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EXCERPTS OF SPEECH BY GOVERNOR RONALD REAGAN  
Sacramento Host Committee Breakfast  
Hotel El Dorado  
September 6, 1968

Last year I told you about our task forces. I told you how nearly 300 of the state's top executives gave up their jobs--fulltime--for six months or more to come to Sacramento and tell us how we could streamline government; how we could make it serve the people better at a price they could afford to pay.

Well, today, I can tell you they succeeded beyond anything even I thought was possible--and I am an incurable optimist about these things. I know we can make government function better and more efficiently, and I know the people expect us to make it do just that.

Let me tell you some of the things we have done--acting on task force recommendations.

The Office of Health Care Services, which is responsible for the operation of our state Medi-Care program (which we call Medi-Cal) recommended a computerized system of control to prevent duplicate payment of claims. Just Wednesday we were able to tell Californians that this new system has saved Californians a million dollars so far this year and is preventing about \$30,000 worth of duplicate payments every week.

This is just one of the many ways we have been able to reduce the cost of government and provide the budget surplus which, for some strange reason, has caused a great deal of distress in certain areas. There are those who seem to take it as a personal affront that we can get by for less than the budget calls for. Frankly, I refuse to be embarrassed nor will I apologize for the fact that we have gone from nearly one-half billion dollars in the red to money in the bank in 18 months.

Some of the things the task force found are almost funny, if you don't mind laughing at the way some in government would spend your money.

One recommendation, implemented by the Department of Water Resources, gave us a one-time savings of \$800,000. Some time before Bill Gianelli took over as chief of the department, grandiose plans were made to publish a two-volume history of the State Water Project

for a million dollars. Now, there is no question but that the greatest water-moving project in the history of man should be recorded for posterity, but we have reduced the scope and size of that project considerably--\$800,000 worth.

We are saving another \$1.2 million annually now just by doing what a task force suggested, by adopting cleaning standards used in the federal government's custodial program. This, incidently, is a switch. The federal government has found that we are doing a lot of things more cheaply and efficiently than it is, and they have been adopting some of our ideas.

These are just a few of the recommendations we have adopted. All told, we have implemented 514 of their 1,438 recommendations for a one-time savings of \$17 million and a potential annual savings of \$127,928,988.

In the coming months we expect to implement another 514 of the recommendations, but for 55 of these we will require legislative help. If we get it, we will save another \$66 million.

By the end of this year we expect to have acted on 80 percent of the task force recommendations. Believe me, if ever the members of a blue ribbon committee deserved blue ribbons for their work, it is the members of those task forces. Every citizen in California owes them a vote of thanks.

We literally have an additional, permanent task force in the men who are serving in our cabinet positions and those heading up our various departments. They have continued finding new approaches to efficiency and economy.

A year ago I told you some of the steps that had been taken in our Department of Motor Vehicles and the Highway Department to get more for the gas tax dollar. When we last met, I told you we could build additional highway projects ahead of schedule with \$52 million we had saved in administrative overhead and red tape. Before the year ended, the \$52 million had become \$99 million. This year we are able to proceed with 34 additional projects totaling \$157 million, representing additional economies and improved financial planning.

Last year we launched a procedural change to speed up the time required for processing an application for a driver's license--the standard then was 39 days. Two months ago the new procedure went into effect, and it now takes 10 days.



You know, of course, that we have instituted joint planning and have a committee representing natural resources, recreation and highways, planning to resolve some of the problems of highway and freeway routes so as to avoid the destruction of esthetic values.

California is responsible for a first also, with regard to those who are displaced by highway or freeway building. Even the federal government has followed our lead. Utilizing highway funds, we offer the homeowner a choice between cash value for his home, which often is insufficient to provide comparable living quarters and a flat trade for a home, including relocation.

Legislation has also been signed providing tax incentives for private lending institutions who make real estate loans to low income families in inner city neighborhoods.

The Division of Savings and Loan has developed a computer program which converts data of savings and loan real estate loan volume and interest rates into marketing information by areas, and this is then fed back to savings and loans. This marketing system is the first of its kind in the U.S. It is an example of business and government working together to solve their common problems and, at the same time, serving the public.

Last year I told you we had cancelled construction of a \$4 million building. Because of a recommendation of one of our task forces, we have cancelled construction of two more, and over a 10-year period we will reduce state office space by 25 percent. Changing our warehouse system to conform to private business practices has cut our inventory in half and reduced operating costs \$3 million a year.

And, while we have made necessary increases in our highway patrol, and our population has increased by more than 600,000 people, we still have fewer employees than when we started 20 months ago.

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Last year at this time we were still trying to convince some of our citizens that we were not closing the mental hospitals or even reopening the snake pits.

Since then, the facts have come out a little at a time and the controversy has subsided. But, even so, you deserve a progress report on our approach to mental health.

The number of patients in our mental hospitals has continued to decline, as we predicted it would. There are now about 18,435 patients compared with 20,331 the first of the year. By the end of

fiscal  
this year, we expect to have less than 17,000 people in our mental hospitals.

But just the fact that our mental hospitals are having fewer and fewer patients is not the most significant thing. Our new emphasis is to treat mental patients close to their homes where they can be near their families and where, often, they can even hold or return to their jobs.

Now, we have gone a step further.

During the recent session of the legislature, a measure was signed into law which experts tell me will provide for the greatest advance in the nation in providing for community mental health services.

This far-reaching legislation by Assemblyman Frank Lanterman integrates the state hospitals and the community mental health programs into a single, unified system for the care of the mentally ill.

Financing provisions of this legislation assure that treatment will reflect medical judgment, not fiscal considerations. Funds will go to needs having the highest priority, and maximum use will be made of existing resources.

This legislation will not go into effect until next July. As an interim program, I supported and signed a measure providing that all the Short-Doyle community health programs be supported on a 75 percent state, 25 percent county funding formula. This corrects the inequity under which the first pioneering programs were funded 50-50, while only the newer programs received 75 percent from the state.

Contrary to what some would have you believe, in the two budgets of this administration, we have nearly doubled the funds available to local community mental health programs (from \$18.6 million in 1966-67 to \$32.6 million in 1968-69.)

At the same time, let me assure you that we have not forgotten those in our state hospitals. The California Medical Association reported this year that patient care is better than in 1965. And, we are going to make it better.

This fiscal year we have moved realistically to improve the ratio of staff to patient. We adopted new, higher hospital staffing standards based on measured patient needs. This year's budget finances the first step toward putting them into effect.

We have appointed boards of medical visitors at all but one of our state hospitals to insure on-going surveillance of hospital operation. Appointment of the board for the one hospital should be com-

pleted shortly.

The Department of General Services completed surveys of all the hospitals July 15. Work is in progress to improve environmental conditions at eight of the hospitals. Final bids for the ninth hospital are to be received September 16.

We have established new standards providing more space for each hospital patient.

We have streamlined the administrative functions within the department and each of the hospitals to provide more support for the medical program and to relieve medical personnel from administrative detail.

In short, we are dedicated to a program that will insure that California continues to lead the nation in mental health advances.

And it is my hope that someday those who distorted our aims and our positions in 1967 will return to report the truth.

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It is possible there is still some misunderstanding with regard to higher education and particularly in the area of financing our colleges and universities. Perhaps some of this misunderstanding is due to an unfortunate choice of words and phraseology on the part of those who discuss this subject. One example is the use of the term "budget cut." There has been no cut in the budget of either the state college or the university system--both are receiving more money than they did last year. And the percentage of increase is roughly the same as it has been every year for the last ten. The percentage of increase, incidentally, is greater than for any other state agency, because in apportioning state revenue we gave top priority to education.

All the problems on our campuses are not at the university and college levels.

Unfortunately, we have problems, serious ones, at the senior and even junior high school levels.

I am talking now about the use of marijuana and dangerous drugs among our teenagers.

It is a problem that has been growing rapidly in recent years and one that we are making a special target by this administration. We are determined that our schools and campuses will not become centers for traffic in drugs and narcotics, and we are determined that our children will not become the victims of those who peddle them.

I have called for the formation of narcotics committees at every junior high and high school in California, beginning this fall. Such committees will be organized and operated by parent-teacher groups under the auspices of the California PTA. The project has the support of the California Medical Association and the California Peace Officers Association.

In forming these groups, emphasis will be placed on including parents, teachers, school administrators, medical men, peace officers and students in neighborhood-level organizations that will be geared to meet the problem of narcotics head-on. This is an attempt to talk out the problem locally, and to present youngsters with medical facts that will make them turn their backs on drugs and drug peddlers.

This is one social problem that cannot wait until tomorrow... and we are not waiting.





EXCERPTS FROM SPEECH BY GOVERNOR RONALD REAGAN  
Joint Meeting of State Bar and Conference of Judges  
San Diego  
October 9, 1968

It is a great pleasure to be with you here today at this joint meeting of the State Bar of California and the Conference of California Judges. I am happy to join with the chief justice and the attorney general in extending greetings to you on behalf of the State of California.

It has been the privilege of my administration during the past year to work very closely with the Judiciary and the State Bar, particularly your Board of Governors, on a number of matters of interest to you and to state government.

In particular, I want to mention the outstanding cooperation which has existed between the Bar, the Judiciary, and the governor's office, in our attempts to obtain enactment of the California Merit Plan for the selection of judges. I certainly appreciate the excellent leadership which was provided by Chief Justice Traynor, and by your Board of Governors--particularly John Finger and Jack Sutro--in an effort which brought the Merit Plan closer to success than ever before. The bill was passed by the Senate and only narrowly blocked by a few votes in an assembly committee. From my talks with judges, lawyers, and citizens throughout the state, there is no question that the public definitely feels the need for the Merit Plan, and that they overwhelmingly support it.

I do not need to remind you of what the plan does or why it is needed. Through your discussions in the various local bar associations, and through the information activities of the State Bar, the lawyers know that this plan would insure the selection of judges strictly on the basis of their qualifications, ability and integrity. Likewise, the judges who are here will recognize that maintaining the highest standards of selection will assure them of a judiciary to which they can be proud to belong.

As the Merit Plan has been discussed and debated throughout the past year, enthusiasm and support have steadily grown. Newspapers throughout the state have published editorials endorsing this legislation. The vast majority of local bar associations that have studied the plan have passed resolutions supporting it.

It is very encouraging to learn that just this week the State Bar Conference of Delegates passed a resolution endorsing the Merit Plan.

We have a fine citizens' committee which is working with us in this project. With their help we must continue to work for the enactment of this program.

As I told you at your conference last year, this administration will continue its efforts, in cooperation with your leaders and the chief justice, until we have finally succeeded in making the Judicial Merit Plan a part of California law.

Another major achievement in which the Bar and this administration have joined was the enactment during the past legislative session of the Corporate Securities Law of 1968.

This law replaced a 51-year old system of securities regulation, which was grossly inadequate for today's securities markets. The antiquated statutes placed an undue burden on business and industry, and also lacked effective enforcement tools to meet the problems of modern investment practices.

The new law will remove unnecessary regulations which had been placed on the business community, while at the same time improving protection of the investor. Of great significance is the removal of discriminatory provisions against the business enterprises in this state, which had resulted in discouraging the movement of new business into California. This encouragement to new investment within the borders of California will provide our state with a greater tax base and increased employment.

