

**Remarks
Volunteer Recognition Day
April 27, 1987**

I know that volunteer work is often filled with frustrations, with defeats, and yes, with loneliness.

But look around you today -- you are not alone. You are part of a caring network that extends all throughout the state.

A network of people whose enormous contributions of time and talent to their communities is an inspiration to all Oregonians.

Your generosity of spirit is something we must all strive for if we are to achieve the Oregon Comeback -- A spirit of believing, of working with each other, of caring about our children, our neighbors, and our communities.

Some critics say that America in the 1980s is a country of selfish individuals, busy looking out for number one, who have no sense of community service or obligation to society.

If these critics were here today, they would find another, more powerful element of the American character -- one of concern for our fellow human beings.

What is the ultimate impact of your service and what will be its ongoing benefits? One volunteer coordinator said it best: "The impact is quiet and personal, the benefits can't be measured, only felt, but what you give is powerful enough to change the world."

**Remarks
Portland City Club
May 15, 1987**

Sometimes we are discouraged and impatient with what seems to be a lack of change for the better. But then we look around us in Oregon and everything tells us we are wrong.

Oregon is new. It is in the process of change and development. This is a state of vast resources, filled with people of strength and spirit, and this is an exciting time in our history.

We are bound together in this state by common hope. NO matter what region of the state we're from, Oregonians agree on the important things--or the need for a better life for our children and for security in our old age; on the need for eliminating poverty, discrimination, and crime; and on the need for protecting the environment. Once we agree on the basics we can work out any differences.

If the future calls us to try the different approach, the unexpected combination, the unlikely alliance -- we will respond.

If the fruits of inquiry and research hold the key to the future we want -- we will invest in it.

If the true test of our economic capacity is our willingness to compete across the country and around the world -- we will travel to any place, pursue any true opportunity to provide jobs for our citizens.

In Oregon it is all possible, all achievable -- and we will have fun achieving it together.

Remarks
Powder Valley High School Commencement
May 23, 1987

Someone once said that education is a process by which a person begins to learn how to learn. The learning process doesn't end when you receive your diploma -- it will continue for the rest of your lives. Remember what the Wizard of Oz said to the Scarecrow: "I can't give you brains, but I can give you a diploma." Well, you're one up on the Scarecrow, you have both brains and a diploma. Put them to good use -- for yourselves, your family, your community, and your state.

The Oregon Comeback needs you. We need your hard work, your enthusiasm, and your independent spirit. But most of all we need your dreams.

Remarks
Portland Community College Commencement
June 8, 1988

Oregonians believe to the core of our being that the route to a better life is through education.

And a community college is nothing less than groups of people unified in their mutual determination that education shall be brought to those who need it.

The key word is "community." And all the economic, social, and cultural diversity that word implies.

Men and women, young and old, handicapped, veterans, single mothers, grandmothers, people of all races, creeds and religions -- all striving to reach full potential.

We are all needed; we are all valuable. We cannot afford to waste any lives.

Because the ultimate welfare of our society depends on how well we nurture and draw upon the talent and vision of all our people.

Our forests of the future -- that which will sustain and maintain us -- will be the fully developed skills and brain power in the hands and minds of Oregon working men and women.

It is not our beaches; it is not our mountains; it is not our rivers and streams that will ultimately determine our survival as a place of quality and fulfillment...It is the knowledge, skills, wisdom, enthusiasm, and versatility of Oregonians.

The demand for people with skills is going to be huge.

In the coming decade, employers will be hiring every educated person the nation can produce.

Oregon must be prepared.

But words like "human capital" and "trained workforce" and "skilled labor" sound hollow and cold.

They do not begin to describe the sweat and blood of people struggling and sacrificing to make their lives better...

People like you --

People fighting self-doubt and the fear of failure...dragging yourselves to school after working a long day or night...scraping together the money for books and tuition...finding child care...overcoming handicaps...fighting the language barrier -- these are not the deeds of ordinary people; these are the deeds of heroes....

There is a long road ahead of each of us. And though it may travel gently upward, we know that it can be made level in time if we empower every Oregonians to do and be their best.

