

"PERSPECTIVE ON LEADERSHIP
THE ARIZONA EXPERIENCE"
KEYNOTE ADDRESS
ARIZONA LEAGUE OF CITIES AND TOWNS
October 15, 1992
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(Speech as written)

OPENING AND GREETING:

IT IS GREAT TO BE WITH YOU HERE TODAY. LET ME JOIN IN WELCOMING YOU TO THE CITY. I FEEL SOMEWHAT NOSTALGIC HAVING SERVED AS A CITY COUNCILMAN IN MESA IN 1968-76. LET ME TELL YOU THOUGH THAT YOU NEED TO ENJOY IT BECAUSE YOUR VISIBILITY QUICKLY FADES ONCE YOU GO OFF THE COUNCIL. I LEFT OFFICE IN JUNE OF 1976. IN SEPTEMBER OF THAT YEAR I WAS HAVING A BIG PARTY IN MY BACK YARD. I CALLED THEN ASSISTANT CITY MANAGER, C. K. LUSTER, AND SAID CHUCK I AM HAVING THIS PARTY IN MY BACK YARD WOULD THE CITY COME BY AND PICK UP SOME TRASH IN THE ALLEY. HE ASSURED ME THAT THEY WOULD. MY WIFE WAS IN THE BACK YARD THE NEXT MORNING WHEN THE CITY TRASH CREWS CAME BY. SHE OVERHEARD THEM TALKING AND ONE SAID, "YOU KNOW WE REALLY NEED TO DO A GOOD JOB. I THINK MO UDALL LIVES HERE!"

I HEARD A TRUE STORY ABOUT ONE OF YOUR NUMBER SEVERAL YEARS AGO. IT SEEMS THAT THE LADY WAS MAYOR OF A SMALL TOWN. SHE CAME TO A LEAGUE MEETING, SUCH AS THIS, AND GAVE A PRESENTATION AT ONE OF THE WORKSHOPS. SHE WAS TELLING ABOUT IT TO A CHURCH GROUP WHEN SHE RETURNED HOME. WITH GREAT FANFARE SHE EXPLAINED HOW SHE WOWED THEM WITH HER PRESENTATION AND SAID THAT AT THE CONCLUSION "THEY GAVE ME A STANDING OVULATION!"

INTRODUCTION OF SUBJECT:

SEVERAL MONTHS AGO, JACK DEBOLSKE CALLED AND INVITED ME TO GIVE THIS KEYNOTE ADDRESS. HE ASKED ME TO TALK ABOUT SOME "PERSPECTIVES ON LEADERSHIP" AS IT RELATES TO THE ARIZONA EXPERIENCE. WITH A LITTLE HELP FROM HIS STAFF AND A LOT OF READING ON MY OWN, I HAVE SPENT A DELIGHTFUL THREE MONTHS COMBING THROUGH SOME ARIZONA HISTORY AND GIVING SOME SERIOUS THOUGHT TO WHAT THE ISSUES ARE WHICH FACE US TODAY AND WHAT WE, AS CITIZENS, AND YOU, AS ELECTED PUBLIC OFFICIALS, CAN DO ABOUT THEM.

AS PART OF THE PROCESS, I READ FOR THE FIRST TIME ARNOLD TOYNBEE'S 600 PAGE WORK ENTITLED, A STUDY OF HISTORY. IN IT HE STUDIED THE HISTORIES OF VARIOUS CULTURES DURING THE LAST FIVE THOUSAND YEARS AS THEY ROSE IN POWER AND DESCENDED INTO NOTHING, ONLY TO BE OVERRUN BY THE SAVAGES.

HIS STUDY REVEALED AN INTERESTING FACT, THAT IN THE RISE OF EVERY CIVILIZATION THERE WAS AN ENLIGHTENED MINORITY OF THE CITIZENS WHO DID THE RIGHT THING AT THE RIGHT TIME WHICH CAUSED THE CIVILIZATION TO FLOURISH AND MOVE FORWARD. HE ALSO OBSERVED THAT IN THE DECLINE OF EACH CIVILIZATION THAT SAME ENLIGHTENED MINORITY

WAS NO WHERE TO BE FOUND OR HAD LOST ITS ABILITY TO RESPOND. HE CHARACTERIZED THE PROCESS AS ONE OF CHALLENGE AND RESPONSE. AS A CHALLENGE TO SOCIETY CAME ALONG, THERE WAS A RESPONSE. IF THE RESPONSE WAS APPROPRIATE, THE CIVILIZATION BLOSSOMED. IF THE RESPONSE WAS INADEQUATE, THE CIVILIZATION DIMINISHED.

TOYNBEE HAD ANOTHER INTERESTING FINDING. OFTEN THE ENLIGHTENED MINORITY WHOSE RESPONSES HAD BEEN APPROPRIATE FOR A PERIOD OF TIME, CEASED TO BE APPROPRIATE. AS HE LOOKED AT THEM, THEY BECAME LESS INTERESTED IN THE PUBLIC WELFARE AND MORE INTERESTED IN THEIR OWN WELFARE AND THAT OF THEIR FRIENDS. BUREAUCRACIES WERE BUILT WHICH WERE MORE INTERESTED IN THEIR OWN SELF PRESERVATION THAN IN DOING THAT WHICH WAS APPROPRIATE FOR THE PUBLIC GOOD. AS I READ THAT, I MUSED "THIS SOUNDS LIKE WASHINGTON, D.C.!"

ANOTHER PHRASE WHICH WILL SERVE MY PURPOSES HERE TODAY IS THAT, "THE DOORS OF HISTORY SWING ON SMALL HINGES." THOSE SMALL HINGES ARE ONE PERSON OR SMALL GROUPS OF ENLIGHTENED PEOPLE RESPONDING APPROPRIATELY TO SOCIETY'S CHALLENGES. THOSE SMALL HINGES ARE ALSO APPROPRIATE PUBLIC POLICIES WHICH HAVE BEEN ADOPTED AND WHICH WORK FOR THE BENEFIT OF THE PUBLIC AT LARGE.

THE ARIZONA EXPERIENCE:

SALT RIVER PROJECT: I HAVE OFTEN OBSERVED TO MY SONS THAT ONE OF THE GREAT THINGS THAT OUR FOREFATHERS DID WAS TO ESTABLISH THE SALT RIVER PROJECT. IT HAS MADE OUR VALLEY BEAUTIFUL, HABITABLE, AND AN ECONOMICALLY VIABLE COMMUNITY. LET ME GIVE YOU A LITTLE HISTORY OF THE VALLEY AND THE SALT RIVER PROJECT.

