

SPEECH BY GOVERNOR VIC ATIYEH
STATE MANAGEMENT ASSOCIATION, ANNUAL MEETING
SALEM RODEWAY INN
FRIDAY, NOVEMBER 19, 1982, 7 P.M.

PREPARED TEXT

GOOD EVENING. I AM PROUD TO ADDRESS THE STATE MANAGEMENT ASSOCIATION THIS EVENING, BECAUSE I AM VERY PROUD OF WHAT WE HAVE ACCOMPLISHED IN MANAGING OUR STATE DURING FOUR VERY DIFFICULT YEARS.

TO PUT IT SIMPLY, OREGON IS THE BEST-MANAGED STATE IN THE NATION. NONE OF IT COULD HAVE HAPPENED WITHOUT THE EFFORTS OF EACH OF YOU. WE HAVE WON NATIONAL RECOGNITION FOR THE QUALITY AND EFFECTIVENESS OF OUR MANAGEMENT TECHNIQUES AND OUR MANAGEMENT PHILOSOPHY.

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DESPITE THE HARDSHIPS OF THE CURRENT BIENNIUM, OUR MANAGEMENT PERFORMANCE HAS BEEN SUPERB. WITH OVER 3,000 FEWER EMPLOYEES IN STATE GOVERNMENT; WITH CHRONIC REVENUE SHORTFALLS AS WE LABORED THROUGH THIS RECESSION; WITH GREATER DEMANDS PITTED SQUARELY AGAINST DIMINISHING RESOURCES; YOU HAVE RAISED PRODUCTIVITY, REDUCED COSTS, AND PROVIDED SERVICES TO THOSE WHO NEED THEM THE MOST. YOUR RECORD AS MANAGERS IS UNMATCHED IN THE HISTORY OF OREGON STATE GOVERNMENT. AND YOUR PERFORMANCE IS AN ACCOMPLISHMENT IN WHICH I TAKE TREMENDOUS PRIDE.

I REMEMBER VERY WELL THE FEELING I HAD LAST YEAR WHEN I SENT TO THE WHITE HOUSE A LIST OF KEY OREGON MANAGEMENT ACCOMPLISHMENTS THAT THE FEDERAL GOVERNMENT WOULD DO WELL TO EMULATE. I ASKED FOR THAT LIST TO BE COMPILED FROM ALL OF OUR STATE AGENCIES, AND THE LIST -- WHEN WE GOT IT BACK -- WAS ASTONISHING EVEN TO ME.

ON SIX TIGHTLY PACKED, SINGLE-SPACED PAGES WE LISTED ITEM AFTER ITEM OF REFORMS WE HAD MADE THAT CARRIED OUR STATE BRILLIANTLY THROUGH SOME OF THE MOST TRYING ECONOMIC TIMES IN OUR HISTORY.

AS WE LOOK FORWARD TO A BRIGHTER FUTURE AHEAD, OREGON IS IN A BETTER POSITION TO TAKE FULL ADVANTAGE OF AN ECONOMIC UPTURN THAN ALMOST ANY OTHER STATE. AND WE ARE IN THAT POSITION BECAUSE EACH OF YOU HAS MET THE CHALLENGE.

IT IS A CHALLENGE I GAVE YOU FROM THE MOMENT I TOOK OFFICE -- A MANAGEMENT CHALLENGE I HAVE REPEATED TO EACH OF YOU THROUGHOUT MY ADMINISTRATION -- AND A MANAGEMENT CHALLENGE I REPEAT TO YOU TODAY.

AS GOVERNOR, I FOLLOW A SIMPLE RULE. I GIVE MY MANAGERS THE FREEDOM TO MANAGE. I WILL WORK WITH YOU, I WILL PROVIDE OVERALL POLICY DIRECTION FOR YOU, AND I WILL LISTEN AND RESPOND TO YOU. BUT I WILL NEVER SECOND-GUESS YOU. I WANT EVERY MANAGER IN STATE GOVERNMENT TO HAVE THE FREEDOM TO RISE TO THE OCCASION, TO BE CREATIVE, AND TO DO THE BEST POSSIBLE JOB WITH THE TOOLS WE HAVE.