The surest ingredient to leveling our road, to the earning power we seek, to the success we wish for our children, to the independence we want for ourselves and for others, is to take ownership -- each of us -- of our future.

No people should be without a challenge. Every citizen should feel victory -- the exhilaration that comes from reaching up and realizing your ambitions despite all obstacles.

And it is your victory that we celebrate this evening.

It is from numberless victories by thousands of individuals that will build a better community.

Because individual action, over time, adds up to a big difference that we cannot foresee.

Oregonians believe we can change things for the better. Whether it is a polluted river...an unfair school finance system...or our own lives.

For we are defined not by what we have inherited, but by what we bequeath -- A commitment to ensuring for all the same opportunity for independence and fulfillment that we have enjoyed.

Your own experience teaches you that one person can make a difference.

And that to be truly free and fulfilled, we must live and interact and work together in community.

We need your full participation in the affairs of your community. For there is much unfinished business in our society -- the things we must do to create work that pays decent family wages; to provide quality education for our children; to care for the physically and mentally disabled, the sick and the impoverished members of our society; to help families thrive; and to end discrimination.

You have earned the pride you feel today.

Each one of you is a success.

You confirm my faith in Oregonians as people of quality.

Someone once said that to conquer without risk is to triumph without glory.

I am proud to congratulate each of you on your glorious triumph.

**Remarks
Secretaries of State Convention
July 13, 1988**

Oregon voters are notoriously independent and involved in the issues.

Starting at the turn of the century, the famous "Oregon System" gave voters the constitutional authority to initiate laws and to have laws passed by the Legislature referred to them.

The Oregon System made government more responsive to the will of the people...

Farmers and small businessmen obtained a railroad commission, new roads, and laws regulating banks; organized labor secured a child labor law, a minimum wage law, and a workers' compensation act; and middle class urbanities got home rule for cities.

Oregon became known as a state "Where the People Rule"; "The Home of Direct Legislation"; "The Most Complete Democracy in the World"; and as a "Political Experiment Station."

When we were in danger of losing part of our precious natural heritage, we declared the beaches to be public property...

When we were in danger of drowning in a sea of litter, we passed the bottle bill...

When uncontrolled growth was threatening to swallow up our farmlands, we adopted land use legislation...

And when the Willamette River was turning into an open cesspool, we cleaned it up.

Oregonians still believe in their hearts that individual effort can move a community or a state; that common conviction and community action can shape the future.

But the habit of attending to public affairs must be nurtured and cultivated in each generation. Or it will wither and die from disuse.

The answer to this dilemma is neither slogan nor program. It is to identify a core of things that we can care about together and that we can be responsible for together.

In my State of the State Address last January, I called on Oregonians to become stewards of the child. Now, this is not a unique idea. As a recent New York Times editorial pointed out, two dozen governors have made the well-being of children a theme of their programs this year.

But even though our goals are the same, I believe the way we are addressing children's problems in Oregon is unique.

~~We are neither dictating solutions to local communities, nor are we abdicating our responsibility to help people solve their own problems.~~

We have chosen another path.

We are building a Children's Agenda brick-by-brick from the bottom up....

**Remarks, DMV Express Office Opening
Lancaster Mall, Salem
September 28, 1988**

During my campaign for Governor, whenever the subject of DMV came up I heard common complaints: the lines were too long; it took too long to complete simple transactions; and many offices were located inconveniently with inconvenient hours, especially for working people.

We all knew we could do better, and after the election we went to work.

Today, as we open the Lancaster Mall DMV Express office, I can say with pride that DMV has made giant strides. And the division is doing it by breaking out of the bureaucratic mold and trying new ways of serving people.

This DMV Express office is an example of those new ways. People said they wanted DMV offices located in convenient places and open convenient hours--including Saturdays--and we've done that with Express offices and many other "regular" offices.

Six DMV Express offices have opened in the past 12 months. When the first three offices opened in Portland last fall some folks weren't sure how customers would accept these new-style offices. I'm happy to report that these offices are turning out to be very popular. In fact, these offices serve over 4,000 customers each week. That's 4,000 people who don't have to go to a regular DMV field office, in turn reducing the lines in those offices.