THE CITY OF PHOENIX GOT ITS START IN 1867 AS A HAY CAMP FOR THE CAVALRY AT FORT McDOWELL. THEY SOON DISCOVERED THE OLD HOHOKAM IRRIGATION CANALS AND BEGAN USING THEM TO WATER THEIR HAY. THE SPRING OFTEN SAW FLOODING AND WASHED OUT CROPS WHILE IN THE SUMMERS THE SALT RIVER DWINDLED TO A TRICKLE AND CROPS DIED. MANY CONFLICTS EXISTED AMONG THE SETTLERS OVER WATER RIGHTS. MEMBERS OF THE MARICOPA BOARD OF TRADE NAMED A COMMITTEE TO INVESTIGATE THE FEASIBILITY OF A WATER STORAGE SYSTEM. THROUGH THE LOBBYING EFFORTS OF GEORGE MAXWELL AND BENJAMIN FOWLER, THE NATIONAL RECLAMATION ACT BECAME LAW IN 1902 ALL WITH THE BLESSING OF PRESIDENT THEODORE ROOSEVELT. PRESIDENT ROOSEVELT REALIZED THAT WATER DEVELOPMENT IN THE WEST WAS ESSENTIAL TO THE FUTURE PROSPERITY OF THE NATION. HE ALSO RECOGNIZED THE FEDERAL GOVERNMENT WOULD HAVE TO FINANCE ANY LARGE RECLAMATION PROGRAM.

VALLEY LAND OWNERS FORMED A 25 MEMBER COMMITTEE WHICH ATTEMPTED TO SOLVE THE ALMOST IMPOSSIBLE PROBLEM OF BRINGING ALL CONCERNED INTO AGREEMENT. JUDGE JOSEPH H. KIBBEY PREPARED THE BASIC DOCUMENT FROM WHICH THEY WORKED. IN 1903 IT WAS FINALLY AGREED THAT ALL MEMBERS OF THE ASSOCIATION WOULD PLEDGE THEIR LAND AS COLLATERAL FOR THE LOAN. THE ROOSEVELT DAM WAS STARTED IN 1905

WITH CONSTRUCTION BEING COMPLETED IN 1911 HOLDING SOME 1,280,000 ACRE FEET OF WATER. IT COST WAS \$10.1 MILLION OR \$40 PER ACRE. THE LOAN WAS REPAID WITH INTEREST IN OCTOBER OF 1955.

WORLD WAR I BROUGHT A CHANGE IN ECONOMIC THINKING. BOTH LONG AND SHORT STAPLE COTTON HAD BECOME AN IMPORTANT CASH CROP. WINTER VEGETABLES AND MELONS WERE BEING GROWN ON LAND ONCE DEVOTED TO FEED, GRAIN AND HAY. WORLD MARKETS WERE EAGER TO ABSORB THE FARMERS' OUTPUT AND IN A VERY REAL SENSE WORLD WAR I DESTROYED THE BARRIERS WHICH HAD ONCE MADE CENTRAL ARIZONA AN ISOLATED, REMOTE SECTION OF THE NATION.

THE WATER USERS INITIAL STORAGE RESERVOIR AT ROOSEVELT HAD DEMONSTRATED ITS ECONOMIC WORTH, BUT THE WATERSHED WAS PRODUCING FAR MORE WATER THAN THE RESERVOIR COULD HOLD. C. C. CRAGIN, THE GENERAL MANAGER OF THE ASSOCIATION, PROPOSED THAT THREE MORE DAMS BE BUILT ON THE LOWER SALT TO INCREASE THE STORAGE CAPACITY, GIVE THE ASSOCIATION MORE CONTROL OF THE RIVER, AND PROVIDE ADDITIONAL HYDROELECTRIC GENERATING CAPACITY.

AS ONE MIGHT EXPECT, THERE WAS PLENTY OF OPPOSITION AND ARGUMENTS OVER WHETHER THE LAND SHOULD BE OBLIGATED AGAIN FOR THIS NEW SYSTEM. WHEN THE ROOSEVELT DAM WAS BUILT, MONEY WAS BORROWED FROM THE GOVERNMENT. THIS TIME TEN MILLION DOLLARS WOULD BE BORROWED FROM PRIVATE INVESTORS. IN 1923, CONSTRUCTION STARTED ON MORMON FLAT DAM FOLLOWED BY HORSE MESA DAM CONSTRUCTION IN 1924. STEWART MOUNTAIN WAS COMPLETED IN 1930.

THESE FOUR STRUCTURES OF THE RIVER PROVIDE AN ALMOST CONTINUOUS CHAIN OF LAKES 60 MILES LONG WITH A TOTAL STORAGE CAPACITY OF A 1,754,000 ACRE FEET. THE MID 1920s WERE PROSPEROUS YEARS BUT WITH THE STOCK MARKET CRASH OF 1929, WIDE SPREAD DEPRESSION SET IN. THE WATER USERS ASSOCIATION REFLECTED THE MOOD OF ITS OWNERS BY ENTERING A PERIOD OF RIGID ECONOMY. NOT A PENNY WAS SPENT UNLESS IT WAS ABSOLUTELY NECESSARY. EVERYONE TOOK A SALARY CUT AND NO REPAIR WORK WAS DONE ON THE CANALS.

THE REST IS HISTORY.

BUT FOR JUDGE KIBBEY, GEORGE MAXWELL, BENJAMIN FOWLER, C. C. CRAGIN AND OTHERS, WE MIGHT STILL BE A SMALL DESERT COMMUNITY AT THE MERCY OF THE SOMETIMES DRY, SOMETIMES FLOODED SALT RIVER. THE CHALLENGE WAS OBVIOUS. THE RESPONSE WAS MONUMENTAL AND APPROPRIATE.

THE GROUNDWATER MANAGEMENT ACT OF 1980: ANOTHER IMPORTANT EVENT IN OUR HISTORY WAS THE ADOPTION OF THE ARIZONA GROUNDWATER MANAGEMENT ACT OF 1980. WE ALL KNOW WE ARE IN A DESERT. WE HAVE A FINITE SUPPLY OF WATER AND AN EXPANDING POPULATION WITH COMPETING INTERESTS FROM THE FARMING GROUPS, MANUFACTURING, MINES, AND THE PEOPLE. AS I READ ITS HISTORY, IT

BECOMES EVIDENT THAT GOVERNOR BRUCE BABBITT, STAN TURLEY, AND BURTON BARR WERE THEY WHO PUT TOGETHER.

THE PROBLEM WAS OBVIOUS. WE HAVE AN IMBALANCE BETWEEN THE CONSUMPTION OF WATER AND A DEPENDABLE SUPPLY. THE STATE WAS MINING GROUND WATER SIXTY PERCENT OVER ITS SUPPLY.

THESE THREE MEN ESSENTIALLY BROUGHT THE COMPETING INTERESTS TOGETHER AND THE GROUNDWATER MANAGEMENT ACT WAS BORN. NOBODY WAS REALLY HAPPY WITH IT, BUT AT LEAST FOR THE TIME BEING IT RESOLVED THE PROBLEM. I SPOKE TO FORMER GOVERNOR BABBITT RECENTLY AND ASKED HIM HOW IT WAS THAT HE WAS ABLE TO PULL THIS OFF. HIS ANSWER, "IT WAS ONE MAN, BURTON BARR."