The addition of strong fraud provisions in the new Corporations Code will provide the California investor with greater protection than has ever before been available to him. The revised statutes permit the Department of Corporations to concentrate on individuals and practices which threaten the investment public, while not interfering with legitimate activities in the marketing of securities.

We recognize that the efforts of your members and your committees have been instrumental in bringing about the drafting and the legislative enactment of the Corporate Securities Law, and we appreciate the teamwork which continues to exist between the Bar and the Department of Corporations.

Another need of our state, in which I am sure many of you will be participating, is the revision of our tax structure. All of us are familiar with a state and local tax system which has grown without integrated planning, and which now places unreasonable and often unequal burdens upon many segments of the taxpaying public. Particularly, we recognize the plight of the property owner, whose unfair tax load has seemed to increase every year.

We feel that some progress has been made during the recent special session of the legislature, where for the first time this administration was able to achieve to some degree its objective of property tax relief.



But we must recognize that this is just a start. We cannot be satisfied until our entire taxing structure has been thoroughly overhauled, so that the types and amounts of taxes are established on an equitable basis throughout the state and among the various levels of government.

This includes providing for our local governments a sound and adequate basis for producing tax revenues. Cities and counties have the major responsibility for providing the governmental services which most affect the every day living of our citizens. These governmental agencies need sufficient means of income to provide these services, without constantly having to overtax the property owner.

I appreciate the efforts of many members of the State Bar Committee on Taxation who are working with the Tax Study Commission as it tackles this problem.

I might add that, in working on all of these legislative matters, the governor's office greatly appreciates the fine work and outstanding cooperation of your legislative representative, Herbert Ellingwood. His assistance has made possible the close working relationship that exists between this administration and the State Bar.

The challenges involved in the administration of justice continue to grow. In California, each year we experience an enormous increase in the number of cases and the workload which confronts our judges and lawyers. The number of new attorneys being admitted to practice each year has steadily increased until it is more than double what it was 10 years ago. The increase in judicial workload has been recognized by the fact that, during the past legislative session, several new superior court and municipal court judgeships were created, as well as six new positions of justice of the Court of Appeals.

However, trying to keep pace with volume by itself is not enough. We must be constantly vigilant to the need for improvement and modernization of the processes of justice. We must make sure that the best thinking, the latest technological developments, and the most advanced research are adapted to our legal system.

A significant development in this field has been new legislation for the handling of some traffic offenses. The efforts of the State Bar and the Judicial Council, which have studied this problem for several years, culminated in the enactment of the Traffic Infractions



Bill. We will watch with interest to see how this innovative program of court procedure will help in solving the tremendous problems involved in motor vehicle regulation in California.

Another new development, of particular interest to attorneys, is the act permitting the establishment of professional corporations, which was also passed this year. Under this measure, lawyers will be able to participate in some of the benefits previously extended to other vocations, without impairing the integrity or the responsibility of the legal profession.

These legislative measures illustrate some of the improvements that can be made in our legal and judicial systems. But whatever technical progress is made, we must be sure that our courts and the administration of justice remain responsive to the needs of our citizens. Just laws, fairly enforced, with timely and effective judicial administration, are essential if we are to retain the confidence of our people in our governmental system.

One area in which many people are concerned about the ability of government to fulfill its responsibilities is the field of crime prevention and control. As crime rates continue to skyrocket and disregard for law and order increases throughout our land, some people have voiced serious doubts about whether our governmental institutions are capable of maintaining the public safety.

We can understand their concern. The annual increase in crime outstrips population growth by a ratio of better than eight to one. The use of narcotics and dangerous drugs spreads, particularly among our young people. A violent faction would turn our campuses into staging areas for insurrection, and our streets into a no-man's land; they violate both the law and the rights of their fellow citizens.

To add to this problem, on one hand we have those misguided persons who would resort to some kind of "vigilante" action as a proposed means of combatting criminality. On the other hand, we have those who would take to the streets in an effort to gain their objectives, because they feel that the normal processes of government are not fast enough or not sufficiently responsive to their often unreasonable demands.

We cannot condone or justify any individual or group taking the law into his own hands, no matter what the motivation or professed reason might be. As lawyers and judges, you are pledged to uphold the law. Together, we have an obligation to take positive action to make our communities safe for the law-abiding citizen, and to insure that the institutions of democratic government are available and responsive to the just needs of all our people.

You have demonstrated by your efforts that you recognize this problem. The creation by the State Bar of a Special Committee on Crime Control shows your desire to participate in constructive action to solve the difficult problems of criminal activity. The work of the Conference of Judges and the Judicial Council in developing sentencing

institutes and initialing the California College Trial Judges has improved the ability of our judges to administer criminal justice in a fair, impartial and effective manner.

Under the chairmanship of Attorney General Tom Lynch, our California Council on Criminal Justice is engaged in the state-wide planning and coordination of new developments in the criminal justice system. This council brings together into a single group the representatives of all agencies involved in the criminal justice process, so that we can make better use of all available resources in combatting criminal offenses. Among the present functions of the council is the implementation of the new federal crime control legislation.

Tom Lynch, with the support and cooperation of this administration, has also developed a new investigative unit to deal with organized crime and will soon inaugurate the most modern telecommunications system for use by all law enforcement agencies throughout the state. I am very grateful for his continued cooperation and assistance.

But our efforts to contain crime cannot stop with the work of the public officials and professionals in our legal and judicial system. As we seek to turn the tide in favor of the responsible, law-abiding citizen, it is crucial that we have a total and sustained fight against lawlessness---coordinating the efforts and the resources of individual citizens, the private sector and local organizations, as well as all levels and all branches of government.

The time has come for each of us to state that the law will be upheld---and mean it; to say that once again no man will be above the law---or beneath it, and that every man will know the full protection of the law; to say that if the law is to be changed, the revisions will be written in the halls of government, through the orderly processes of our democratic institutions---not in the streets or by mob violence.

I ask you to lead the way in which all of our people must follow. In the final analysis, the call for law and order and justice must come from every citizen at every level, and on every occasion. Only in this way can our people be safe---and free.

Best wishes to you for a most successful convention.

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(NOTE: Since Governor Reagan speaks from notes, there may be additions to, or changes in, the above. However, Governor Reagan will stand by the above quotes.)





EXCERPTS OF SPEECH BY GOVERNOR RONALD REAGAN  
CONGRESSIONAL MEDAL OF HONOR BANQUET  
Seattle, Washington  
October 12, 1968

It is a special honor for me to be here tonight to speak to America's legion of heroes.

Most of you have performed deeds in real life that the people in my old industry wouldn't dare put on the screen because they were too dangerous and daring to be convincing in the field of fiction.

Films today specialize in the believable.

You have specialized in the unbelievable.

While you gentlemen have fought in our nation's wars and brought us home the victors, others of us, for one reason or another, fought behind a desk far from the scenes of combat. But even so, most of us who never left home share one thing in common with you--a love of country and a willingness to do whatever our nation asks of us to defend it from all enemies, both foreign and domestic.

It is not for me to talk patriotism to you today; you have proved yours as few men have.

As men who have risked your lives and given of your blood and watched your comrades die in battle, you have a right to rest on your honors and leave the further fight for peace and for liberty and for justice and for a stable and orderly society to others.

You have a right.

But your records show you are not of the breed of men who rest on their laurels, as long as your country needs you.

America always demands the most of those who have given most. And because they always seem to respond, America has prospered and become great.

How often have America's heroes in wartime become her leaders in peacetime?

How often have those who fought for America abroad also fought to maintain freedom and justice at home?

Many of our presidents, from Washington through to John F. Kennedy proved their leadership in battle before they were called upon to lead us either in peace or in war.

But America has remained strong and grown great, not alone because of the men who have served in The White House, but also because of men who have been leaders in the Congress, in the states and in their communities.

Today, more than ever before, America needs leaders in the Congress, in the states and in the communities.

We need leaders who know the meaning of patriotism and love of country, who know the meaning of decency and morality and individual responsibility, who know the difference between dissent and revolution, between liberty and license, and yes, between right and wrong.

We have entered an age where many preach that there are no absolutes, that right and wrong are merely matters of individual conscience and feel free to break the law if you disagree with it.

We are in a period where dissent takes violent forms and employs four-letter words.

We are in a time where permissiveness is mistaken for freedom and rule-breaking is merely a form of self-expression.

We are in a time when those who preach terror and violence, and disobedience are given honor and status on the campus and special treatment in the courts.

We see the likes of Dr. Spock, who advocates disservice to country, honored and feted. We see the black racist, Eldridge Cleaver, an admitted rapist and a convicted felon, invited to discourse on campus on ways and methods of killing "whitey."

Men who talk of law and order and worry about crime in the streets are accused of using "code words" to appeal to the white backlash.

Men who advocate victory in Vietnam are accused of being war-mongers.

Men who fear the threat of Communism at home and abroad are ridiculed and accused of seeing bogeymen.

And those of us who would build a strong national defense are told that we must build bridges instead, that the Communist menace is over even as we view the renewed enslavement of Czechoslovakia.

I am not here to make a political speech, to call for a change in national leadership or to tell you that mine is the only right path to peace and honor abroad and freedom and equal justice and a stable society at home.

But I am here to call on you to take up the battle again in defense of your country, which I believe is in mortal danger.

Not rifles and machine guns this time, not ships and airplanes, not those kind of arms.

But instead, this is the battle for the hearts and minds of our people, especially our youth and our children. If we lose them, America is lost, brought down not from without but from within.

When Benjamin Franklin was asked by a woman what kind of government the framers of the Constitution had set up, he replied, "A Republic, Ma'am, if you can keep it."

Later came the warning from the British historian, Lord Macaulay, who wrote: "Your Republic will be as fearfully plundered and laid waste by barbarians in the 20th century as the Roman Empire was in the 5th, with this difference, that the Huns and Vandals will have been engendered within your own country by your own institutions."

A fearful prediction, and as we look around us, one that could be coming true.

Thirty-five years ago in Nazi Germany, the Hitler youth formed the vanguard of totalitarianism. In Red China today the youth of the Red Guard terrorize the populace.

What we saw on the streets and in the parks of Chicago a few weeks ago is--if unchecked--the forerunner of anarchy and then fascism--by any name--in America.

When our political leaders--of either party--are booed from platforms--in the name of free speech; when our president cannot travel freely in the land, not only because of fear of the assassin's bullet, but also because of fear of the mob; when college campuses and buildings are taken over by anarchists who know only how to destroy; when racists, both black and white, preach hatred and incite riot and murder on the street corners and from the lecture stand, and when Americans sit idly by and let these things happen, then the native-born huns and vandals do indeed endanger the land.

And in doing so they threaten what you and your comrades have for 200 years preserved so dearly.

Call it mysticism if you will, I have always believed there was some divine plan that placed this nation between the oceans to be sought out and found by those with a special kind of courage and an overabundant love of freedom.

Thomas Jefferson tells that on that day of our nation's birth in the little hall in Philadelphia, debate had raged for hours. The men gathered there were honorable men hard-pressed by a king who had

flouted the very laws they were willing to obey. ( Even so, to sign a Declaration of Independence was such an irretrievable act that the walls resounded with the words "treason, the gallows, the headsman's axe," and the issue remained in doubt.

Then a man rose and spoke. Jefferson described him as not a young man, but one who had to summon all his energy for an impassioned plea. He cited the grievances that had brought them to this moment and finally, his voice failing, he said, "They may turn every tree into a gallows, every home into a grave, and yet the words of that parchment can never die. To the mechanic in the workshop, they will speak hope; to the slave in the mines, freedom. Sign that parchment. Sign if the next moment the noose is around your neck, for that parchment will be the textbook of freedom, the Bible of the rights of man forever."