**Remarks
Celebration of Oregon
Los Angeles, March 30, 1989**

If you haven't visited Oregon for awhile. You're in for a surprise -- things really DO Look different. People are at work. Our businesses are growing and finding new markets.

But don't worry. What you love most about Oregon hasn't changed at all: things like short drives to long, uncrowded beaches; air you can't see and a mountain you CAN SKI in July.

What's different in Oregon these days is not something you can hike across or raft on. It's a new attitude. One that says Oregon can compete with anyone, anywhere in the world. For tourists, for jobs, for investment.

Remarks
Edison Electric Institute Annual Convention
Portland, June 5, 1989

Oregon values its land and its livability. And that is exactly why we are NOT a "no growth" state. We ARE a "controlled growth" state. And we have the best tools in the country to control and encourage growth. And we're not afraid to use those tools. So companies and their employees who come to Oregon NOW for our quality of life can count on enjoying it into the future.

Remarks
Chamber of Commerce of Medford & Jackson County
July 10, 1989

This legislative session was about patching the leaky roof and filling the potholes left over from the recession.

Legislators rolled up their sleeves and took care of business.

They cranked out an enormous amount of work: two to three times more than last session.

Not a lot of flash and glitter, but real substance.

The choice we faced at the beginning of the session was clear: keep living off the inheritance of our parents and grandparents, or put something back for our children.

The majority of the Legislature said, "Let's get this state moving; let's do what it takes to make sure our children can stay in Oregon, and fulfill their potential, and make something of themselves right here at home."

There are some in the Legislature who don't want to pay their way; they want all the dividends without the investment.

But the final results from the session are clear: Oregon is ready to invest again....

Look at where we were six months ago in our efforts to fight crime; and then look at where we are today with the tools this session gave us...

Look at where we were six months ago with our efforts to help Oregon's children. Today we have a fighting chance to get at these problems of child abuse, and drugs and alcohol, and dropping out of school.

Look at where our higher education system was six months ago. Today we're back on track towards building an economy of the mind in this state.

And if you take a look at the complete product -- at the big picture -- I think you'll find something interesting: It's all connected; the pieces all fit together.

You can't prevent crime without helping children build productive lives...

You can't build a first rate economy on a second rate educational system...

You can't build an economy of the mind without investing in people.

Remarks
Brookings Harbor Rotary
July 25, 1989

Your state government is grabbing every opportunity we can to make sure that Oregon children will not have to leave home to fulfill their potential.

That's a pretty tall order when you think about it. Just a few years ago, the best farm system in the country was run by Oregon parents, Oregon schools, Oregon communities who raised their children, only to watch them leave the state for a chance to support themselves and their families.

That's not what Oregon is about; Oregon is where people have always come for opportunity and for a second chance.

PRESS CONFERENCE ON GOVERNOR'S RECOMMENDED BUDGET

SALEM, DECEMBER 1, 1988

IN CASE ANYONE'S LIPREADING ABILITY HAS GOTTEN RUSTY SINCE
THE ELECTION -- I WANT TO SAY THIS LOUD AND CLEAR:

READ MY BUDGET -- NO NEW TAXES!

THIS BUDGET KEEPS FAITH WITH THE OREGON TAXPAYER -- PAST
AND PRESENT.

PERSONAL INCOME TAX RATES HAVE DROPPED SINCE 1987 -- AND
THEY ARE NOT GOING BACK UP.

IN FACT, WE RETURNED OVER A HALF BILLION DOLLARS IN TAX
SAVINGS TO OREGON TAXPAYERS.

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AND NOW, HELP WANTED SIGNS ARE BACK -- OVER 80,000 NEW

JOB'S HAVE BEEN CREATED IN THE LAST TWO YEARS.

THAT MEANS THE DOLLARS IN THIS BUDGET ARE GENERATED BY AN
ECONOMY THAT IS UP AND RUNNING, AND NOT BY HIGHER TAXES.

TO FUND CERTAIN, SPECIFIC INITIATIVES THAT I BELIEVE ARE
VITAL TO KEEPING THE COMEBACK ON TRACK, I WILL ASK THE
LEGISLATURE TO USE REVENUE RECEIVED ABOVE THE APPROPRIATION
GROWTH LIMIT.