THE MODERN COURTS AMENDMENT: ONE OF THE IMPORTANT CHANGES IN OUR STATE CONSTITUTION WAS THE ENACTMENT IN 1974 OF THE MERIT SELECTION SYSTEM OF JUDGES FOR PIMA AND MARICOPA COUNTIES. I WAS ADMITTED TO THE BAR ASSOCIATION IN 1963. EVERY FOUR YEARS ALL OF THE JUDGES OF THE SUPERIOR COURT IN MARICOPA COUNTY WERE ELECTED. THEY SPENT THE LAST YEAR OF EACH TERM COMING TO SEE THE LAWYERS, CAMPAIGNING, OBTAINING CONTRIBUTIONS AND OTHERWISE SOLICITING SUPPORT. IT WAS ALWAYS IMPORTANT TO MAKE SURE YOU CONTRIBUTED TO EVERY JUDGE. SOMEONE IN JEST OBSERVED WE HAD "THE BEST JUDGES MONEY COULD BUY."

MOST JUDGES WERE EXCELLENT BUT THE APPEARANCE OF EVIL WAS OBVIOUS. MO UDALL THEN WAS PRESIDENT OF THE STATE BAR OF ARIZONA AND THROUGH HIS EFFORTS THEY MERIT SYSTEM FOR APPOINTMENT OF JUDGES WAS ESTABLISHED. IN MY VIEW IT HAS BEEN EXCELLENT.

AGAIN YOU HAVE A SITUATION WHERE YOU HAD A SIGNIFICANT CHALLENGE OF CAMPAIGNING JUDGES AND THE APPEARANCE OF JUSTICE FOR SALE. UNDER THE LEADERSHIP OF ONE MAN, MO UDALL, WITH THE HELP OF A FEW ENLIGHTENED OTHERS, THE PROBLEM WAS CORRECTED.

FREEWAYS: THE ENLIGHTENED MINORITY DO NOT ALWAYS DO WHAT IS BEST FOR THE COMMUNITY. ONE OF THE GREAT NATIONAL DECISIONS MADE OUT OF THE COLD WAR WAS THE ESTABLISHMENT OF A U.S. WIDE INTERSTATE FREEWAY SYSTEM FOR NATIONAL DEFENSE. IN THE 60s MANY CITIES TOOK ADVANTAGE OF THESE "FREE" FREEWAYS MUCH TO THEIR ECONOMIC ADVANTAGE. AS ONE LOOKS BACK IN HISTORY, IN 1967 SACRAMENTO WITH 300,000 PEOPLE HAD 34 MILES OF FREEWAY. SAN DIEGO WITH 600,000 HAD 74 MILES. PHOENIX WITH A HALF MILLION PEOPLE HAD JUST 22 MILES OF FREEWAY. AT THE SAME TIME, WE WERE EXPERIENCING TREMENDOUS GROWTH AND THERE WAS NO DOUBT A NEED FOR MORE FREEWAYS. BY THE EARLY 70s CITY OFFICIALS AND DOWNTOWN PROMOTERS AGREED THAT THE PAPAGO INTERLOOP SHOULD BE BUILT AS PART OF INTERSTATE 10. CHARTER GOVERNMENT AND BUSINESS LEADERS NOTED THAT STATE AND FEDERAL FUNDS COULD BE UTILIZED TO CATCH UP WITH THE FREEWAY PROGRAMS. STUDY AFTER STUDY URGED PHOENIX TO BUILD FREEWAYS AS FAST AS POSSIBLE. OPPOSITION TO THE PROPOSED SYSTEM, PARTICULARLY THE PAPAGO INTERLOOP WAS LED SURPRISINGLY BY THE PULLIAM PRESS. A

STAUNCH SUPPORTER OF CHARTER GOVERNMENT AND THE BUSINESS COMMUNITY ON EVERY OTHER ISSUE, EUGENE PULLIAM DIDN'T LIKE FREEWAYS. WHEN CITIZENS FOR MASS TRANSIT AGAINST FREEWAYS VOICED OPPOSITION ON GROUNDS OF INCREASED AIR POLLUTION AND THAT THE INTERLOOP WOULD DIVIDE THE CITY AS AN EYESORE, THE REPUBLIC AND GAZETTE JUMPED ON BOARD, CALLING THE LOS ANGELES FREEWAY SYSTEM A MESS. DAY AFTER DAY THE NEWSPAPERS WERE FILLED WITH BLISTERING ONE-SIDED ANTI FREEWAY NEWS STORIES AND EDITORIALS (DOES IT SOUND LIKE SOME OF OUR ISSUES TODAY?). DERISIVE PHOTOGRAPHS AND CARTOONS OF FREEWAY TRAFFIC AND AIR POLLUTION APPEARED ON THE FRONT PAGE.

ALONG WITH THE ANTI-FREEWAY GROUPS, THE PULLIAM PAPERS KEPT DEMANDING THAT CITIZENS BE ALLOWED TO DECIDE FOR OR AGAINST THE FREEWAYS AND FINALLY A NERVOUS PHOENIX CITY COUNCIL CALLED FOR A PUBLIC VOTE ON MAY 8, 1973. THE CITY COUNCIL COULD HAVE IMPLEMENTED IT THEMSELVES BUT THEY BECAME POLITICALLY AFRAID OF THE PAPER AND CALLED FOR THE VOTE. THE REST IS HISTORY. LATER OBSERVERS WOULD REMARK THAT "THE 1973 NEGATIVE VOTE IN PHOENIX SET BACK TRANSPORTATION IMPROVEMENTS FOR MORE THAN A DECADE." THE ENLIGHTENED ELECTED MINORITY FAILED TO MEET THE CHALLENGE. THE "UNENLIGHTENED MINORITY" (THE PRESS) PREVAILED.