I KNOW THOSE TOOLS HAVE BEEN VERY LIMITED IN THIS BIENNIUM. BUT WE WILL BE TURNING THE CORNER. THE INDICATORS ARE GOOD FOR A BRIGHT OREGON FUTURE. WE ARE SLOWLY, STEADILY, PULLING OURSELVES OUT OF THIS RECESSION. THE GOOD WORK YOU HAVE DONE IS A KEY TO OUR STABILITY. AND IT WILL REMAIN A KEY TO THE CONTINUING QUALITY OF STATE GOVERNMENT IN COMING YEARS.

YOU HAVE ASKED ME TO ADDRESS WHAT IS EXPECTED IN THOSE COMING YEARS. AS EACH OF YOU KNOWS, THE BUDGET PROCESS OF MANY MONTHS IS NOW DRAWING TO A CLOSE. WE HAVE BEEN FACING YET AGAIN THE IMPACT OF THE RECESSION, AND OF REDUCED REVENUES. IT HAS ALREADY BEEN A LONG MONTH OF HARD CHOICES AS THE PROCESS MOVED ALONG.

BUT I MUST TELL YOU THIS, THAT DESPITE THE LONG HOURS WE HAVE PUT IN THIS MONTH, IT IS A PLEASURE TO ONCE AGAIN DEVOTE ALL OF MY ENERGIES TO THE TASK OF GOVERNING THIS STATE. CAMPAIGNS ARE DIFFICULT FOR ANYONE, BUT WHEN YOU TRY TO DO THE JOB YOU WERE ELECTED TO DO, AND AT THE SAME TIME TRY TO RUN A FULL BLOWN ELECTION CAMPAIGN ... IT IS A LITTLE LIKE RUNNING OUT OF DRACULA'S CASTLE RIGHT INTO THE ARMS OF FRANKENSTEIN. IT SEEMS LIKE THE ONLY THING YOU HAVE DONE IS SWITCH FROM THE DIFFICULT TO THE HORRIBLE.

BUT WITH THE ELECTION BEHIND US, IT IS TRUE THAT WE ARE ALL TURNING TO FACE THE FUTURE. THOUGH WE CARRY OUT OUR RESPONSIBILITIES IN AN ERA OF DRASTICALLY REDUCED REVENUES, TIME WILL NOT STAND STILL -- AND NEITHER SHOULD WE.

LET ME SAY A FEW WORDS TO YOU ABOUT THE ELECTION RESULTS. OBVIOUSLY, IN MY OWN RACE -- I AM VERY PLEASED. I AM DEEPLY GRATEFUL FOR AN OVERWHELMING VOTE OF CONFIDENCE FROM CITIZENS IN EVERY COUNTY OF THE STATE. I THINK THAT OREGONIANS RECOGNIZED THAT WE HAVE MADE HARD CHOICES FAIRLY AND CONTINUED OUR GOOD MANAGEMENT DURING VERY DIFFICULT TIMES. I BELIEVE THAT THE VOTE OF CONFIDENCE IN ME IS AN EQUAL VOTE OF CONFIDENCE IN YOU.

I AM EXTREMELY PROUD OF OREGONIANS WHO IN TURN MADE THE HARD CHOICES THEMSELVES. THEY VOTED THEIR CONSCIENCE AND NOT THEIR POCKETBOOK ON BALLOT MEASURE 3. THEY KEPT OUR SYSTEM OF STATEWIDE LAND USE PLANNING -- IN PART BECAUSE WE PROMISED TO MAKE IT WORK BETTER. I BELIEVE VERY STRONGLY, HOWEVER, THAT THE STABILITY OF OUR SYSTEM OF LAND USE AND TAXATION WILL DEPEND ON THE WORK WE DO IN THE NEXT FEW MONTHS. WE MUST AND WILL RESOLVE THE DIFFICULTIES AND INEQUITIES THAT LED TO THE VERY CLOSE RESULTS WE SAW AT THE POLLS.