He fell back exhausted. The 56 delegates, swept up by his eloquence, rushed forward and signed a document destined to be as immortal as a work of man can be. When they turned to thank him for his timely oratory, he was not to be found, nor could any be found who knew who he was or how he had come in or gone out through the locked and guarded doors.

Fifty-six men, a little band so unique, we have never seen their like since, had pledged their lives, their fortunes and their sacred honor. Sixteen gave their lives in the war that followed, most gave their fortunes, and all preserved their sacred honor.

But they sired a nation that grew from sea to shining sea. Five million farms, quiet villages, cities that never sleep, three million square miles of forest, field, mountain and desert, 200 million people with a pedigree which includes the bloodlines of all the world.

That first war that gave us birth was the longest war in our nation's lifetime until this war we are fighting now. And as our blood came from every corner of the world, so has it been spilled in almost every corner, bled into a field called Flanders, the sands of Africa and a place called Omaha Beach. Splashed on a rock named Corregidor, on the bleak slopes of Pork Chop Hill and now the rice paddies and jungles of Vietnam.

With the wisdom gained by hindsight, there have been those able to explain how each war (once it was safely past) had been a fraud perpetrated on the people by greedy interests for selfish ends. And so saying, they would add the burden of doubt to the grief of those



who mourn the fallen. But one thing they cannot do is tarnish or stain the motives of the men who did the fighting. Men did die to make the world safe for democracy, and they died to push back the evil darkness of the Nazi world without God, where man's morality was measured by the size of the club he could carry. And young men die today because an equally evil force threatens the freedom and dignity of man in every land.

Thirteen years later, those remarkable men we call the Founding Fathers had formalized their concept of government with a constitution. All of us know the principles of individual freedom, of government by the consent of the governed, and those other far-seeing guarantees that exist to this day. But probably the most unique bargain between man and government incorporated in this document is one that has been less appreciated and less talked about than many others. This is the overall concept that government exists solely for the benefit of the people--that government's only excuse for being is to guarantee that each individual will be protected by the collective might of his fellow citizens if, at any time, his God-given inherent rights are imposed upon, either by another individual or a group or an outside force.

It is strange to think it took man six thousand years to achieve this common sense two-way street of loyalty.

In less than a score of years, the new nation went to war in observance of this principle because American sailors were being kidnapped by a foreign power. Thirty more years went by, and the new little nation was still not accepted by the great powers of Europe as something permanent on the world's map. They waited for the day when they would cut up the rich prize and return it once again to the status of colonies.

A foreign-born refugee was to be the means for testing government's responsibility to the individual. A young Hungarian named Kosciuszko had fled after the abortive uprising against the emperor of Austria-Hungary, taking out his first citizenship papers in this country. He became an importer. He was in a Mediterranean port on business when he was recognized and taken aboard an Austrian flagship in the harbor for return to the empire to be tried as a traitor. His frantic manservant recognized a flag he had heard his master describe as now his flag--the Stars and Stripes. It was carried by a small American war sloop. He told the story of his master's fate to the captain of this small vessel.

Captain Ingram went ashore and repeated the story to the American consul. Then, without waiting for the slow, diplomatic wheels to turn, he went aboard the Austrian flagship and demanded to see the American citizen they held. The Austrian admiral must have been somewhat amused when the prisoner was brought on deck in chains and the upstart American captain said he could hear the prisoner better without those chains. The chains were removed.

Then, Captain Ingram asked Koscia one question: "Do you ask the protection of the American flag?" And the answer was yes. He said, "You shall have it."

Going ashore once again, he told the consul of his action. By this time it had been learned that Koscia had only taken out his first application for citizenship. The consul's reaction was that we should wash our hands of the affair. Captain Ingram disagreed.

As the day went on, two more Austrian warships sailed into the harbor and it began to look as if all three ships were preparing to depart. Captain Ingram sent a messenger to the Austrian admiral. He said, "Any effort to leave this port with our citizen will be resisted with appropriate force. I will expect a satisfactory answer by four o'clock this afternoon."

As the hour approached, the little war sloop stood ringed by the three giant warships. Captain Ingram ordered the guns rolled to the open ports. Then he ordered the tapers lighted with which the cannons were to be fired. At that moment, a lookout called down from the mast and said, "They're lowering a boat." Koscia was delivered to Captain Ingram, who then went below and wrote his letter of resignation to the United States Navy.

He said if he had embarrassed his country, this was all he could do, but the action he had taken, he believed, was in keeping with his oath as an officer. His resignation was turned down by the United States Senate with these words, "This battle that was never fought may turn out to be the most important battle in our nation's history."

In the lifetime of most of us here, it has been possible for our citizens to walk anywhere in the world with relative safety because of our flag and because of the world's knowledge that we would protect the individual with the full power of our collective might. In war-torn lands, in countries torn by revolutions, it was only necessary to

establish identity as an American to be guarantee safety.

Is it living in the past to look back seeking where our path changed, where we took a different course?

With violent change and turmoil abroad in our land, it may be time to pause and take inventory. We were born in revolution, but today there are those in our midst striving to engage our society in another revolution...even as we fight wars abroad and guard the freedom of the world. But, their cause is not freedom. It is anarchy. And their aim is not to build a nation of laws, but to create a condition of tyranny. Tyranny of the mob, where might makes right and no man is safe in his own home.

Not for them a nation under God. They have decided, "God is dead." There are those of you, I am sure, who know better. God is not dead, we just cannot pray to him in a schoolroom.

Cicero said, "A nation can survive its fools and even its ambitious, but it cannot survive treason from within, for the traitor appears no traitor. He speaks in an accent familiar to the victims and he wears their face and their garments. He rots the soul of the nation. He works secretly and unknown in the night to undermine the pillars of the city. He infects the body politic so that it can no longer resist. The murderer is less to be feared."

Now, perhaps it will be said of using this quote of Cicero's that the inference is too harsh, that treason is not abroad in the land and no reference should be made to traitors. And yet, a convention was held at one of the nation's large universities not too long ago. The delegates were from some 250 chapters of Students for a Democratic Society. One of the more moving moments occurred when two young women marched down the aisle and placed flags on either side of the stage--one, the red flag of Communism, and the other, the black flag of anarchy--and 800 delegates cheered lustily.

Then, they turned to the business of the convention. You did not read much about it because they made each member of the press present identify himself and only those who represented Communist or leftist papers were allowed to remain.

They passed two interesting resolutions, somewhat contradictory: one--they would continue to encourage young men to resist the draft; the other--they would encourage their own members to get into the military service in order to subvert the men in uniform. And before the convention ended, they made it plain their aim is to overthrow the

present system in the United States. This hardly qualifies as youthful hijinks or some new version of the panty raid.

A University of California professor is hailed as the foremost literary symbol of the New Left by the New York Times. In his book he proposes left wing dictatorship. He says people are confused about politics and they really do not know how to use freedom of speech correctly. It should be withdrawn from those who oppose the extension of public services.

Are you worried about gun control? Last May a leaflet was distributed on college campuses inviting students to Chicago this August at convention time and instructing them how to make fire bombs before they arrive. "Fill one soda or whiskey bottle with one-fifth sulfuric acid" and so forth and so on, in exact detail, concluding with this warning: "This is a highly volatile mixture, so be careful." Yes, be careful. We would not want anything to happen to these young intellectual irresponsibles.

And if traitor does seem too harsh a word, perhaps that is the word we are looking for--irresponsible. There is a responsibility gap in our nation, a lack of responsibility in government where leadership has been abdicated, a lack of responsibility on the part of those who use disagreement with government decisions as an excuse to shirk their responsibility as citizens to serve in the nation's military, lack of responsibility on the part of the courts, who seem to think their responsibility is to protect the rights of the accused to the point they fail to protect society against the guilty. A civil rights leader lacks responsibility when he forgets his responsibility to his people and uses them instead to further his own causes and beliefs. We talk of sending a man to the moon? We cannot even guarantee a citizen's safety in a walk across the park.

Strident voices tell us we are a callous people, indifferent to human suffering because we have failed to completely eradicate poverty and human misery. The truth is, we have shared our wealth more widely among our people than any society heretofore known to man.

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(NOTE: Since Governor Reagan speaks from notes, there may be additions to, or changes in, the above. However, Governor Reagan will stand by the above quotes.)



10 / 14

EXCERPTS OF SPEECH BY GOVERNOR RONALD REAGAN  
League of California Cities  
Chandler Pavilion, Los Angeles  
October 14, 1968

It is a pleasure to be here today. We have all covered a lot of territory since I last met with you as a candidate in 1966.

I am pleased to see Chuck LeManager in the audience today. As you know, he is the director of the State Department of Housing and Community Development. During the past few weeks, Chuck's people have been working closely with the League in conducting these statewide symposiums. In fact, Chuck met with over 750 of you to discuss how best to implement the new legislation making it mandatory that cities include housing as an integral part of local planning. It is extremely important that cities take a more active role in this type of planning. For with the population increasing so rapidly here in California--probably doubling by the end of this century--the housing requirements of our new citizens of all economic levels will present major problems if they are not carefully considered now and included in the general planning by that level of government most directly involved--city government.

Another project being handled by the Department of Housing and Community Development is Operation Sandlot. I believe this is an extremely worthwhile project which can certainly provide truly significant benefits to the people of our cities in the months and years to come. Perhaps you could take a look at surplus city land with the idea in mind of creating your own Operation Sandlot. Some cities have already started implementing this program, in close cooperation with local service clubs. For example, the Stockton City Council and Board of Supervisors, working with the Jaycees, are already developing a Sandlot project.

Operation Sandlot and the recent League symposiums on the new housing legislation are just a few more examples of this administration's efforts to encourage closer working relationships between state, county, and city governments. While we have been active, and many constructive programs are now in operation, we intend to do much more. Indeed, we have only begun.

We are already implementing the State Executive Reorganization Plan. As you know, California is the first state to adopt such a program, and it is working well. Many of the successes registered thus far can be attributed to the far-sighted city governments which have adopted more efficient, business-like reorganization plans of their own to fit into the overall concept of government reorganization.

As you know, the Council on Intergovernmental Relations is going to have an expanded role under the reorganization plan. This will give local governments even greater responsibilities in helping to shape state policy as it affects local government. As I walked in today, I heard one of your members telling another that he felt this council has gone a long way toward reducing the communications and cooperation gaps between state and local government. I was pleased to hear it for it indicates that we are well on the way to improved understanding between our areas of operation. Certainly, it summarizes what the council is trying to do.

Over the past six years the state has been working on bringing together all the planning concepts and projections which will affect the overall economy of California and, therefore, the lives of our citizens. We have compiled this information into a report published only recently by the administration. You may already be familiar with it. It is called the California State Development Plan Program. One chapter which will be of interest to everyone here today is the one on program budgeting. As you know, this is a concept which has been studied and evaluated for years. We believe that now is the time to put the program budgeting concept into action. I might say that the 1969-70 state budget will be developed on a program basis. We hope this will mark the beginning of a continuing planning process which will encompass all levels of public administration with the end result of better, more efficient governmental services throughout the state.