DESEGREGATION OF THE PHOENIX UNION HIGH SCHOOL: FOR MANY YEARS PRIOR TO FEBRUARY, 1953, THE BLACK COMMUNITY IN THE VALLEY HAD BEEN WAGING A COURAGEOUS, RELENTLESS STRUGGLE AGAINST "SEPARATE BUT EQUAL SCHOOLS" WHICH HAD BEEN THE NORM IN ARIZONA. TO ITS CREDIT, THE PHOENIX UNION HIGH SCHOOL DISTRICT BOARD BEGAN TO DESEGREGATE MONTHS BEFORE THE SUPREME COURT HANDED DOWN ITS MOMENTOUS DECISION AGAINST THE TOPEKA, KANSAS, SCHOOL BOARD. HISTORY RECORDS IT CAME ABOUT LIKE THIS:

FEBRUARY, 1953, FIFTEEN MONTHS BEFORE THE LANDMARK DECISION IN WASHINGTON, SUPERIOR COURT JUDGE FRED C. STRUCKMEYER, JR., IN PHOENIX DECLARED THAT THE NEWEST VERSION OF ARIZONA'S SEGREGATION LAW WAS UNCONSTITUTIONAL. THEN ON JULY 7, 1953, THE SCHOOL BOARD VOTED TO OPEN ALL SCHOOLS TO QUALIFIED STUDENTS REGARDLESS OF COLOR. THE THREE B'S, MARY BONS, FRANK HAYES BURCH, AND DR. TREVOR G. BROWN VOTED AFFIRMATIVELY. DR. NORMAN ROSS AND JAY HYDE ABSTAINED.

WHEN CLASSES BEGAN IN SEPTEMBER OF 1953, THE FIRST REPORTS REVEALED 74 BLACK STUDENTS AT PHOENIX UNION, 8 EX-CARVERITES AT SOUTH MOUNTAIN AND TWO WHITES AT CARVER. WHEN SCHOOL OPENED IN SEPTEMBER OF 1954, THERE WAS SOME NAME CALLING, SOME MINOR SCUFFLES, BUT NO MAJOR INCIDENTS.

AGAIN THE COURAGE OF THE FEW DID WHAT WAS RIGHT FOR THE MANY. LET ME TELL YOU ONE OTHER QUICK LITTLE STORY AND THEN MOVE ON.

THATCHER STREETS AND SEWERS: ISSUES ARE NOT ALWAYS GRANDIOSE LIKE THOSE WE HAVE DISCUSSED. MY FAMILY LORE TELLS OF MY

MOTHER IN THE 1940s BEING DISSATISFIED WITH DIRT STREETS AND LACK OF A SEPTIC SEWER SYSTEM IN THATCHER. SHE AND SOME OF HER CRONIES DECIDED TO RUN LELA UDALL FOR THE CITY COUNCIL (IN THOSE DAYS WOMEN WERE TO BE SEEN AND NOT HEARD). SHE WAS ELECTED WITH THE MOST VOTES AND, AFTER FOUR YEARS, THATCHER HAD PAVED STREETS AND A SANITARY SEWER SYSTEM ON ITS WAY. I DON'T GUARANTEE THE DATES, BUT I THINK THE STORY IS ESSENTIALLY CORRECT.

COMMON THREADS: IN EACH OF THESE INSTANCES, THERE WERE CHALLENGES. IN EACH CASE THERE WAS A RESPONSE BY AN ENLIGHTENED OR NOT SO ENLIGHTENED MINORITY. THE DOORS OF HISTORY SWUNG ON SMALL HINGES OF IDEAS POWERED BY A FEW INDIVIDUALS.

TODAYS CHALLENGES: WHAT ARE THE ISSUES WE FACE TODAY? LET ME SHARE SOME VIEWS. I HAVE TALKED WITH MANY PEOPLE. I WALK FOR ABOUT 40 MINUTES ON THE CANAL BANK EVERY MORNING, OFTEN WITH PAPER IN MY POCKET AND A PEN IN MY HAND. A LOT OF WHAT FOLLOWS IS A COMPOSITE OF THOSE EARLY MORNING REFLECTIONS.

I READ AN INTERESTING BOOK BY STEPHEN COVEY ENTITLED, "THE SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE." IN IT HE DESCRIBES A PARADIGM SHIFT. A PARADIGM IS HOW WE SEE THINGS. IT IS OUR MODEL OF OUR VIEW OF THE WORLD. HE RELATES, "UNTIL THE GERM THEORY WAS DEVELOPED, A HIGH PERCENTAGE OF WOMEN AND CHILDREN DIED DURING CHILDBIRTH, AND NO ONE COULD UNDERSTAND WHY. IN MILITARY SKIRMISHES, MORE MEN WERE DYING FROM SMALL WOUNDS AND DISEASES THAN FROM THE MAJOR TRAUMAS ON THE FRONT LINES. BUT AS SOON AS THE GERM THEORY WAS DEVELOPED, A WHOLE NEW PARADIGM, A BETTER, IMPROVED WAY OF UNDERSTANDING WHAT WAS HAPPENING MADE DRAMATIC, SIGNIFICANT MEDICAL IMPROVEMENT POSSIBLE.

"THE UNITED STATES TODAY IS THE FRUIT OF A PARADIGM SHIFT. THE TRADITIONAL CONCEPT OF GOVERNMENT FOR CENTURIES HAD BEEN A MONARCHY, THE DIVINE RIGHT OF KINGS. THEN A DIFFERENT PARADIGM WAS DEVELOPED--GOVERNMENT OF THE PEOPLE, BY THE PEOPLE, AND FOR THE PEOPLE. AND A CONSTITUTIONAL DEMOCRACY WAS BORN, UNLEASHING TREMENDOUS HUMAN ENERGY AND INGENUITY, AND CREATING A STANDARD OF LIVING, OF FREEDOM AND LIBERTY, OF INFLUENCE AND HOPE UNEQUALED IN THE HISTORY OF THE WORLD."

AS A COUNTRY, WE HAVE BEEN THE BENEFICIARIES OF THIS CONSTITUTIONAL DEMOCRACY WITH ITS TREMENDOUS FREEDOMS AND LIBERTIES, JOBS AND UPWARD MOBILITY.

AS WE VIEW THE FUTURE, THERE ARE MANY OMINOUS SIGNS WHICH DETRACT FROM OUR PAST SUCCESS. I WOULD SUGGEST IT IS TIME FOR A PARADIGM SHIFT. IT IS NO LONGER BUSINESS AS USUAL. IT IS TIME FOR US AS A PEOPLE TO TAKE A LOOK AT OUR RELATIONSHIPS WITH GOVERNMENT AT EVERY LEVEL. I DON'T ADVOCATE THE DESTRUCTION OF GOVERNMENT, BUT I DO ADVOCATE THAT WE TAKE A LOOK AT WHERE WE ARE AND IN THOSE INSTANCES WHERE NECESSARY, WE SHIFT OUR PARADIGM AND MOVE FORWARD. TO FOLLOW THE TOYNBEE MODEL, WE HAVE TREMENDOUS CHALLENGES. OUR

RESPONSE AS THE ENLIGHTENED MINORITY WILL DETERMINE WHETHER OUR CIVILIZATION CONTINUES TO IMPROVE OR DISINTEGRATE.