I WANT TO TALK FOR A MOMENT ABOUT WHAT HAS COME TO BE
CALLED THE SPENDING LID...

IN 1979, DURING OUR LAST PERIOD OF ECONOMIC EXPANSION, THE
OREGON LEGISLATURE ADOPTED A PACKAGE OF LIMITATIONS ON
GOVERNMENT.

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SOME OF THE IDEAS WERE VERY SOUND. OTHERS HAVE NOT WORKED
AS THEIR AUTHORS INTENDED.

HERE IS HOW THE SPENDING LID WORKS AGAINST OUR BEST
INTERESTS:

EVERY FAMILY THAT HAS BEEN THROUGH HARD TIMES UNDERSTANDS
THAT WANTS, AND OFTEN NEEDS AS WELL, ARE POSTPONED UNTIL TIMES
GET BETTER. YOU PUT A BUCKET UNDER THAT LEAKY ROOF AND HOPE
FOR THE BEST.

OREGON WENT THROUGH SUCH A PERIOD IN THIS DECADE.

REVENUES DRIED UP.

NOW, OREGON IS NOT LIKE THE FEDERAL GOVERNMENT. WE CAN'T
WRITE HOT CHECKS. WE HAVE TO BALANCE OUR BUDGETS.

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SO WE PUT OFF VITAL NEEDS. WE ALLOWED STATE SUPPORT OF
OUR SCHOOLS TO DROP. WE ALLOWED OUR UNIVERSITIES TO GO WITHOUT
NEW LIBRARIES AND LABORATORIES. WE RELEASED CRIMINALS BECAUSE
THERE WAS NO SPACE TO HOLD THEM. OUR INSTITUTIONS FOR THE
MENTALLY ILL AND MENTALLY RETARDED WENT DOWNHILL.

WE PUT A BUCKET UNDER OUR LEAKY ROOF. AND NOW THE ROOF IS
ABOUT TO CAVE IN.

BUT WHAT IF SOMEONE TOLD YOU THAT EVEN IF YOU EARN MORE
WHEN TIMES ARE GOOD -- YOU CAN'T SPEND IT. YOU CAN'T FIX THAT
ROOF OR MAKE UP ANY GROUND YOU LOST WHEN TIMES WERE BAD.

THAT'S HOW THE SPENDING LID HANDCUFFS STATE GOVERNMENT.
IT PENALIZES THE STATE WHEN THE ECONOMY IS WORKING AND WHEN WE
COULD PAY SOME OVERDUE BILLS.

IT'S TIME TO FIX THE ROOF WHILE THE SUN IS SHINING ON OUR
ECONOMY.

FRANKLIN ROOSEVELT COMPARED THIS SOCIETY OF OURS TO A
TREE. THE TREE GROWS AND BECOMES LARGE AND AFTER MANY YEARS,
DEAD BRANCHES APPEAR AND THE TREE LOOKS UNHEALTHY. THE RADICAL
SAYS, "CUT THE TREE DOWN, IT'S NO GOOD."

THE REACTIONARY SAYS, "DON'T TOUCH IT." BUT THE PRUDENT
CONSERVATIVE AND THE PRUDENT PROGRESSIVE SAY, "JUST A MINUTE.
THERE'S A LOT OF GOOD IN THAT OLD TREE. LET'S GET IN AND
PRUNE THOSE DEAD BRANCHES SO SOME NEW SHOOTS WILL COME OUT, AND
SPREAD SOME FERTILIZER AROUND THE ROOTS. THIS OLD TREE WILL
HELP US FOR MANY YEARS TO COME."

THE QUESTION WE MUST ASK OURSELVES IS WHY SHOULD WE CARE
ABOUT THE SPENDING LID?

STATE-FUNDED BASIC SCHOOL SUPPORT HAS BEEN AROUND SINCE
1946 -- 50% SUPPORT WAS ANTICIPATED; WE NOW PROVIDE AS LITTLE
AS 28.5%.

THE LAST NEW PARK IN OREGON WAS BUILT IN 1971; WE HAVEN'T
PURCHASED LAND ON THE COAST FOR A NEW PARK IN 10 YEARS.