On the subject of law enforcement, California has led the nation in training programs for peace officers. However, the existing program was underfinanced. It was impossible for the state to provide the necessary instruction and technical training for every city which wanted to take advantage of the program. When I signed AB 1203 this past legislative session, sufficient funds were finally provided. Now every city is assured the opportunity of adequate training for its police officers through the POST program---Peace Officers' Standards and Training. I am pleased to announce that 98 percent of our local jurisdictions have adopted the minimum recruitment and training standards required and have dramatically upgraded law enforcement capabilities throughout the state.

Another bill, SB 1228, which I signed recently provides the guidelines, the framework, through which California can solve employer-employee relations problems within public agencies and prevent the kind of strikes which have plagued other cities throughout the country. SB 1228 recognizes the need to maintain governmental services necessary to the public health and safety. However, it also recognizes that public employees must have a voice in presenting their needs and demands to public employers. We feel this legislation embodies an innovative concept, and we look forward to seeing how it works and what improvements, if any, will be necessary once the program is implemented.

One big problem in public service has been the lack of qualified people at the professional and sub-professional levels. There has never really been a coordinated statewide approach aimed at providing in-service internship and new career training. Training programs of varied sorts are not at all uncommon, but all too often there is a lack of communications and coordination between the people who provide instruction and the agencies under whose aegis the programs are carried out. With the creation of the Advisory Council for Public Service, Education and Training, we believe we now have the vehicle to provide overall guidelines and coordination of training programs. This is another example of this administration's emphasis on state and local government cooperation in partnership form.

While we are on the subject of training and learning, and coordinating our agencies in an effort to utilize most constructively modern techniques and personnel resources, I want to pose a question. Should we not also consider an internship program in our own various levels of government? Certainly, with the potential of today's youth--tomorrow's leaders--can we overlook this as a possibility? An internship program could take us another step toward bridging the generation gap. It could include some of our most promising young people in the basic planning and decision processes---to the benefit of all of us.

Although our state-city-county relations have improved and will continue to improve, I am convinced that a very real danger exists in the development of partnership programs with the federal government due to the ever-changing policies which emanate from Washington. This makes the continuation and workability of important programs unreliable, to say the least.



A typical example of this is the Title 9 Program under the Demonstration Cities and Metropolitan Development Act. As you know, I designated the League to act for the state as an urban information center. Most of the services we authorized are already being followed by the league; however, many hours were consumed preparing applications, following the detailed procedures required by Washington and establishing an accounting framework to meet the so-called "guidelines" set up by the federal government. Then--after all this time and effort--the program was dropped! As a consequence, the information concept could very well be dropped. This could happen despite the fact that California has developed a most unique approach involving cooperation between the League, the governor's office and the federal government.

Yet another area in which we are trying to coordinate plans on a continuing basis, but which is threatened by Washington's fickle policies is our highway program. Because the federal government has decided to withhold certain of our highway funds--which they call an "economy move"--it is virtually impossible to plan and implement our freeway construction program. This, of course, directly affects the cities and the people they serve.

Another area in which cities must take a more active role in the shaping of policy with federal and state agencies falls within the so-called "urban crisis" category. Our cities are already overcrowded. Our streets are jammed with commuter traffic. Parking has become a major problem. People have been moving into our cities by the hundreds of thousands. We must therefore consider long-range plans for both the rebuilding and renewing of urban core areas.

London is moving to resolve this population problem, not by expanding into suburbs, but by building whole new cities and greatly expanding some 24 existing towns well beyond London's suburbs. To illustrate what London is doing in this area, consider the following:

In the past 15 years, 74,000 London families--about 260,000 people--have moved into new towns.

In the past 14 years, 27,500 London families--about 100,000 people--have been moved to new homes in expanded towns located well outside London.

An Industrial Selection Program operates as a clearing house for Londoners willing to move, as well as for firms in those towns which are recruiting workers. Some 40,000 London workers are registered with that office. If they accept a job in a new or expanding town, they are guaranteed a house. Nearly \$30 million has been spent so far to help 125 London factories relocate into new or expanding communities.

A tax and investment incentive policy has been devised by the national government to induce industrial and commercial firms to establish new plants and offices in areas of high unemployment in Scotland, Northern Ireland, Wales, and Northeast England.

A ban on all new industrial construction which was introduced 20 years ago, and another on all new office building construction, introduced 3 years ago, are now being rigidly enforced. These are designed to prevent any further expansion in Central London while other plans operate to reduce existing employment and relieve crowding.

Well, the London program is one solution to a number of problems facing that city---many of which are similar to the problems our cities face. There are other solutions which must also be considered for our urban problems, both those which immediately face us and those which will confront us in the years ahead.

There is much that must be done, including the enactment of the kind of tax reform program that will provide sufficient revenues to enable you--local government--to exercise the judgment and local determination which is essential if you are to provide the kind of services the people require--not the kind of programs the federal government says you must have.

We have already taken steps which I believe can lead to meaningful tax reform for the people of California. You may recall that earlier this year I created a special commission to study the state's antiquated tax structure and make definite recommendations designed to reform it. I have asked that these recommendations be submitted to me no later than January 1, 1969.

In the meantime, the voters will soon be faced with a decision which, in itself, will determine whether we will be able to provide \$261 million this year in tax relief for California homeowners. Forces working against this are attempting to delude the people of California into thinking that the real way to tax relief can be found in Proposition 9. Responsible public officials know this is not true and we must carry this message to the people of the state.

As we look to tomorrow we must ask ourselves, as we deal with the important issues of our society, what kind of a future we want---and what is the best way for the individual and the community at large to build it.

It will take involvement and honest leadership on all fronts. It will take commitments of time, skill, resourcefulness, and capital from all sectors. This is what is required to set our house in order. Without this total effort on the part of individuals, of private enterprise, of organized labor--of you in local government--and those of us in state government, we may see no solution to our problems and a stronger drift toward federalization. Such an existence would not only degrade the citizens of this state, but also California and the nation as well.

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October 14

EXCERPTS OF SPEECH BY GOVERNOR RONALD REAGAN  
Service Center Construction Ceremony  
Los Angeles  
October 14, 1968

Today, we are celebrating the construction of far more than a building. The stakes and ribbons are banners that lead a parade of progress for this community. The building that will be erected here is important, not only because of the service it will provide, but also because of the way that service will be performed, and where it will be done. When this construction is completed, we will have brought together--in one place--those services that are now separated in half a dozen buildings and trailers.

The result, I am confident, will be greater efficiency, better coordination, and improved service to the citizens of South Central Los Angeles.

But something far more important is happening here today. We are not just building a service center; instead, we are erecting the symbol of a new concept, and that concept is not just service---but opportunity. What we are building here today is an opportunity center.

We in state government are doing something very similar. We are building a new organization that will bring together units of government that are now separated. I expect the result will be the same as for your new center...greater efficiency, better coordination, and improved service and opportunity to all the citizens of our state.

Government has long recognized the need to provide a variety of services for all its citizens. But until recently government offered those services in a traditional mold---a mold that sometimes seemed as though it was designed to keep the people from getting the services.

Government offices were downtown in big impersonal buildings, sometimes scattered miles apart from each other. Even when the county offices were together, they frequently were distant from the city offices. State offices were yet somewhere else, and federal offices, too.

To add to the difficulty, the traditional forms of government divide men's problems--and men's families--into separate little pieces. This makes it hard for the citizen to know where to start to get the answers he needs.

We are attempting to change that. The construction we celebrate today is a big step forward in that change.

Another important part of that change is a new organization now being formed---the Human Relations Development Department. It will include the present Department of Employment, the State Office of Economic Opportunity, and the service centers.

Its basic purpose is to bring all of the available resources together for a maximum effort to train and place the unemployed in decent jobs. The legislation establishing the new department calls for the creation of an identified system of improving job training, job placement, and related services for those who need them most.

Government should be close to the people it serves. It must be responsive to personal needs. All our citizens should have the maximum opportunity to exert strong, constructive influence on government. And with that opportunity, the citizen has the responsibility to participate in his government. He must interest himself in the conduct of his affairs. He must recognize, too, that there are many competing demands and that we must operate within the resources that we have.

We recognize that while state government can take the lead, it cannot do the whole job by itself. We will work closely with federal and local governments. Most of all, we will make every effort to enlist the full support of the private sector in opening both training and employment opportunities.

The legislation setting up the new department specifically provides that we shall use the service centers to the greatest possible extent. This we shall do. And, combined, our reorganization and service center thrust will have at its base OPPORTUNITY.

The service center program is strengthened by its inclusion in the new department. The centers will gain the advantages of greater resources, specialized assistance, increased coordination, and the impetus of common direction toward the greatly emphasized objective of placement in real jobs---the kind of jobs that are basic to man's dignity in our society.

Let us raise no false hopes. No matter what the name, neither this center nor the new department will solve every problem we have. The serious problems of public dependency, unemployment and under-employment will not be solved overnight.

But if you seize the opportunity, and if we in government, working with the private sector, approach these problems with you--together--then we can expect that solutions are not too far away.

The American dream which we have nursed so long in this country--and neglected so much, of late--is not that every man must be level with every other man. The American dream is that every man must be free to be himself, to be free to become whatever his aspirations and his ability and his drive can make him to be. The restoration--the perpetuation--of that dream is the greatest challenge confronting every one of us today. The service and opportunity represented in the building we dedicate here today will become a stepping stone to the accomplishment of that dream for many of our citizens.

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10/15

EXCERPTS OF SPEECH BY GOVERNOR RONALD REAGAN  
SADDLEBACK JUNIOR COLLEGE DEDICATION  
Orange County; October 15, 1968

I am speaking here today neither as an academician nor as a politician. I do not have the training to be the first nor the aspiration to be the second. That leaves me the role of a concerned citizen, and among my concerns is higher education and its place in California society.

Our nation is founded on a concern for the individual and his right to fulfillment, and this should be the preoccupation of our schools and colleges.

To help our young people--and to build and preserve our society--it is vital that we create and maintain the very finest of educational systems, a system which is responsive to the times and relevant to the times to come, a system which takes advantage of the great innovations of society---thus to provide a learning which is meaningful, which makes every taxpayer's dollar count for progress.

Our public educational institutions have been established and are financed by the people. They are vehicles for the expression of cultural values and goals of the people. The members of the various education boards are all agents of the people, and the school administrators are employees of the people; through these instruments the people have not only a voice but also accountability and recourse.

To the greatest extent possible, the control of institutions should be at the local level so that the people can effectively participate. In decisions affecting schools, programs, or finances--other things being equal--the citizens most immediately involved should bear the greatest responsibility for involvement and decision.

The formation of the district which made this new institution possible is a clear example of the kind of involvement and decision I am talking about. Seventy-two and eight-tenths percent of the voters approved its formation and, interestingly, while we hear a lot of talk about the generation gap, the residents of the Leisure World Retirement Community supported the district formation by a vote of 90 percent---and through this and other activities, have come to be called the God-parents of Saddleback College. If that is a generation gap, we could use more in our other segments of higher education.

Among the things which have been happening in Sacramento which are of concern to you here is the creation of the new governing board for California's Community Colleges. While this initial formation has not created any new powers or duties, it is intended to provide a new thrust in leadership, coordination and service to our community colleges. The clear intent is to continue the development of our community colleges as an integral and effective element in the structure of our system of public higher education and to enhance their contribution in the years to come. Dr. Brossman, the Chancellor of the Board of Governors of the California Community Colleges, is dedicated to these ends, and we in state government, and you in the community colleges, can look forward to a more significant role for this segment of our higher education system. The system of community colleges now represents the largest system of public higher education in the world, and I think we are only beginning to see their contribution potential.