THE PROBLEMS AND OPPORTUNITIES WHICH I SEE INCLUDE THE FOLLOWING:

1. THE NATIONAL DEBT. SHORTLY AFTER I GRADUATED FROM LAW SCHOOL, I MET CONGRESSMAN JOHN RHODES. I REMEMBER ASKING HIM, "CONGRESSMAN, HOW CAN THE GOVERNMENT SPEND MORE THAN IT TAKES IN IN TAXES?" HIS RESPONSE WAS, "DON'T WORRY ABOUT IT, IT WILL ALL WORK OUT. INFLATION WILL TAKE CARE OF IT OVER THE LONG HAUL AND THERE WILL NOT BE A PROBLEM." I THOUGHT HE WAS WRONG THEN. I KNOW THAT HE WAS WRONG NOW.

SOMEONE ASKED FOR A DEFINITION OF INTEREST. THE SIMPLE ANSWER IS, "THEM THAT DON'T UNDERSTAND IT, PAYS IT. THEM THAT DO UNDERSTAND IT, GETS IT." MAY I SUBMIT THAT OUR FEDERAL GOVERNMENT DOESN'T UNDERSTAND DEBT AND INTEREST. I THINK TO A LARGE DEGREE NEITHER DO CITIES. ON BOTH THE FEDERAL LEVEL AND THE STATE AND CITY GOVERNMENT LEVELS, WE MUST DO WHAT PRIVATE INDUSTRY IS DOING AND THAT IS GET OUT OF DEBT, STAY OUT OF DEBT AND FOR THE MOST PART GO ON A PAY AS YOU GO BASIS.

SINCE 1988, WE'VE GONE FROM A ONE TRILLION DOLLAR NATIONAL DEBT TO A FOUR TRILLION DOLLAR NATIONAL DEBT. THAT IS A \$68,000 MORTGAGE ON EVERY MAN, WOMAN AND CHILD IN THE COUNTRY. CONGRESS HAS SOLD US THE MORTGAGE BUT THEY HAVEN'T GIVEN US THE HOUSE! THE ARIZONA REPUBLIC STATES THE NATIONAL DEBT IS CREATING HAVOC WITH OUR ECONOMY. ACCORDING TO THE GENERAL ACCOUNTING OFFICE, DURING THE 1960 THE DEFICIT ABSORBED TWO PERCENT OF THE NATIONAL SAVINGS. BY 1970 THE DEFICIT WAS CONSUMING 19 PERCENT OF THE SAVINGS, AND IN 1990 THE FIGURE HIT A STAGGERING 58 PERCENT. WHEN WASHINGTON'S GRAB OF THE NATIONS BANK ACCOUNTS IS COMBINED WITH THE TAX STRUCTURE, THE SAVINGS AND INVESTMENT, THE RESULT IS A CAPITAL CRUNCH." THE ANNUAL BUDGET DEFICIET ALONE APPROACHES \$400 BILLION DOLLARS." THE NATIONAL DEBT MUST BE DEALT WITH. IT IS LIKE AN OMINOUS BLACK CLOUD HANGING OVER US ALL IN OUR FUTURE.

2. WE NEED MORE STATESMEN AND LESS POLITICIANS. WE OUGHT TO RE-ENTHRONE THE NOTION THAT "WHAT IS RIGHT IS MORE IMPORTANT THAN WHO IS RIGHT." THE MEN AND WOMEN WHO WE ELECT AND SEND TO THE STATE LEGISLATURE AND TO CONGRESS ARE GOOD PEOPLE BUT THE PROCESS IS DEMEANING AND TENDS TO CORRUPT. YOU HAVE TO "GO ALONG TO GET ALONG."

GEORGE WILLS BOOK, "RESTORATION," ARGUES FOR TERM LIMITATIONS. HIS THEME IS THAT WE NEED TO THROW THE RASCALS OUT AND ELECT A GROUP WHO WILL FOCUS ON BASICS. HE STATED THAT HE WAS ON THE BOARD OF DIRECTORS OF THE 1989 BALTIMORE ORIOLES. THEY HAD A VERY EXPENSIVE GROUP OF PLAYERS BUT WERE NOT WINNING ANY GAMES. THEY CONCLUDED THEY COULD SELL AWAY THEIR GREAT PLAYERS AND LOSE JUST AS MANY GAMES WITH CHEAPER ROOKIES. HE COMPARED THAT TO

CONGRESS WHICH HE ARGUES NO LONGER ACTS IN THE INTEREST OF THE UNITED STATES BUT IN THE INTEREST OF THE INDIVIDUAL CONGRESSMAN'S DISTRICT AND SPECIAL INTEREST WHO THEY REPRESENT. HE ARGUED FOR A WHOLESALE TURNOVER. HE ARGUES THAT THE LIMITATION WILL MOTIVATE THEM TO DO WHAT IS RIGHT RATHER THAN TO DO WHAT IS RIGHT FOR THEIR SELF-PERPETUATION. HE OPINED THAT WHEN THE FORMULATIVE WAX OF THE REPUBLIC WAS SOFT AND MALLEABLE, IDEAS AND PERSUASION CHANGED MINDS AND DIRECTIONS. TODAY CONGRESS IS A MECHANICAL, SELF-INTEREST, AND SPECIAL INTEREST MOTIVATED GROUP.

JACK GARGUN WHO RUNS THE FULL PAGE ADS URGING EVERYONE TO THROW ALL THE RASCALS OUT INCLUDES IN HIS AD IN YESTERDAY'S PAPER, "THINK ABOUT THIS, OUR FOUNDING FATHERS PUT THEIR OWN LIVES AND FORTUNES AT RISK FOR THE WELFARE OF THE NATION. TODAY'S CONGRESSMAN RISKS THE WELFARE OF THE NATION FOR THEIR OWN PERSONAL FORTUNE." PERHAPS HE OVER EXAGGERATES, BUT IT ILLUSTRATES THE POINT. HISTORICALLY IT DOESN'T MATTER WHO WE HAVE SENT TO WASHINGTON, THEY HAVE NOT BEEN ABLE TO TAME THE DEBT. I VIEW IT AS IMMORAL AND OBSCENE THAT IN A VARIETY OF GOOD NAMES AND CAUSES WE MORTGAGE OUR FUTURE, AND OUR CHILDREN'S FUTURE TO PAY FOR TODAY'S SPECIAL INTERESTS.

3. WE LIVE IN A REPUBLIC NOT A DEMOCRACY. YOU AS ELECTED OFFICIALS ARE TO BRING YOUR BEST JUDGMENT TO THE TABLE, NOT CONDUCT A PUBLIC POLL OR CALL YOUR FAVORITE LOBBIEST ON EVERY DETERMINATION. YOU DON'T WANT TO BE LIKE MO UDALL'S STORY OF THE POLITICIAN GAVE AN IMPASSIONED SPEECH AND THEN CLOSED WITH, "THOSE ARE MY POLITICAL VIEWS AND IF YOU DON'T LIKE THEM, I'LL CHANGE THEM." YOU OUGHT TO DO WHAT IS RIGHT, LET THE CONSEQUENCE FOLLOW.