THAT IS WHY PROPERTY TAXES AND LAND USE REFORMS WILL BE AMONG MY TOP PRIORITIES WHEN THE 1983 LEGISLATURE CONVENES IN JANUARY.

SO, I THINK IT IS A GOOD TIME TODAY TO SHARE WITH YOU, IN GENERAL TERMS, SOME DETAILS ON THESE AND OTHER LEGISLATIVE PROPOSALS THAT WILL BE COMING FROM MY OFFICE. I MUST TELL YOU THAT OUR BUDGET AND LEGISLATIVE DECISIONS ARE NOT YET FINAL. WE ARE ONLY NOW DRAWING TO THE CLOSE OF A PROCESS THAT BEGAN MANY MONTHS BEFORE THE ELECTION. OUR FINAL BUDGET FRAMEWORK -- AND THE DETAILS OF EACH LEGISLATIVE PACKAGE -- WILL NOT BE AVAILABLE UNTIL NEXT MONTH. THERE IS STILL MUCH WORK TO BE DONE: VITAL GOALS AND STRATEGIES FOR A BIENNIUM CANNOT BE DECIDED IN A FLURRY OF DAYS -- NOR SHOULD THEY BE. WE ARE TAKING THE TIME TO GIVE EVERY PROPOSAL, EVERY CHANGE, AND EVERY REFORM THE TIME AND THE CAREFUL CRAFTSMANSHIP THAT IT DESERVES.

LET ME SPEAK FIRST TO YOU ABOUT OUR WORK ON A REASONABLE PROPERTY TAX RELIEF PACKAGE. WE HAVE NOT SIGNED OFF ON EVERY DETAIL -- AND THE ANNOUNCEMENT IS STILL SEVERAL WEEKS AWAY.

BUT I CAN TELL YOU WHAT OUR AIM IS. WE WANT TO PROVIDE RELIEF FOR HARD-PRESSED OREGON TAXPAYERS. AT THE SAME TIME, WE WANT TO PROVIDE AN EQUITABLE TAXATION APPROACH FOR COUNTIES, SCHOOLS, AND LOCAL TAXING ENTITIES.

I SAID DURING MY CAMPAIGN THAT MY TAX PACKAGE WOULD BE SIMILAR TO THE PLAN I INTRODUCED IN 1979. AND THAT IS TRUE.

AS MANY OF YOU KNOW, I DO FAVOR A LID ON PROPERTY TAXES AND A LID ON PROPERTY TAX ASSESSMENTS. I HAVE BEEN ON RECORD FAVORING SUCH A LID SINCE I RAN FOR GOVERNOR IN 1978. BUT AS YOU ALSO KNOW, I WANT RATES FROZEN WHERE RATES ARE -- NOT ROLLED BACK -- AND I WANT SOME LIMITATION ON THE GROWTH IN ASSESSMENTS.

ALTHOUGH THE PLAN IS SIMILAR TO MY 1979 PLAN, IT WILL NOT BY ANY MEANS BE AN EXACT DUPLICATE. IT WILL BE A 1983 TAX PLAN TO MEET OREGON TAXPAYER'S CONCERNS IN 1983.

I EXPECT MY TAX AND REVENUE PACKAGES TO BE JUDGED IN THEIR ENTIRETY, IN CONTEXT, AND ON THEIR MERITS. OREGONIANS WILL HAVE THE OPPORTUNITY TO DO SO VERY SOON -- JUST AS THEY WILL BE ABLE TO EVALUATE OUR OTHER LEGISLATIVE PACKAGES.

LAND USE, FOR EXAMPLE. MY LAND USE TASK FORCE, AND STAFFORD HANSELL, HAVE DONE A MAGNIFICENT JOB IN LISTENING TO CITIZEN CONCERNS AND ASSEMBLING AN EXCELLENT SERIES OF RECOMMENDATIONS FOR FINE-TUNING OUR STATEWIDE LAND USE PROCESS.