We are here today to dedicate something more than just another college; we are here to dedicate an institution of opportunity and fulfillment. It is the function of education to help each individual grow to the maximum extent of his capabilities, to help him fulfill his great personal potential---and it is our job as responsible citizens to provide that opportunity. That this community has decided to move ahead in providing this opportunity is an action which I commend---and an action which will provide great rewards for the community.

In speaking of the rewards which this community will derive from this new institution of opportunity and fulfillment, it is proper that I speak directly to the members and potential members of the student body here.

Many of you are concerned with my generation and what seems to be hypocrisy and lack of purpose on our part. And we in turn are concerned about your generation,<sup>(gap)</sup> seeing a rising spirit of unrest, aimlessness and drifting, a feeling of rebellion without a real cause that results sometimes in meaningless but violent actions. Now let me make it plain. I am aware that all of you are unfairly suspect because of a very small percentage of dissidents.

Nevertheless, you do seek a purpose and a meaning to life, and apparently we have failed to give it to you. But, again, our failure was not one of bad intent.

We are the classic example of giving you what we never had---from television to wheels, from dental care to Little League. But I am afraid

we have shortchanged many of you on responsibilities or the right to earn for yourselves.

All too often, because we had to earn, we wanted to give. Our motives have been laudable, but our judgment has been bad. "No," was either a dirty word, or it was dropped from our vocabulary.

Sometime ago in Newport, just near here, a row of luxurious ocean-front homes were threatened by an abnormally high tide and heavy surf. All through the day and night, volunteers worked, piling sandbags, in an effort to save these homes. Local television stations, aware of the drama, covered the struggle. It was about 2:00 a.m. when one newscaster grabbed a young fellow in his teens, attired only in wet trunks. He had been working all day and night---one of several hundred of his age group. No, he did not live in one of the homes they were trying to save, and yes, he was cold and tired. The newscaster inevitably got around to asking why. The answer was so poignant, such an indictment of so many of us, it should be on a billboard across the nation. He said, "Well, I guess it's the first time we've ever felt like we were needed."

You are needed; we need your courage, your idealism, your new and untried viewpoint. You know more than we did at your age; you are brighter, better informed, even healthier. And because humankind is vertically structured, we can take a little credit for that. But you want a purpose, a cause, a banner to follow, and we owe you that.

A few years ago, a national magazine did a series of articles by prominent people, including a president, a vice president, and distinguished statesmen. Each wrote his idea of what was our national purpose. Somehow, nothing very exciting or profound resulted from these articles. I have always felt it was because they tried to invent something we already have and have had for 200 years. Our national purpose is to unleash the full talent and genius of the individual, not to create mass movements with the citizenry subjecting themselves to the whims of the state. Here, as nowhere in the world, we are established to provide the ultimate in individual freedom consistent with law and order.

The world is full of people who believe men need masters. Our society was founded on a different premise, but continuation of this way of ours is not inevitable. It will persist only if we care enough. We must care too much to settle for a noncompetitive mediocrity. Only the best that is in each of us will do.

Does it seem sometimes that we have left your generation <sup>(yep)</sup> with no cause to believe in, no banner to follow? This is not true---you do have a cause here in this land.



For one tick of history's clock we gave the world a shining golden hope. Mankind looked to us. Now the door is closing on that hope and this could be the challenge to your generation--your rendezvous with destiny--to keep that door open.

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EXCERPTS OF SPEECH BY GOVERNOR RONALD REAGAN  
CALIFORNIA HIGHWAY PATROL LUNCHEON  
San Diego  
October 16, 1968

Today we live in a highly affluent society where living conditions, prosperity, and general well-being have never been better. Yet we are confronted with the paradox that despite these "good times," crime and disrespect for the law are increasing at an unprecedented rate.

--- Crime is outstripping population growth by a ratio of better than 8 to 1.

--- Crimes of violence have increased over 73 percent since 1960.

--- Crimes against property have increased by 90 percent during the past 7 years.

--- Juvenile crime is rapidly growing, so that minors now account for half of all felony arrests in the United States.

--- A violent faction would turn our university and college campuses into staging areas for insurrection, and our streets into a no man's land of violence. City officials have been required on numerous occasions to call upon military force as the only way in which they could maintain law and order in metropolitan areas within the boundaries of the United States.

I would suggest to you that at this point in history we need to develop an approach to law enforcement and the administration of criminal justice that is suitable for the decade in which we live.

Specifically, we need a philosophical approach which is commensurate with the threat that crime poses for our society; second, we need organizational concepts that are adequate to the magnitude of criminal offenses; third, we need new techniques which are consistent with the resources of the latest scientific and technological advances; and fourth, we need a commitment which is sufficient to make real advances in combatting crime and delinquency.

In talking about philosophical approaches to the problems of crime and anti-social conduct, I am referring to the attitude of society toward the criminal offender. We have lost track of the basic principles of civilization, that we depend upon a system of rewards and punishments as a means of regulating the conduct of our people!

Too often a concept of permissiveness has pervaded society which no longer holds individuals responsible for their actions, nor penalizes those who commit transgressions against the rest of society. As a result, the deterrents to criminality are sufficiently removed, because the dedicated lawbreaker knows he has a good chance of escaping any type of real punishment. We have often heard the saying that it is not the severity of the punishment that deters crime, but rather the swiftness or certainty of such punishment. I agree with this idea. However, when so-called "punishment" is nothing more than a minor reprimand, or where the penalty is so miniscule that it merely becomes a "cost of doing business" for the professional criminal, then this is not really punishment at all, and the certainty of a penalty for crime is eliminated.

We must return to a social climate where the law is respected and obeyed, where the individual is held responsible for his acts, and where criminal offenses are followed by just punishments.

We must also develop organizational concepts for the system of criminal justice, which will enable us to obtain the maximum benefit from the public and private resources which we have available. Too often the agencies involved in the criminal process are fragmented, with various levels of jurisdiction, and offer divergent approaches to the crime problem. For example, in California, we have over 400 different police agencies at the city and county level, not counting literally dozens of state agencies which have law enforcement authority.

Beyond the law enforcement field itself, we have the legislature which makes the laws, 58 county jail systems, over 60 separate probation departments dealing with juvenile and adult offenders, a court system with numerous judges and five layers of trial and appellate jurisdiction, as well as separate state Departments of Correction and the Youth Authority.

Each of these units of our system has its own operating procedures and its own approach to the problems of crime and delinquency. In order to achieve any type of cohesive effort for the reduction of crime, we must start by effecting coordination within our state alone. Similar coordinating efforts can then be made on an interstate and international basis.

We have taken the first step in California by the establishment of the California Council on Criminal Justice. This organization provides for the grouping of all agencies involved in the criminal



process into a single statewide planning and coordinating body.

We feel that this method of coordination will enable us to realize the best return on our investment of law enforcement resources, while at the same time permitting all of our agencies at all levels of government, to utilize their initiative and energies to the maximum extent in a way in which all of the state will benefit.

Several other steps have been taken by this administration to improve law enforcement:

- A narcotics education study to develop the curricula and the materials for teaching our school children the dangers of illegal drug use;
- The introduction of legislation to tighten state laws against pornography in accordance with the latest rulings of the United States Supreme Court with particular attention to the prevention of widespread distribution of obscene material to youngsters, and
- The introduction of a judicial selection plan, supported by many professional and civic groups, which would take the appointment of judges out of politics.

Although the legislature has so far refused to pass such a plan, we expect to continue to push for it next year, or, if necessary, the following year. At this time, when it is imperative that society take all proper steps to uphold the law and curb crime, it is also imperative that the courts be firm, fair and above reproach.

In your own particular area of expertise, it is only when you realize that one-third of the state's civil service employees are involved in transportation, that California has more motor vehicles than any other state and is a world leader in both the number of miles traveled in all kinds of transportation, and the number of highway miles constructed and paved for popular transportation, do you get the full impact of the patrol's importance to the broad scheme of things in California. Civil servants are involved in all of it. They maintain the highways, they register the cars and other vehicles that use the highways, but it is the California Highway Patrol that regulates the use of the total system to the advantage of all.

There appears to be no end in sight for the continued growth and change in the California transportation and highway system. The California Highway Patrol can be expected to cope with this change, as it has in the past.

Within California's automotive society, the California Highway Patrol plays a key role. The patrol's job is to assure the safe, lawful, rapid and economical use of the highway system. National figures indicate that the efforts of the patrol have met with some success. In 1967 the mileage death rate for traffic deaths in California was 4.8 deaths for every 100,000,000 miles traveled, one of the lowest figures in the entire country.

The high regard and trust felt for the Highway Patrol by the people of California is reflected in the fact that the legislature has seen fit to award this department broad administrative powers in the implementation of new laws relating to automotive equipment and to certain transportation regulations, such as the movement of dangerous articles, lumber, hay, steel.

It is also reflected by the fact that the cities of Los Angeles and San Diego have asked the patrol to assume traffic patrol duties on their freeways.

The patrol has been given the task of studying the use of helicopters in traffic enforcement work, a study that is supported by federal grant.

California has made much progress in the past 12 months in the field of pay and benefits for the highway patrol officer. Legislation which I recently signed now enables members of the patrol to retire at an earlier age, has raised the benefits of those already retired, and boosted the pay of patrolmen on the job by  $7\frac{1}{2}$  percent,  $2\frac{1}{2}$  percent over the general raise given all state employees.

Continual study is being conducted to show how we might further improve the lot of law enforcement officers and encourage the very finest and most dedicated to make a career of law enforcement, for law enforcement is the man "in the middle" during great social upheaval and change, and we need the very best in this position. It is his lot to be "in the middle," as a small minority personally chooses the laws it will observe or ignore, and others turn to riotous and unlawful conduct to make their grievances known, and as courts take increasingly permissive positions in cases pitting individuals against society as a whole.

There are those today who say that each man can choose the law he wishes to obey; that need for social changes is justification for attempting to wreck society; that reform is excuse enough to violate

individuals and destroy property. Certainly this is a perversion of the right to dissent, a perversion, which if it becomes acceptable, can lead only to anarchy.

In my opinion, the time has come to state that the law will be upheld -- and mean it, to say that once again no man will be above the law -- or beneath it, and that every man will know the full protection of the law; and finally, to say loudly and clearly that if the law is to be changed, the revisions will be written in the halls of government, not on the streets and sidewalks.

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10/17

EXCERPTS OF SPEECH BY GOVERNOR RONALD REAGAN  
CALIFORNIA MANUFACTURERS ASSOCIATION 50TH ANNIVERSARY AWARD BANQUET  
Los Angeles  
October 17, 1968

I am especially pleased to be here tonight, and to be a part of your 50th Anniversary celebration. The CMA can well be proud of its 50 years of activity and involvement in our legislative processes.

I would like to take this opportunity to thank the many firms represented here tonight for lending us the personnel and talents of your top executives -- nearly 300 of them -- to come to Sacramento for periods of up to six months in order to look at state government and tell us how we could streamline it, how we could make it serve the people better at a price they could afford to pay.

Well, today I can tell you -- and many of you who participated are here tonight -- I can tell you that the task forces have succeeded beyond anything I could have thought possible.