4. IT'S TIME TO THINK. YOU AS OUR ELECTED, ENLIGHTENED MINORITY, ARE CHARGED WITH THE ADMINISTRATION OF GOVERNMENT. YOU SHOULD SPEND MORE TIME THINKING AND LESS TIME READING PILES OF STAFF REPORTS AND ENGAGING IN HOURS OF IRRELEVANT DEBATES. MESA ADOPTED A \$350 MILLION BUDGET LAST MAY WITH NOBODY SPEAKING OUT. AT THE PRECEDING MEETING, THEY SPENT TWO HOURS TALKING ABOUT WHETHER MODEL AIRPLANES SHOULD BE ENTITLED TO FLY IN A LOCATION OVER THE OBJECTION OF A FEW NEIGHBORS. HOW MANY HOURS ARE SPENT IN STOP LIGHTS, ZONING CASES, WITH THE NOT IN MY BACK YARD SYNDROME. I'M NOT SAYING THOSE ISSUES ARE NOT IMPORTANT. BUT YOU BURN UP YOUR TIME AND YOUR CREATIVE ENERGY ON ISSUES THAT IN THE FINAL ANALYSIS HAVE LITTLE RELEVANCE TO THE LONG TERM GOOD OF OUR COMMUNITIES.

FOUR OR FIVE TIMES A WEEK, I WALK FOR 40 MINUTES IN THE MORNING AND LISTEN ON MY LITTLE WALKMAN TO MOTIVATIONAL TAPES, MUSIC, NEWS, BIBLE, YOU NAME IT. I LISTENED TO A TAPE RECENTLY THAT SUGGESTED WE OUGHT TO SPEND MORE TIME THINKING. THINKING IS HARD, IT TAKES ENERGY. IT SUGGESTED THAT IF WE SPENT ONE HOUR A DAY, FIVE DAYS A WEEK, 52 WEEKS PER YEAR, WE'D END UP WITH 260 HOURS OF THOUGHT. YOU DIVIDE THAT BY 40 AND THAT IS SIX AND A HALF WEEKS PER YEAR! I HAVE BEGUN CARRYING A PENCIL AND PAPER WITH ME. I OFTEN TURN OFF THE MUSIC AND JUST THINK ABOUT MY BUSINESS, MY

FAMILY, OUR COUNTRY, AND ANYTHING ELSE IMPORTANT TO ME. I AM GETTING TO THE POINT I WOULDN'T TRADE THAT THINKING TIME FOR ANYTHING.

I THINK THE HOUR PER DAY THINKING SUGGESTION IS A GOOD ONE FOR ELECTED LEADERS. DO IT ALONE. IT IS HAS BEEN MY EXPERIENCE THAT AS YOU GIVE SERIOUS THOUGHT TO A SUBJECT, ANSWERS COME. THEN GET TOGETHER AND SHARE YOUR THOUGHTS AND YOUR IDEAS. FOCUS ON WHAT IS IMPORTANT TO SOCIETY SUCH AS BASIC ECONOMICS, DIRECTION OF THE CITY, EDUCATION, SAFETY IN THE STREETS, DEBT. THERE WILL BE A CREATIVE SYNERGISTIC RELATIONSHIP AS YOU ALL FOCUS ON WHAT OUGHT TO BE DONE.

5. BECOME THE ENLIGHTENED MINORITY. GO BACK AND TAKE A LOOK AT WHO IS ON YOUR CITY COUNCIL. WHO IS YOUR CITY MANAGER. IF YOU ARE NOT FRIENDS, BECOME FRIENDS OR AT LEAST TOLERATE ONE ANOTHER. RECOGNIZE THAT YOU ARE ALL IN THE BOAT TOGETHER AND THAT WHAT IS RIGHT IS MORE IMPORTANT THAN WHO IS RIGHT. THIS MAKE TAKE A SIGNIFICANT PARADIGM SHIFT FROM PARTISAN POLITICS OR OLD TIME RELATIONSHIPS. YOU REALLY OUGHT TO PUT THE GOOD OF THE COMMUNITY FIRST.

6. ECONOMY, BUSINESS AND JOBS. ONE OF THE AREAS OF BASIC FOCUS AS DECISIONS ARE MADE OUGHT TO BE HOW WILL THIS AFFECT BUSINESS? HOW WILL THIS AFFECT OUR ECONOMY? HOW WILL THIS AFFECT JOB CREATION? ROSS PEROT THE OTHER NIGHT WAS RIGHT ON THE MONEY WHEN HE SAID, "IN THE UNITED STATES WE PRACTICE 19TH CENTURY ECONOMICS WHERE BUSINESS AND GOVERNMENT ARE ADVERSARIES. GERMANY AND JAPAN PRACTICE 21ST CENTURY ECONOMICS WHERE THERE IS AN ENLIGHTENED MUTUAL SELF INTEREST BETWEEN BUSINESS AND GOVERNMENT WHICH RESULTS IN JOB CREATIONS, FISCAL POLICY THAT ENHANCES THE ECONOMY AND LACK OF GOVERNMENT REGULATION. CAN YOU IMAGINE THE SRP BEING BUILT TODAY WITH THE SIERRA CLUB, ENVIRONMENTAL REGULATIONS, IMPACT STUDIES, ETC.? IT WOULD NEVER HAPPEN!

I FEAR BUSINESSES BOTH LARGE AND SMALL HAVE BECOME THE SCAPEGOATS AND WHIPPING BOYS IN OUR GREAT NATION. AS YOU GO BACK TO BASICS AND READ THE CONSTITUTION, YOU QUICKLY OBSERVE THAT THE PEOPLE ARE SOVEREIGN AND THAT GOVERNMENT EXISTS WITHIN THE FRAMEWORK OF A FEW DELEGATED RESPONSIBILITIES TO IT FROM THE PEOPLE. OVER THE PAST COUPLE OF HUNDRED YEARS, THE PENDULUM HAS SWUNG THE OTHER WAY AND NOW PEOPLE ARE SUBSERVIENT TO GOVERNMENT AND BUSINESS SPENDS FAR TOO MUCH TIME COPING WITH REGULATIONS, RULES, TAXATION.

ANY OF YOU IN BUSINESS I'M SURE HAVE HAD EXPERIENCES SIMILAR TO OURS. IT SEEMS WE ARE IN CONSTANT AUDIT BY SOME DEPARTMENT OR THE OTHER FROM THE IRS, PENSION PLAN AUDITS, LABOR DEPARTMENT AUDITS, WORKMEN'S COMPENSATION AUDITS, SALES TAX AUDITS, ETC. IT IS OFTEN EASIER TO PAY A FEW THOUSAND DOLLARS THAN TO FIGHT FOR YOUR RIGHTS.