OREGONIANS INDICATED THIS MONTH FOR THE THIRD TIME THAT THEY WANT STATEWIDE LAND USE PLANNING TO CONTINUE. SO IT WILL, BUT THE PROCESS WILL REFLECT SOME NEEDED REFORMS.

SOME OF YOU HAVE READ THE TASK FORCE REPORT. LET ME DESCRIBE TO YOU THE MAJOR ELEMENTS OF MY LAND USE REFORM RECOMMENDATIONS.

- COMPLETION OF LAND USE PLANS BY JANUARY 1, 1984
(WITH UNCOMPLETED PORTIONS COMPLETED BY A DESIGNEE OF THE COURT);

- SUNSETTING LAND USE BOARD OF APPEALS, AND POSSIBLY CREATING A LAND USE COURT;

- ONE APPEAL OF A COMPREHENSIVE PLAN BEFORE SUPREME COURT REVIEW;

- ALLOWING LCDC PLAN ACKNOWLEDGEMENT "ONE PIECE AT A TIME" INSTEAD OF ALL OR NOTHING ("SUBSTANTIAL COMPLIANCE");

- REWRITING GOAL 9 -- THE ECONOMIC DEVELOPMENT GOAL;

- ANOTHER LOOK AT AGRICULTURAL LAND CLASSIFICATIONS IN GOAL 3, AND INCREASED FLEXIBILITY IN THE FORESTRY GOAL.

A SECOND PACKAGE WE ARE ASSEMBLING IS OUR FORESTRY PACKAGE. THIS PACKAGE WILL INCLUDE:

- CREATION OF A MARKETING AND DEVELOPMENT DIVISION IN THE DEPARTMENT OF FORESTRY;

- CREATING A FOREST PRODUCTS COMMODITY COMMISSION, WHICH WILL FOCUS ON OPPORTUNITIES TO EXPORT FINISHED FOREST PRODUCTS AND INCREASE DOMESTIC SALES OF OREGON WOOD PRODUCTS.

WE ARE ALSO WORKING ON OUR FISH ENHANCEMENT PACKAGE. WE WILL NOT INCREASE LICENSE FEES, BUT WE WILL BE MAKING A MAJOR SERIES OF PRODUCTION INCREASES AND TAKING NEW MANAGEMENT INITIATIVES. NONE OF THESE WILL REQUIRE ANY MAJOR LEGISLATIVE CHANGES.

IN THE AREA OF CRIME, AND OUR COURT SYSTEM, I WILL BE FOLLOWING UP VERY STRONGLY ON THE 7-POINT ANTI-CRIME PROGRAM I INTRODUCED LAST SUMMER. THIS PROGRAM INCLUDES:

- A CONSTITUTIONAL AMENDMENT REINSTATING THE WILL OF OREGONIANS ON CAPITAL PUNISHMENT (THE 1978 BALLOT MEASURE HAD TECHNICAL DEFICIENCIES WHICH THIS AMENDMENT WILL CORRECT);

- ABOLISHING THE INSANITY PLEA IN CRIMINAL CASES;

- PROVIDING ADDITIONAL ANTI-CRIME FUNDING FOR DISTRICT ATTORNEYS AND THEIR DEPUTIES, AND FOR THE ATTORNEY GENERAL'S OFFICE;

- INCREASING TECHNICAL ASSISTANCE TO LOCAL PROSECUTORS;

- PROVIDING MONEY FOR MORE JAIL CELLS;

- ADDITIONAL FUNDING TO INCREASE THE CRIMINAL INVESTIGATION CAPACITY OF STATE POLICE, WHO CAN IN TURN BETTER ASSIST LOCAL POLICE EFFORTS; AND

- IMPLEMENTING RECOMMENDATIONS MADE BY MY SPECIAL COMMISSION AGAINST VIOLENT CRIME. THIS GROUP IS ALREADY MEETING -- AND WILL BE REPORTING BACK TO ME WITH RECOMMENDATIONS FOR ADDITIONAL ACTION.