These task forces gave us a total of 1,405 recommendations. To date we have put into operation 541 of those for a one-time savings of \$17,069,280 and, according to our department heads, a potential annual savings of \$129,104,665. That will be the reduction if their potential estimate is right in the annual cost of government. In the coming months, we have already approved another 436 of the recommendations for implementation. But for 51 of these we will require legislative help. If we get it, that will add further to our savings. By the end of this year, we expect to have acted on 80 percent of the task force recommendations. Believe me, if ever the members of a blue-ribbon committee deserved blue ribbons for their work, it is the members of those task forces, and every citizen of California owes them a vote of thanks.

We literally have an additional, permanent task force within government -- men who are now serving in our cabinet positions and those heading up our various departments and agencies. These men gave up their jobs in the private sector to work full-time in state government, to bring with them the business orientation and techniques, and apply them in government to the benefit of the taxpayer and recipient of government services.

Some of you here tonight, through your committee work, are familiar with the problem of environmental control. You are all familiar with the problem of unemployment and the need for qualified persons to fill the jobs you, as employers in the manufacturing field, have available. We have reduced unemployment in the State of California to the lowest point since 1959; but we are continuing to attack the job problem from all angles.

Of worthwhile mention here is AB 1966, which is part of the overall job package. This bill provides tax credits for firms in the private sector working to train and employ the disadvantaged.

Another tax bill, SB 8, eliminates 15 percent of the inventory tax. It might not have been all you wanted, nor all we wanted, but it does illustrate the common ground of interest we have -- necessary tax relief -- not only tax relief for the homeowners, property owners, business concerns, and the aged, but also an overall tax reform.

We need to overhaul our whole system of taxation and come up with new approaches to this problem -- ones that will provide the necessary revenues to keep our governmental services at an equal and improved level, ones that will not dampen individual initiative, nor rob the individual taxpayer of his livelihood or business -- large or small -- and its right to profit and grow within the free enterprise system. The only way to come up with the necessary solution to this problem is for government and business, individuals and public agencies, to work together. We have high hopes for the future.

We have accomplished a great deal in the past with our task forces, our economy-minded approach to government. But there is much more ahead, and this is only the beginning. Our creative partnership with the people of California has unlimited scope -- it is bound only by the limits of the creativity and imagination of our citizens.

Talking about the Creative Society, we have recently reorganized the governor's office with one primary purpose in mind -- coordinating and implementing the programs of this administration, making the Creative Society work.

We are now in the process of establishing a new unit, program development, under the direction of Rus Walton. I am sure many of you will meet and work with him in the near future. We have some far-reaching goals in mind, and it will be Rus' job to see that these are translated into practical, workable programs. He will be calling on

many of you to help -- help define our needs and help with the solutions -- in a creative partnership where the sky is the limit.

There are things going on in Sacramento which are worth noting for you here tonight. Some of them have been successful as a result of the efforts of your membership -- such as the Summer Job Youth Campaign. Final results in from the 1968 effort show youth placements through August 30 totaled 160,998. Total placements of youths referred by the department was 146,713, of which 78,452 were non-agricultural placements and 68,261 were farm placements. In addition, 14,285 youths were hired directly by state agencies. This outstanding record of achievement could only have been made possible through the splendid teamwork of business, labor, agriculture, and government at all levels. Leadership was given to this summer-jobs-for-youth effort by a "blue-ribbon committee" headed by John Hay, general manager of the California State Chamber of Commerce, which played a major role in helping to make possible this year's considerable increase in job placements over the previous year.

Through the Department of Employment, my administration has had a strong and effective linkage with JOBS (Job Opportunities in the Business Sector), the program operated by the National Alliance of Businessmen in 50 cities throughout the nation, including in this state San Diego, Long Beach, Los Angeles, San Francisco, and Oakland. Under this program, which seeks to provide training and job placement opportunities in private industry for the disadvantaged, employers have hired the disadvantaged and absorbed costs of orientation training and supervision of new employees.

The regular and extraordinary sessions of the 1968 legislature produced significant legislation in the field of unemployment insurance and disability insurance of interest to businessmen.

Under AB 562, an employer's account is not charged for the benefits paid to a claimant when the claimant was a student employed on a temporary basis and whose employment coincided with his vacation period.

An individual receiving his unemployment insurance check now will know -- and some don't know this -- that the funds to pay that check come from employers. AB 1067 requires the prominent imprinting of the statement, "State unemployment insurance benefits under the California Unemployment Insurance Code are paid for by employers."



A package of bills was enacted, with wide bi-partisan support, to establish new programs and policies for the integration and more economical use of state and federal funds in new approaches and improved services in job training and placement services and related programs.

Included in this package was AB 1463, with the "Human Resources Development Act of 1968" as its principal content, which locates governmental responsibility in a new Department of Human Resources. A new Division of Job Training and Development in the department will provide for training through funds placed in a single "Manpower Development Fund." The new department will assume all functions of the present Department of Employment.

Another part of this package, AB 1966, grants to qualifying employers an additional deduction from gross income under the personal income tax law and the Bank and Corporation Tax law of 50 percent of the direct training costs and compensation paid to certified trainees employed at least six months.

AB 109 establishes a program under a special Executive Board to allocate loans to California's job development corporations to stimulate economic development, employment, minority entrepreneurship, and job training within economically disadvantaged areas.

I ask you here and now, do not let this experiment called the Creative Society fail in California. The eyes of the nation are on us. Others have found out what we are trying to do, and the stakes for which we play in this experiment might very well be freedom itself. This is probably the greatest cooperative effort between the people of the state and the government of the state that we have seen in our lifetime in this country, where too many of us have been passive and not enough have been active.

I leave you with this thought and this proposal -- continue to join us in our search for common sense government and common sense answers to the problems facing us today -- and expand your commitment to this creative partnership -- and there is no limit to the success we can achieve.

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EXCERPTS OF SPEECH BY GOVERNOR RONALD REAGAN  
Channel City Club, Santa Barbara  
October 21, 1968

Higher education is very much on the peoples' mind today. The people are alarmed. They are angry. A hundred years ago they established the University of California. They have generously maintained it ever since. For many decades the people found pride in an institution which achieved greatness in education, in scholarship, in public service.

In the beginning the university community committed itself to the pursuit of truth, dispassionately seeking and weighing all evidence. To fulfill its mission, the university disciplined itself to always remain detached from the transient turmoils, passions, and fads of the day. It served the people long and well in helping to maintain for them their vision, their perspective, and their balance.

However, during the past five or so years, the university has violated its own commitment. Individual members of the university community have involved themselves with increasing intensity--and with increasing fury--in politically motivated attacks on the values held by the people. But today we have an institution--created by our democratic society--which has too often turned on the very people who founded it and who continue to maintain it. Our very cultural values of good taste, fair play, freedom to speak, and academic freedom are being distorted, turned upside down, even destroyed.

The people of California cannot and will not sanction on their campuses actions that they do not condone in other areas of public life. What normal recourse do the people have? In the Constitution of the State of California they established a Board of Regents to govern the university as a public trust. It is to the Regents, then, that the public must look for the solution to campus problems. Let me share with you, therefore, the most recent example of the Regents in action at their meeting at Santa Cruz last Thursday and Friday.

On Thursday the Regents met in a setting which was characterized by coercion, aggression, and ugly efforts to disrupt. Democratic principles were violated constantly. The situation was described by many as dangerous. One Regent--a lady--was physically set upon and



still carries the bruises. Another Regent was held against his will for 45 minutes and subjected throughout to violent verbal abuse, even an effort at physical assault. A shouting, threatening and often profane mob made the conduct of business difficult and at times impossible. Nonetheless, this situation could have been calmed and controlled by even a normal expression of appropriate authority. Even in a third-rate saloon a modicum of order is maintained. I know of no other Board of Directors that would fail to clear a room in the face of disruption.

Yet, when an administrator finally disciplined a student for aggressively breaking in, it was--of all persons--a Regent who induced that administrator to reverse himself.

On Friday, when the situation had become even more tense, requiring the presence of more law enforcement representatives, the single, strongest assault on the police was a verbal one--not by the mob, but by yet another Regent. He was furious that admittance to the emotionally-charged meeting room was being granted only to those who belonged on the campus, because of student, faculty or administrative status, or because they were members of the press. This Regent said he plans to challenge the use of security personnel in the future.

Before the Regents were problems of high concern to the people of California, who have been expressing themselves by letters, wires, petitions, phone calls, and delegations by the thousand each week. They are demanding that the university be governed by Regents--who by virtue of the Constitution--are accountable to the people for their actions. This is the essence of representative government in a democratic society. The people have not turned this institution over to the faculty to rule by insubordination, or to administrators to rule through appeasement and capitulation, or to students to rule by coercion. The people of the state are not only tired of--they are disgusted by coercion, by obscenity and pornography as expressions of contempt for the values which are our culture. They are concerned because of the sorry campus environment which has personally injured too many of our young. And the people know that the climate on our campuses poses a threat to majority determination in the outside community as well.

The Regents, then, had matters to deal with of highest importance, for the university and for society. But look what they did...

Friday morning an Executive Session was held. A few items unrelated to the major concerns of which I speak were acted upon and



perfunctorily, and then well over an hour of precious time was wasted on an improvised bus ride to view the campus. Of course activists blocked the bus. And, as usual, to move the bus again the activists were placated with promises and privileges.

During the afternoon session, what was accomplished? By parliamentary tactics, and following an apparent agreement among some Regents, the Cleaver matter was summarily postponed. In fact, it required an effort by one of the Regents to get assurance that the subject would even be considered in November. Please remember that the November Regents' meeting is four more Cleaver lectures into the future. It will also represent four additional weeks of faculty defiance and administrative insubordination.

I then presented a resolution, which I will read to you, which would remind all segments of the academic community of the true structure, responsibilities, and conditions of governance of our University of California. Included was a restatement of the Regents' policy regarding Mr. Cleaver and the use of unqualified lecturers. This resolution was ruled out of order, and off the agenda, by parliamentary maneuver, including a majority vote of the Regents. No vote was taken on the resolution itself.

Besides the matter of Mr. Cleaver's continuing to lecture in a course at Berkeley, and the related matters of defiance and insubordination by university personnel, there were several urgent matters which I and other Regents fully expected to be able to introduce.

One such matter was a reaffirmation of Regents' policy that campus dramatic and musical productions conform to standards of good taste, and not portray lewd, indecent or obscene conduct. Only last week the Berkeley Academic Senate "demanded" that the Regents rescind this resolution. Imagine!! Another was the episode here in Santa Barbara at which administrators once again capitulated to the threat of force and once again assured our students that violence and coercion work. We are told by the chancellor that some expensive equipment would have been damaged. But, what is the cost of selling out sanity, due process, the values of the majority of persons on the Santa Barbara campus and our society? Then there was the action of the Berkeley campus administration to entangle itself politically in the grape boycott. The action to withhold grapes from residence halls and university cafeterias was continued even after orders to the contrary. And finally, I wanted to present to the Regents for their

consideration a five-point program to guide administrative officers in their reactions to campus disturbances.

There were, then, matters of urgent and immediate importance facing us. Before any of these matters could be introduced a sudden, tactical motion to adjourn was made. The meeting was rushed to an abrupt close--some two hours before the time the Regents usually end their meeting. Thus--in both the morning and the afternoon--the people were again denied recourse to solutions for these problems by the body that is supposed to represent them. Moreover, that body showed disdain, deliberate unconcern, for the interests of the people--some through timidity, some with an apparent lack of understanding of the urgent nature of the university's problems and even of their responsibility to the people, and, of course, by some who clearly feel accountable to no one at all.