YOU ADD TO THE AUDITS THE FIRE INSPECTIONS, THE BUILDING INSPECTORS, THE IRRIGATION INSPECTORS, THE HEALTH DEPARTMENT INSPECTORS, POLICEMEN AND POLICEMEN WITH RADAR GUNS. I AM REMINDED OF THE STATEMENT IN THE DECLARATION OF INDEPENDENCE CITING KING GEORGE'S ILLS. "HE HAS ERECTED A MULTITUDE OF NEW OFFICES AND SENT HITHER SWARMS OF OFFICERS TO HARASS OUR PEOPLE, AND EAT OUT OF THEIR SUBSTANCE." INDIVIDUALLY EACH GOVERNMENT PROGRAM HAS A RATIONAL BASIS AND SERVES A LEGITIMATE FUNCTION. PUT THEM ALL TOGETHER, THEY SPELL B-R-O-T-H-E-R !!! THE GOVERNMENT HAS BECOME AN ENEMY TO ITS PEOPLE.

THE SEPTEMBER 30 BUSINESS SECTION OF THE REPUBLIC HAD AN ARTICLE ON HAROLD POLING, CEO OF FORD MOTOR COMPANY. IT IS INSTRUCTIVE ON OUR NEEDS TO RETAIN AND ATTRACT MANUFACTURING BUSINESSES. THE DECLINE OF KEY INDUSTRIES SHOULD BE A MAJOR CONCERN FOR ALL OF US BECAUSE IT IS A CLEAR AND PRESENT DANGER TO THE PROSPERITY AND WELL BEING OF THIS COUNTRY. LET'S NOT DELUDE OURSELVES THAT WE CAN CONTINUE TO HAVE THE HIGH STANDARD OF LIVING WE HAVE ENJOYED FOR THE LAST HALF CENTURY BY SUBSTITUTING FOR MANUFACTURING JOBS THOSE IN THE SERVICE SECTOR. OUR NATION'S SUPER STATUS IS NO LONGER SECURE PARTICULARLY AS IT RELATES TO ECONOMIC MIGHT. HE SAID, "WE'VE BEEN CEDING OUR INDUSTRIES TO COMPETITIVE SOILS ONE BY ONE."

I AM REMINDED OF MY FAVORITE AESOP FABLE OF THE GOOSE WHICH LAID THE GOLDEN EGGS. YOU ALL KNOW THE STORY. THE PEASANT RECEIVED A GOOSE FROM A PASSER BY. MUCH TO HIS DELIGHT THE FOLLOWING MORNING THE GOOSE HAD LAID A GOLDEN EGG. HE TOOK IT TO THE ASSAYER AND FOUND HOW VALUABLE IT WAS. EVERY MORNING LIKE CLOCKWORK A NEW GOLDEN EGG WAS THERE. SOON THE MAN WAS FABULOUSLY WEALTHY BUT HIS TASTE FOR GOLD HAD BECOME INSATIABLE. HE FINALLY CONCLUDED TO KILL THE GOOSE AND GO INSIDE AND GET ALL THOSE GOLDEN EGGS NOW. HE DID JUST THAT. THERE WERE NO GOLDEN EGGS INSIDE AND THE GOOSE WAS DEAD. I FEAR THAT AMERICAN BUSINESS AND THE AMERICAN TAXPAYER ARE THE GOOSE THAT IS SLOWING BEING KILLED BY OPPRESSIVE GOVERNMENT REGULATION, TAXATION, AND RED TAPE MAY ALL TOO SOON QUIT LAYING THOSE GOLDEN EGGS.

8. LOCAL DEBT: I THINK WE NEED TO SHIFT OUR PARADIGM TO THE NOTION, "IF WE DON'T HAVE IT, LET'S NOT SPEND IT" MENTALITY. MUCH HAS BEEN SAID IN THE PAPERS OF THE PHOENIX EXPERIENCE IN THEIR RECENT BOND PROGRAM. MAYOR JOHNSON WROTE THE CITY HAS FAILED TO SEE A PROJECTED 9%-10% ANNUAL GROWTH IN PROPERTY TAX REVENUE TO KEEP THE 1988 BOND PROGRAM THRIVING. DURING OUR BOOM YEARS IN THE 1980s THAT NUMBER SEEMED REASONABLE. JOHNSON WROTE, "INDEED THE CITY'S LEADERSHIP INCLUDING THEN MAYOR ARGUED THAT THE 9 AND 10 PERCENT ASSUMPTION SHOULD BE RAISED TO 14 TO 15 PERCENT.

HAD THEY USED THAT ASSUMPTION, THE BOND PROGRAM WOULD HAVE BEEN IN AN EVEN WORSE MESS THAN IT IS NOW. I THINK CITY COUNCILS OUGHT TO SPEND TIME THINKING ON HOW TO GET OUT OF DEBT

RATHER THAN HOW TO REFINANCE IT AND CONTINUE THE DEBT CYCLE. A RADICAL IDEA? MAYBE. BUT ONE WORTHY OF SOME THOUGHT? I THINK SO.

9. OUR ECONOMIC OPPORTUNITIES. THE SEPTEMBER 30 ARIZONA REPUBLIC ON THE EDITORIAL PAGE CARRIED AN EDITORIAL ENTITLED "ANTI BUSINESS INITIATIVE." HUNDREDS OF CALIFORNIA COMPANIES HAVE PULLED UP STAKES. MANY ARE RELOCATING IN NEIGHBORING STATES, INCLUDING ARIZONA, WHERE THE ECONOMIC OUTLOOK SEEMS BRIGHTER. THE PLANNED CONSOLIDATION OF HUGHES MISSILE SYSTEMS OPERATIONS IN TUCSON WHICH WILL BRING UP TO 3,000 JOBS TO THIS STATE, IS ONLY ONE EXAMPLE.

SOUTHERN CALIFORNIA EDISON ESTIMATES THAT NEARLY 700 MANUFACTURING COMPANIES HAVE LEFT THE STATE SINCE 1987, TAKING WITH THEM SOME 100,000 JOBS. THE STATE'S AGGRESSIVE ENVIRONMENTAL REGULATIONS AND THE HIGH COST OF HEALTH CARE, LITIGATION AND COMPENSATION AWARDS.

THE EXODUS MAY BE JUST BEGINNING. IF VOTERS APPROVE AN ANTI-BUSINESS PROPOSITION ON THE NOVEMBER BALLOT, SAYS BUSINESS WEEK, WHOLE CONVOYS OF MOVING VANS MAY HEAD FOR THE STATE LINE...." THE INITIATIVE, BACKED BY THE STATE'S POWERFUL PUBLIC EMPLOYEE UNIONS IN RESPONSE TO THE LEGISLATURE'S BUDGET CUTS, WOULD BOOST A VARIETY OF BUSINESS TAXES BY AS MUCH AS 20 PERCENT. ALL TOLD, THE MEASURE WOULD SIPHON AS MUCH AS \$4 BILLION A YEARS FROM THE PRIVATE SECTOR.