WE ARE ALSO CONTINUING STRONGLY OUR EFFORTS IN HIGHER EDUCATION AND IN ECONOMIC DEVELOPMENT. WE INTEND TO BUILD ON THE MOMENTUM WE HAVE BEGUN IN BOTH OF THESE AREAS.

IN HIGHER EDUCATION, WE ARE SEEING SOME EXCITING NEW INITIATIVES UNDERWAY. CHANCELLOR BUD DAVIS HAS BEEN VERY ACTIVE BOTH IN PROMOTING A NEW SPIRIT OF EDUCATIONAL EXCELLENCE, AND IN STRONGLY ENCOURAGING A DIRECT ROLE FOR HIGHER EDUCATION IN OUR ECONOMIC DEVELOPMENT EFFORTS. WE ARE NOW SEEING PRIVATE INDUSTRY TAKE A LARGER ROLE THAN EVER BEFORE IN SHAPING THE EDUCATION PROGRAMS WE MUST HAVE FOR OREGON'S FUTURE. THE MOST RECENT EXAMPLE IS THE \$3.5 MILLION DONATION FOR HI-TECH EDUCATION ANNOUNCED THIS WEEK BY TEKTRONIX. I HAVE MADE HIGHER EDUCATION A PRIORITY IN MY BUDGET PROCESS, AND I LOOK FORWARD TO DOING EVERYTHING POSSIBLE TO BRING RENEWED EXCELLENCE TO OUR SYSTEM.

IN ECONOMIC DEVELOPMENT, AS YOU KNOW, WE HAVE BEEN ACTIVELY AT WORK. THIS MONTH WE ARE FINALIZING A SERIES OF ADDITIONAL STEPS FOR INTRODUCTION AT THE '83 LEGISLATURE. THOUGH THE DETAILS AWAIT COMPLETION OF THE BUDGET PROCESS, MY ECONOMIC DEVELOPMENT PACKAGE WILL CONTINUE A STRONG COMMITMENT TO MAKING SURE THAT STATE GOVERNMENT WORKS IN PARTNERSHIP WITH LOCAL EFFORTS. I INTEND TO SEE THE STATE BECOME BETTER EQUIPPED THAN EVER BEFORE TO ACTIVELY ASSIST EVERY LOCAL JURISDICTION, TO COORDINATE INFORMATION, TO POOL STRATEGIES, AND TO HELP WITH SITING, WITH PERMITS, AND WITH LAND USE REQUIREMENTS.

LET ME CLOSE WITH A FEW WORDS ABOUT YOUR ROLE AS MANAGERS IN STATE GOVERNMENT FOR THE NEXT FOUR YEARS.

THE GOAL OF THOSE FOUR YEARS, AS I SEE IT, IS NOT TO RETURN TO WHERE WE WERE IN 1979. INSTEAD, IT IS TO BUILD ON THE ACCOMPLISHMENTS WE HAVE MADE SINCE 1979.

YES, OREGONIANS AND OREGON STATE GOVERNMENT HAVE BEEN UNDERGOING A VERY SERIOUS RECESSION. BUT YOU KNOW WE HAVE NOT BEEN SITTING IDLY BY. WE HAVE MADE SIGNIFICANT IMPROVEMENTS IN THE WAY GOVERNMENT OPERATES IN THIS STATE. WE HAVE IMPLEMENTED MANY NEEDED CHANGES, WE HAVE DELIVERED A HIGHER LEVEL OF SERVICES AT LESS TAXPAYER COST, AND WE HAVE MOVED -- SHARPLY AND SUCCESSFULLY -- AWAY FROM THE ERA WHERE STATE GOVERNMENT PRETENDED TO "DO IT ALL." INSTEAD WE HAVE BEGUN AN ERA WHERE GOVERNMENT IS RESUMING ITS PROPER ROLE AS A PARTNER, AS A RESOURCE, AND AS A CATALYST FOR THE WORK IN OREGON THAT NEEDS TO BE DONE -- BY CITIZENS WORKING TOGETHER TO SOLVE PROBLEMS.