I wish now to read to you the resolution which I presented but which was ruled off the agenda last Friday. I present it to you because I intend to introduce it again to the Regents because I must as a representative of the people, and as a responsible Regent concerned for the welfare of the university.

"Whereas, The people of California, in Article IX Sec. 9 of the California Constitution, have invested the Regents with full powers to organize and govern the University of California; and

"Whereas, The Consitution authorizes but does not require the Regents to delegate to the faculty such authority or functions as the Regents deem wise; and

"Whereas, The Regents are empowered by law to withdraw any delegated authority or functions which the Regents deem to have been exercised unwisely by the faculty; and

"Whereas, The Resolution adopted by the Berkeley Division of the Academic Senate on October 3, 1968, evidences many misconceptions regarding the authority and functions delegated by the Regents to the Academic Senate; and

"Whereas, It is necessary that these misconceptions be corrected in order that the people of California may be reassured that the Regents are exercising and intend in the future to exercise their power to govern the University

"Now Therefore Be It Resolved

"(1) That the Academic Senate has no autonomous power to organize or govern the university because such power resides, by law, exclusively in the Regents.

"(2) That the power to authorize and supervise the courses delegated to the faculty by the Regents is limited to the specific delegations made.

"(3) That the Board of Educational Development is not and never has been delegated power to initiate courses.

"This resolution, although not intended to be retro-active in its effect, is effective immediately.

"(4) That the power to determine conditions for the award of degrees delegated to the faculty by the Regents is limited in that Regental approval is necessary before degrees can be awarded.

"(5) That the power to make faculty appointments is not now and never has been delegated to the faculty, but instead remains with the Regents, the president, and the chancellors.

"This statement should not be interpreted as an attempt to interfere with the long-standing custom wherein the determination of who teaches courses is considered a joint responsibility of the Academic Senate and the administration.

"The following statement made by President Hitch at the October 3 meeting of the Berkeley Division of the Academic Senate covers this point:

"I sense some confusion in discussions of the Regents' first resolution between the Senate's authority over the approval of courses, and the determination of who teaches courses, which has long been recognized as a joint responsibility of the Senate and the administration. I think it is significant that not a single Regent challenged the validity of a course with the subject matter of 139X. Their action was directed at the question of the appropriate role of persons without a university appointment in the teaching of courses."

"(6) That exercise of the power to scrutinize and approve appointments is separate and distinct from questions of academic freedom and free speech. The Regents note with approval in this connection the following statement from University Regulation 5:

"Essentially the freedom of a university is the freedom of competent persons in the classroom. In order to protect this freedom, the university assumes the right to prevent exploitation of its prestige by unqualified persons or by those who would use it as a platform for propaganda. It therefore takes great care in the appointment of its teachers; it must take corresponding care with respect to others who wish to speak in its name."

"(7) That the Regents intended by their action on September 20, 1968, and now reiterate that no University facilities shall be used for a program of instruction following the substance of Social Analysis 139X, whether for credit or not, in which Mr. Cleaver appears more than once as a lecturer.

"(8) Any faculty member who, by any form of stratagem or subterfuge, accredits work in Social Analysis 139X in violation of Regental rulings shall be subject to disciplinary action and any units of credit so received by students enrolled in the course shall not be counted for degree purposes nor shall students in Social Analysis 139X be allowed to graduate with less than the normal number of credit units required for degree purposes."

I invite your support of this resolution by expressing your opinions to the members of the Board of Regents.

As a Regent and as governor, I am aware of the use and misuse of the concept of academic freedom in discussions of university governance and of campus disruption.

I believe, therefore, it is in order for me to comment at this time on the meaning of academic freedom. Academic freedom which only a few years ago was a cherished concept with clear meaning has become perverted to mean whatever the user desires. Once related to the value of pursuit of truth, it has now been distorted by some as a slogan to replace freedom with license. Let us listen to what the Academic Senate of the University of California said in 1944. In that year, the Academic Senate reaffirmed its long-standing policy on academic

freedom--a policy which was a significant factor in elevating the University of California to its position as one of the leading universities in the world.

Codified as University Regulation 5, "Academic Freedom," we hear:

"The University is founded upon faith in intelligence and knowledge, and it must defend their free operation. It must rely upon truth to combat error. Its obligation is to see that the conditions under which questions are examined are those which give play to intellect rather than to passion.

"Essentially the freedom of a university is the freedom of competent persons in the classroom. In order to protect this freedom, the university assumes the right to prevent exploitation of its prestige by unqualified persons or by those who would use it as a platform for propaganda. It therefore takes great care in the appointment of its teachers; it must take corresponding care with respect to others who wish to speak in its name.

"The university respects personal belief as the private concern of the individual. It equally respects the constitutional rights of the citizen. It insists only that its members, as individuals and as citizens, shall likewise always respect--and not exploit, their university connection.

"The University of California is the creature of the state and its loyalty to the state will never waver. It will not aid nor will it condone actions contrary to the laws of the state. Its high function--and its high privilege, the university will steadily continue to fulfill, serving the people by providing facilities for investigation and teaching free from domination by parties, sects, or selfish interests. The university expects the state, in return, and to its own great gain, to protect this indispensable freedom, a freedom like the freedom of the press, that is the heritage and the right of a free people."

The University of California was a great university. It still can return to being a great university. I intend to do everything that I can to see that this comes to pass. I ask you as citizens and as Californians to help me in this urgent and all-important task.

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EXCERPTS OF SPEECH BY GOVERNOR RONALD REAGAN  
COUNTY SUPERVISORS' ASSOCIATION LUNCHEON  
Los Angeles, California  
November 13, 1968

As some of you may recall, I had the privilege of addressing your association two years ago. It was my first major address following the election of 1966. We have covered a lot of ground since then, and it is as much of a pleasure to be with you today as it was two years ago.

You and your staffs and I and my staff are united in a great and common cause---the cause of good government, the best possible government for the citizens of California.

The fact that we may be concerned with different areas of that government does not separate us from that cause and that bond of service. It is our job to seek excellence in all the affairs of government within the scope of our jurisdiction and influence.

And in these days of extra stress and strain within our state and nation, good government--the best government--is all the more essential. It is essential because if government functions properly, some of the strains and some of the stresses are removed. That then permits the public to devote more of its attention and energies to many of the problems which are pressing down upon all of us. Good government, functioning effectively within its proper bounds, is one of the blessings of a society of free men.

When I spoke with you in 1966, I outlined my concept of and my belief in home rule---my conviction that the closer the government is to the people it serves, the more effective, the more efficient, and the more economical it can be. I am here today to renew that commitment. And I am here to thank you for your cooperation and your assistance in making it more of a fact during the past two years.

We have relied on you for assistance in getting the job done in Sacramento. Some of the top men in the administration were once on your staffs and I recognize that their knowledge and capabilities--which have been invaluable to me--were developed through experience at the county government level, men such as Spence Williams, Jim Stearns, John Mayfield, Bob Howard, Ed Meese, Lucien Vandergrift, and Chuck Dixon (who is now back in county government).

These men brought to my administration a first-hand knowledge and appreciation of the problems of county government---and they have better enabled us to work closely with you to solve mutual problems and achieve mutual goals.

One of our mutual problems is taxation, and one of our mutual goals is tax reform. I have called for a program of honest tax reform---a total restructuring of the present add-on, patchwork, gadget and gimmick tax system we now have. There has been no real tax reform in this state since 1933. We must have it. Our people need it. A tax reform committee, headed by State Controller Houston Fluornoy, is now preparing a report which will be presented to me in January.

In the meantime, thanks in large measure to the cooperation and efforts of your association, we were able to give our people some measure of property tax relief through the passage of Proposition 1-A---and, I might add, the defeat of Proposition Nine. I am delighted that we could take this first step in tax relief, as I am delighted that together and in concert with many other groups we were able to avoid the fiscal chaos which would have resulted if Proposition Nine had been enacted.

We will continue to cut and squeeze and trim in Sacramento---and get every value received for every taxpayer dollar it is necessary to spend. We will continue to save money by making administrative efficiencies and we will seek changes in some of the multi-million dollar spending programs so that we can hold the line there, too.

One of the areas of great concern to you, and to us, is social welfare. Together we want to do what is proper and what we can for our needy, while keeping in mind the increasing burden carried by our taxpayers.

In 1966, your association developed the Cal-Flex plan to help simplify California's welfare system. We have already incorporated several of the key changes proposed in Cal-Flex into the state's social welfare system. I believe this is positive evidence of our desire to recognize the need for county administrative flexibility, as well as our desire to encourage the counties to take an increasing policy role in welfare.

Some of the Cal-Flex proposals which have already been put into effect are:

the 60 to one average standard for social worker positions;

the five to one average ratio for first-line supervisory work positions;

the County Pl( Concept of Services, which permits flexibility in the administration of service programs---establishing broad goals and standards while leaving the details of achieving these goals and standards to the local administration;

the differential use of staff, the "banking" of cases, and a comprehensive program of protective services for children.

In addition to these and other positive achievements, we have greatly strengthened communications between the State Department of Social Welfare and county administrators. We will continue to seek ways to provide flexibility to the local areas---and thus permit the tailoring of programs to fit the particular needs of an area. Local areas should not be preempted, and I intend to submit legislation regarding this during the coming session. I do not believe that the best management of our welfare administration can be achieved by taking it out of the hands of local administrators.

But, as we work together to strengthen the partnership between state and local government, we must take care to insure the responsiveness of this partnership to the people. Some of the programs of the federal government--which deal directly with local governments--have attempted to make these programs unresponsive to the people by excluding elected officials from the boards and councils which control them.

We must have responsibility and accountability in all public affairs, and I believe that such responsibility can only rest with elected officials, such as yourselves, who must return to the people from time to time for a vote of confidence. I have resisted this thwarting of public accountability in the past, and I will continue to do so in the future.

Another problem area for both of us is health care services---Medi-Cal.

I have been greatly concerned about this program for years---even before I took office. As you know, Medi-Cal was hastily conceived--I should say, hastily ill-conceived--in the closing days of the 1965 legislature. It was literally forced through by the black-jack of federal pressures, and it was inaugurated on a crash basis in early 1966 without adequate planning, without adequate management organization, and without any recognition of the complexities and size of the program and its costs.

Since 1967 we have been wrestling with this nightmare. We have made emergency appropriations to keep the program going. We have applied administrative controls to tighten its operation while cutting



overhead costs so that payments could be made for more medical care. But Medi-Cal's expenditures still exceeded the budgets. We attempted to trim costs to prevent drastic slashes at a later date; and when we attempted to use flexibility, we were denied that tool by the State Supreme Court.

You suffered through this with us. You know that state denial of medical services to the medically indigent would have shifted their care to the counties and caused chaos for you, and you know we would not allow this to happen to your counties. Finally, in 1968, the legislature--at my request--gave the Medi-Cal administrators greater flexibility in making necessary adjustments and also joined with us in asking for an independent actuarial study.

I cite this history because it is imperative that we find the proper solution to this very serious problem. Until it is solved, we cannot provide a responsible, efficient and lasting health care program.