THE LAST VISITOR CENTER, AT CHAMPOEG, WAS BUILT IN THE
MID-70S, AND THERE HAVE BEEN NO RENOVATIONS AT ANY OF THE SIX
CENTERS SINCE THEN.

THEY WERE BUILT AND PAID FOR BY OREGON TAXPAYERS -- OUR
PARENTS AND GRANDPARENTS.

THEY WERE NOT AFRAID TO INVEST IN THE FUTURE -- IN OUR
FUTURE -- AND WE ARE REAPING THE BENEFITS.

THEY DID THEIR JOB.

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WHY SHOULD WE CARE THAT YEARS OF MAINTENANCE DEFERRED AND
INVESTMENT DELAYED HAVE TAKEN THEIR TOLL ON OUR BASIC
INSTITUTIONS?

I MENTIONED EARLIER THAT THIS BUDGET KEEPS FAITH WITH
TAXPAYERS OF THE PRESENT AND THE PAST.

THEY DIDN'T PAY THEIR HARD-EARNED DOLLARS JUST SO WE COULD
SIT BACK ON OUR HANDS AND LET THEIR INVESTMENTS ROT.

LET'S LOOK AT A FEW OF THOSE INVESTMENTS:

DAMMASCH STATE HOSPITAL ACCEPTED ITS FIRST PATIENTS IN
1961 -- IT HAS SINCE BEEN DECERTIFIED FOR MEDICAID FUNDS.

THE OREGON STATE CORRECTIONAL INSTITUTION WAS UP AND
RUNNING IN 1959 -- IT WAS BUILT TO HOLD 476 PRISONERS; IT NOW
HOLDS OVER 1,000.

THEY KEPT THE FAITH.

AND NOW IT IS OUR TURN.

IT IS TIME TO START GIVING TO FUTURE GENERATIONS -- TO OUR
CHILDREN.

THOSE WHO THINK THE SPENDING LID IS SACRED OR EVEN VERY
SMART OUGHT TO TRY DRIVING THEIR CAR WITH A FLAT TIRE.

IT WILL KEEP THEM FROM SPEEDING --

BUT IT WILL ALSO KEEP THEM FROM GETTING WHERE THEY WANT TO
GO.

WE HAVE THE OPPORTUNITY TO CHOOSE THE KIND OF OREGON WE
WANT.

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WE CAN CHOOSE TO IGNORE CHILD ABUSE AND DRUG ADDICTION.

WE CAN CHOOSE TO IGNORE THE INEQUITY OF OUR SCHOOL FUNDING
SYSTEM.

WE CAN CHOOSE TO IGNORE THE NEXT GENERATION.

BUT IF WE CHOOSE THESE THINGS, THIS WILL BE OUR LEGACY: A
WORKFORCE THAT CANNOT COMPETE, AN ENVIRONMENT THAT CANNOT
SUSTAIN US -- AN OREGON THAT WE WOULD NOT RECOGNIZE.

THIS IS THE TIME FOR ACTION TO PROTECT OUR FUTURE.

THIS IS THE TIME TO MOVE LONG-TERM PROBLEMS OFF OUR AGENDA
ONCE AND FOR ALL, AND GET ON WITH THE CHALLENGES OF A NEW
CENTURY.

AND DURING THAT PACIFIC CENTURY, OUR CHILDREN ARE GOING TO
LOOK BACK ON THE '80S. AND THEY WILL EITHER SAY THAT WE FAILED
-- THAT WE NEGLECTED OUR OBLIGATIONS, THAT WE REFUSED TO PAY
THE PRICE FOR GREATNESS.

OR THEY WILL SAY THAT OREGON WENT THROUGH SOME TOUGH
ECONOMIC TIMES -- BUT WHEN WE WERE BACK ON OUR FEET, WE CAME
THROUGH FOR THEM -- WE WERE NOT AFRAID TO INVEST IN THE
FUTURE.

IN THE WORDS OF THE TALMUD:

AS MY FATHERS PLANTED FOR ME,

SO DO I PLANT FOR THOSE WHO COME AFTER ME.