IN YOUR ROLE AS MANAGERS, YOU HAVE HELPED MAKE THIS NEW SPIRIT POSSIBLE. YOU HAVE HELPED US MOVE AWAY FROM THE ERA WHEN THE "ANONYMOUS TAX DOLLAR" PAPERED OVER THE SPIRIT OF LOCAL INITIATIVE.

AS GOVERNOR, I WILL CONTINUE TO SEEK WAYS TO RECOGNIZE AND REWARD YOU FOR THE QUALITY OF YOUR SERVICE.

WE HAVE ALREADY MADE A GOOD START.

WE REFORMED OUR PERSONNEL SYSTEM IN 1979. WE CREATED A MANAGEMENT SERVICE IN 1981. WE HAVE IMPLEMENTED AN INTEGRITY ASSURANCE PROGRAM, A SUGGESTION AWARDS BOARD, AND A MANAGEMENT SERVICE RECOGNITION PROGRAM.

AS WE MOVE INTO THE FUTURE, YOU CAN EXPECT US TO WORK VERY HARD ON SALARY EQUITY FOR OUR MANAGERS; TO STUDY WAYS TO IMPLEMENT A BONUS SYSTEM FOR EXCELLENT PERFORMANCE; TO TAKE A VERY CLOSE LOOK AT THE COMPARABLE WORTH ISSUE; AND TO MOVE STRONGLY FORWARD WITH OUR QUALITY CIRCLE PROGRAM.

I LOOK FORWARD TO HEARING YOUR OWN THOUGHTS IN UPCOMING MONTHS -- BOTH ON YOUR ROLE AS MANAGERS IN STATE GOVERNMENT, AND ON YOUR ROLE IN SERVING THE PEOPLE OF THIS STATE THROUGH THE JOB THAT YOU DO.

THAT ROLE WILL CONTINUE TO BE CRUCIAL. YOU HAVE EARNED THE RESPECT AND THE TRUST OF THE PEOPLE OF OREGON FOR FOUR DIFFICULT YEARS. YOUR EFFORTS IN THE NEXT FOUR YEARS WILL BE EVEN MORE CRITICAL.

YOU KNOW -- EACH OF YOU KNOWS -- THAT THE SUCCESS OF MY ADMINISTRATION IS MEASURED BY THE SUCCESS OF EACH ONE OF YOU.

MY PROGRAMS FOR OREGON -- MY VISION FOR THE FUTURE OF OUR STATE -- DEPEND ON YOUR STRENGTH, YOUR DAILY EFFORTS, AND YOUR CONTINUING COMMITMENT TO EXCELLENCE IN EVERYTHING THAT YOU DO.

THE PEOPLE OF OREGON DEPEND ON YOU. AND I DEPEND ON YOU. I WILL DO EVERYTHING I CAN TO LISTEN TO YOU, TO CONSULT WITH YOU, AND TO RECOGNIZE YOUR ACCOMPLISHMENTS. TOGETHER, WE WILL BUILD A BASE FOR FURTHER EXCELLENCE AND FURTHER ACHIEVEMENTS.

THE THEME OF YOUR MEETING THIS YEAR IS "THE STATE OF THE FUTURE."

THAT THEME IS VERY TIMELY. BECAUSE THROUGH YOUR EFFORTS, OREGON IS A STATE THAT IS READY FOR THE FUTURE -- READIER THAN ANY OTHER STATE IN THE NATION.

WITH YOUR CONTINUING EXCELLENCE, WITH THE ECONOMIC UPTURN WE SEE AHEAD, AND WITH STRONG SUPPORT FROM THE PEOPLE OF THIS STATE -- I KNOW THAT FUTURE WILL BE BRIGHT.

THANK YOU VERY MUCH.

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