National Association of Accountants, as was Jack Miller the year before last.

Miami Office people are deeply involved in community affairs and those off-duty activities that bring personal satisfaction to them and credit to the reputation of H&S. In addition to many with civic club memberships, Walter Davidson serves on the Crime Commission of Greater Miami; Earl Henrichs is on the Governor's Committee for Employment of the Handicapped; Allen Tomlinson is active in the YMCA, while Al Leiter is prominent in the YMHA. Jule Phoenix is in his third year as treasurer or vice president of the Chamber of Commerce and was a campaign vice chairman of the United Fund last year. Working with young

people, Dick Aldred and Bill Callahan (now in the Executive Office) have been advisors to a Junior Achievement company named HASCO which manufactured a fascinating game best described as three-dimensional tic-tac-toe, an example of which is on display in the office.

Even though Miami is a busy place for everyone, on the job and off, H&S people find time to get together socially and for recreation. The H&S Debits, the softball team organized by youthful partner Al Leiter, consumes much of the excess energy of the professional staff. There are also touch football and basketball games, bowling and golf matches. The memory of some of these athletic events occasionally lingers painfully on through the

working week in the form of limps, bruises and plaster casts. In addition to an annual spring dinner dance, there are coffees for the wives and an annual picnic sponsored for the entire family.

As a newcomer, Pat Conway observed: "Our highest priority is placed on the consideration of people, and we are concerned with their development as complete individuals. From my experience working in the Miami Office, I have found the people to be individuals who have a common professional motivation, but they have also developed strong personal ideals and outside interests that serve to complement their role as accountants."

"The challenge of the Miami Office is to maintain the capabilities to meet the increasing demand for services by our present clients and the many new clients expected to come to H&S as we continue to grow with the area. We have a determined attitude for rendering top quality service because," as Jule puts it, "that's what our Firm is all about." □