A RECENT SURVEY OF SOME 1,400 MEMBERS OF A CALIFORNIA BUSINESS GROUP FOUND THAT A QUARTER OF THEM, AVERAGING 174 EMPLOYEES APIECE, WERE CONTEMPLATING MOVES ELSEWHERE.

CALIFORNIA'S LOSS COULD BE ARIZONA'S GAIN. BESIDES THE OPPORTUNITY FOR LURING NEW BUSINESSES AND JOBS HERE--AN OPPORTUNITY STATE LEADERS, PUBLIC AND PRIVATE, SHOULD BE PURSUING AGGRESSIVELY--OUR NEIGHBOR'S ECONOMIC WOES, MANY OF THEM SELF-MADE, OUGHT TO BE INSTRUCTIVE. KILLING THE GOOSE THAT LAID THE GOLDEN STATE'S FORTUNE HAS PROVEN COSTLY INDEED.

CALIFORNIA'S LOSS COULD BE OUR GAIN BUT IT WILL REQUIRE SOME CREATIVE THINKING AND PLANNING BY YOU THE ENLIGHTENED MINORITY. AND AN AGGRESSIVE STRATEGY TO BRING JOBS HERE.

LET ME GIVE YOU SOME CREATIVE LOCAL EXAMPLES OF WHAT HAS BEEN DONE IN YOUR SISTER CITIES. ON SEPTEMBER 30, THE REPUBLIC REPORTED "VALLEY CITIES ROADS TO SUCCESS LEADS TO AUTO MALLS." "TEMPE'S WILLINGNESS TO WHEEL AND DEAL HAS MOVED THE CITY INTO THE LEAD IN THE HIGH STAKES CAR RACE. CHANDLER AND MESA BARELY CROSSED THE STARTING LINE IN COMPETITION TO LURE AUTO MALLS AND THEIR POTENTIAL TO GENERATE MILLIONS OF DOLLARS IN SALES TAX REVENUES." "IT USED TO BE WE JOKED THAT ALL THE VALLEY CITIES WERE IN MALL WARS. I THINK WE STILL ARE. WHETHER IT IS AUTO MALLS OR REGIONAL MALLS, YOU GET ONE AND IT ASSURES YOUR CITY'S FINANCIAL FUTURE.

THEY ARE THE BIGGEST SALES TAX GENERATORS," SAID PHIL TESTA, CHANDLER COMMUNITY DEVELOPMENT DIRECTOR. PATRICK FLYNN, TEMPE MANAGEMENT SERVICE DIRECTOR AGREED, "WE'VE GOT THE BEST OF ALL WORLDS IN TEMPE AT ELLIOTT ROAD AND INTERSTATE 10. WE'VE GOT WALMART, PRICE CLUB AND AN AUTO MALL. HE ESTIMATES THE AUTO MALL COULD BRING IN MORE THAN TWO MILLION PER YEAR IN TEMPE SALES TAXES.

FLYNN THEN DESCRIBED THE PUBLIC/PRIVATE PARTNERSHIP THEY HAD WORKED OUT. TEMPE HAD KICKED IN TWO MILLION DOLLARS FOR ROADS AND SIDEWALKS WITHIN THE TEMPE AUTOPLEX. THE STORY WENT ON TO CONTRAST THE MESA POSITION, "WE OFFER ENCOURAGEMENT BUT DON'T OFFER FINANCIAL INCENTIVES." CHANDLER'S PHIL TESTA SAID IT LOST ITS HOPE FOR AN AUTO MALL WHEN TEMPE'S OPENED IN 1990.

YOU READ IN THE PAPER OF THE CITY OF PHOENIX \$2.7 MILLION IN SALES TAX INCENTIVES ON THOMAS MALL. THE PLAN IS TO BRING IN SOME \$40 MILLION WORTH OF PRIVATE INVESTMENT. IS THAT AN APPROPRIATE USE OF FUNDS? I THINK IT IS. THE CITY OF TEMPE IS AGGRESSIVELY PURSUING A SPECTRUM MALL WITH TAX INCENTIVES AND INVESTMENT.

THIS IS AN AREA THAT CITY COUNCILS OUGHT TO THINK ABOUT AND FIGURE CREATIVE SYNERGISTIC WAYS TO GET BUSINESSES TO YOUR COMMUNITIES AND JOBS FOR YOUR PEOPLE.

10. OTHERS: TIME DOES NOT PERMIT A DISCUSSION OF SEVERAL OTHER AREAS OF CRITICAL IMPORTANCE. (I SUSPECT YOU WILL SAY, "THANK HEAVEN!") THOSE INCLUDE SAFETY IN THE STREETS, DRIVE BY SHOOTINGS, GANGS, JUVENILE CRIME REPORTED TODAY UP 215% IN MARICOPA COUNTY OVER LAST YEAR, EDUCATION, PUBLIC HEALTH AND MINORITY ISSUES. THIS SPEECH AS WRITTEN CONTAINS A FEW THOUGHTS ON THOSE SUBJECTS. IF YOU WISH THE DETAILED VERSION, PERHAPS JACK DEBALSKI COULD PROVIDE IT.

LEST YOU THINK I AM TOO PESSIMISTIC, I AGREE WITH WINSTON CHURCHILL. DEMOCRACY IS THE WORST FORM OF GOVERNMENT, EXCEPT FOR ALL THE OTHERS. I THINK IT IS AN EXCITING TIME TO BE ALIVE AS WE FACE THE 90s. OUR CHALLENGES ARE NOT THE SAME AS OUR FOREFATHERS. I THINK BACK OF THATCHER AND ST. JOHNS WHEN THE ISSUE WAS SURVIVAL. TODAY IT IS LIFESTYLE AND ECONOMICS.

LET ME STOP WHERE I BEGAN. THROUGHOUT HISTORY WE HAVE HAD CHALLENGES AND RESPONSES. BY VIRTUE OF YOUR ELECTION, YOU ARE THE ENLIGHTENED MINORITY WHO CAN MAKE A DIFFERENCE BOTH IN IDEAS AND POLICIES AND WITH YOUR ENTHUSIASM. YOU ARE THE SMALL HINGES UPON WHICH THE DOORS OF HISTORY WILL SWING IN YOUR CITIES. THE CHALLENGES ARE MANY. I APPLAUD YOU FOR YOUR WILLINGNESS TO BECOME INVOLVED. MAY GOD BLESS EACH OF YOU AS YOU CREATIVELY RESPOND TO THE CHALLENGES YOU FACE AND MAY HE BLESS US AS A PEOPLE THAT WE WILL BE ABLE TO MAKE THE TOUGH DECISIONS NECESSARY TO PRESERVE OUR REPUBLIC AND OUR COMMUNITIES.