And I cite it also because of the recent report made on Medi-Cal by the attorney general's office.

We are determined to prevent any fraud in the Medi-Cal program. We encouraged the investigation which the attorney general recently completed, and we have cooperated with their efforts.

Spence Williams has asked to meet with the attorney general's staff to secure whatever data they may have on specific cases of fraud and abuse. And we will continue to insist on prosecution in any case where there is evidence of wrongdoing.

But the fraud and abuse which has been reported involves only a very, very minute percentage of our outstanding healing arts professions, and I will not offer or suggest any blanket indictment of these segments of our community. I am confident the professions will purge that relative handful who would violate the ethics of their profession.

We have made progress in solving some nightmarish problems of Medi-Cal. Long before the attorney general's office contemplated its investigation, we had tested and installed an innovative computerized billing system which has already recovered more than \$1 million which had been improperly paid out prior to January, 1967. And since that time we have rejected duplicate billings at the rate of approximately \$100,000 a month.

We will continue to explore and apply every administrative technique available to insure the propriety and efficiency of the Medi-Cal operation. But, in addition to this, what is needed is an honest evaluation and overhaul of the entire program--innovative concepts such as the pre-payment programs now being tested in four of your counties--and closer utilization controls over both the vendor and the recipient. Unless we do this, Medi-Cal expenditures will continue to soar at ever-increasing costs to the taxpayer and to the detriment of essential programs such as education.

During the 1968 session, I supported and signed into law A.B. 1454--by Assemblyman Frank Lanterman--which is one of the greatest advances in the nation for providing community mental health services. This legislation integrates the state's hospitals and the community mental health programs into a single, unified system of care for the mentally ill.

New financing provisions assure that treatment will be based on medical judgment, not fiscal considerations. The new formula provides 90 percent state-10 percent county financing whether in state hospitals or community programs. Built-in safeguards will protect the county property taxpayer.

This new legislation goes into effect next July. Pending that, I supported and signed a measure which provides that all Short-Doyle programs will be supported on a 75 percent state-25 percent county funding formula, thus correcting inequities in the first, pioneering programs.

In the two budgets of my administration, we have increased the funds available to local community mental health programs by more than 65 percent---from \$18.6 million in 1966-67 to \$30.6 million in 1968-69.

These efforts--the legislation and the increased funds--are some of the steps we have taken to support our contention that California's community mental health program is the best, the most humane, and the most modern way to treat mental illness.

There are several other programs of importance to you which I would like to mention briefly.

First, the Mutual Aid Program, through which the state stands ready to assist you in times of disaster. Through Chuck Sampson, director of the California Disaster Office, I have insisted that

the channels of communication be kept open and that you or your officials can reach me or my personal staff at any time---in minutes, if need be.

It is our policy that state assistance is provided to support your own local government---not to replace that local autonomy. The California Disaster Act is now being revised, and many of you here have pointed out areas where present-day criteria may be better met. Proposed legislation along those lines will be introduced in the 1969 legislative session.

As you know, the Council on Intergovernmental Relations will have an expanded role under the State Executive Reorganization Plan. This upgrading will give local governments even greater responsibilities in helping to shape state policy as it affects them.

Recently, the administration published the California State Development Plan Program, which was six years in preparation. We expect this to be the beginning of a continuing planning process so that we can achieve better, more efficient services throughout the state.

And, on the subject of planning, I commend you for your leadership in the area of government internship programs. The privately financed California Government Education Association is doing an outstanding job in helping young people prepare for careers in local government.

The commitment, the involvement and the leadership you display in such efforts are a large part of what is required to set our house in order---and a large part of what is required to meet a demanding future.

In another vitally important area, the 58 counties have a very important role in the California Highway Safety Program. This program depends upon continuing joint effort between political subdivisions and state agencies. The three county leaders you have selected to serve on the Highway Safety Coordinating Committee are: Supervisor John Fiack of Glenn County; Clinton D. Berry, director of public works in Fresno County, and Clay Castleberry, director of public works in Butte County.

Three major projects now are being undertaken as a joint venture of the 58 California counties. A joint-powers agreement has been signed to provide the legal mechanism for conducting these projects.

These projects, which will extend over the next two years, are: the identification and surveillance of accident locations; the development of uniform county traffic records, and the development of new criteria for traffic control devices.

Every citizen of California will benefit from the improvements resulting from this cooperative effort. It is gratifying to know that there is such outstanding cooperation in this vital safety program.

There is an urgent need for real tax reform. But that reform cannot be achieved unless we have major reallocations of both tax resources and governmental responsibilities. Many of the governmental functions which have been preempted and usurped over the years by state government should be returned to county and city governments. And many of the tax resources which also have been preempted should be returned to the local level.

This administration will continue to press for an honest and realistic decentralization of government, assigning to each governmental level those functions and those resources which can best and most efficiently be used to serve the people. In a society which is becoming more and more complex, it is essential that this decentralization be achieved.

Just as--in many programs--there is no need for a federal middle-man some 3,000 miles away, so--in many programs--there is little justification for state middlemen hundreds of miles away in Sacramento. The Sacramento River is no more a stream of wisdom-giving waters than is the Potomac.

Taxation without representation is still tyranny, and when programs are imposed upon local governments without proper consideration for their area problems--and without proper opportunity for advice and consent--then that is a form of tyranny. Together we must press for decentralization, particularly decentralization of the more cumbersome bureaucracies such as social welfare. We have made some real strides in that direction, but I believe we can make more. By working together, we can give our people more and better services for the same or less cost.

Let me make it clear that when I talk about decentralization, however, that I am not talking about the fashionable ideology of decentralization which has been prevalent in Washington. Too many of those who talk decentralization are products of years of designing and enforcing centralism--they are both uncomfortable with and incompetent in the process of decentralizing. And so they play it like a yo-yo--re-



Effective decentralization is not simply ( diffusion of authority. Effective, honest decentralization takes that authority and the responsibility already diffused throughout the bureau/cracy and places it--focuses it--in the hands of governmental agencies at the local level where the agencies can be strong, responsive, and responsible.

In the months and years ahead, we will be working to achieve that effective decentralization wherever and whenever possible. We not only invite your cooperation, your advice and counsel---we sincerely request it. Such a joint venture is essential if we are to succeed.

Together we can continue the progress we have made in the past two years; together we can accelerate that progress; together we can bring government back home where it belongs--in close touch with the taxpayer--close to the dynamic facts of life in a changing and creative society.

Gentlemen, just as the 50 states are the very foundation of this American Republic, so the 58 counties are the foundation of the California Republic. Together, we can be a match for any future. You have my full support---I am counting on yours.

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(NOTE: Since Governor Reagan speaks from notes, there may be additions to, or changes in, the above. However, Governor Reagan will stand by the above quotes.)

1 11/20

EXCERPTS OF SPEECH BY GOVERNOR RONALD REAGAN  
COUNCIL OF STATE GOVERNMENTS  
Los Angeles  
November 20, 1968

It is my purpose today to urge you to join with us in building a renaissance of the states.

And it is fitting that such a renaissance start here, in the West.

We believe we may have more vigor, more vision than other parts of the nation---and, at the same time, we are deeply committed to a revitalization of individual responsibility and community progress.

We have in our veins the limitless energies of the dynamic West. We are the most unfettered and most imaginative section of the nation. But we do have our problems. And because of the size and scope and the fact that the future lies largely ahead of us, our problems are big problems demanding big men and big solutions.

Years ago, our forefathers had mountains to cross and rivers to bridge. Today, we have mountains of people and materials to move and gaps of misunderstanding and apprehension to bridge. Years ago our fathers had cities to build and railroads to lay; today we have cities to rebuild and highways and airways to rid of congestion.

They were pioneers in their day, we must be pioneers of our day. They had the courage to prevail, just as we must have that courage.

They forged a government of the people--and by the people--as the best instrument for all the people. We must reforge those same strong links, unsnarl the lines of authority, and redress the checks and balances which too often are out of whack. We must preserve all that is best of this most natural system while keeping in tune with the times and the demands of our people.

To do this--and it must be done--we must honestly assess the state of our states and recognize that in many areas we have been drained by an over-sized federal bureaucracy. We must be determined to seek and obtain a return to the proper functioning at all governmental levels.

This is essential if we as states and as members of the American community are to serve our people in the coming years.

It is not simply a drive to establish new tax sharing and block grant techniques---as important as these are. It is not simply an adjustment of oppressive federal regulations which often have more to

say about governing ( r states than we do ourse) is.

But it is the reestablishment of the proper prerogatives of state and local government.

It is the achievement of a more flexible, more resilient, more reasonable relationship on the part of the federal government with the states.

It is the expansion and the strengthening of state and local governments instead of the increasing regimentation and restriction of recent years.

The pressures and the problems of the times demand that the federal government give back the authority it has preempted, and that the states once again become the very viable foundation of this Republic.

Through the years the federal government has taken unto itself some of the functions, responsibilities and authorities which should be centered at the state level. Perhaps, in some cases, this centralization of power was for a time necessary. But continued usurpation of state authority is foreign to the American system and--just as importantly--it has not worked.

This failure is manifest in such federal programs as urban renewal, low-income housing, the war on poverty, "economic opportunity," medical and health care services.

Every one of these problems demands attention and it is proper that government be involved. But it is a harsh fact that the federal bureaucracy has not been equal to solving the problems.

It is time to reform the reforms---it is time to reform the reformers.

This can be done with a two-stage thrust.

First, the states can increase their capacity to handle the programs involved---to do the job effectively, efficiently and responsively.

And second, the federal government can release its death-grip on these programs through a phasing-out operation which makes available to the states the resources necessary to assume and carry on their proper and traditional roles.

This might be termed, simply, as bringing government back home.

Such a return not only will enable the states to more effectively service their citizens at a lower cost---it will allow the federal



government to better attend to those national and international matters for which the federal government was instituted by the states.

There is much talk these days about creative federalism. It would seem that this is--in many ways--simply a return to the original concept of a proper partnership between the states and the federal government, for federalism--as opposed to centralism--demands that there be a proper apportioning of responsibilities and resources between the foundation states and the federal government.

I believe we will see an extension--and an application--of this proper and dynamic federal system as the Nixon administration gets moving. It is our responsibility and our opportunity to accept the authority and functions which should be returning to us in the months ahead.

It serves little purpose to review some of the forces which caused this centralism. Part of it may have been an overwhelming desire for power, for control, at the federal level. Part of it may well have been the failure of some states to recognize and accept their own responsibilities. (And government, like nature, abhors a vacuum).

But the important fact is that today--in this technological society, and in this dynamic age with its population pressures, its tides and currents of a highly motivated people--today, as much as ever before, it is essential to the strength of this Republic and the best interests of its citizens that there be a decentralization of government.

Decentralization of government must start at the federal level, but decentralization must also involve shifting responsibilities and resources from the state house to the county court house and the city hall.

If government is to be responsive to the needs of its people and equal to the demands of tomorrow, it must commit itself to reforms which utilize all the management and technological breakthroughs that will undo the mistakes of the past and keep pace with the future.

Here in California we are trying to decentralize government wherever we properly can.

One of our major goals is a tax reform program which will help both state and county governments to do just that decentralization.

The tax structure in this state is archaic---it has been largely an add-on, patch-work process of gimmicks and gadgets since 1933. That tax structure must be streamlined, made realistic, honest and effective so that both the state and local governments can function better.

Last week I had the privilege of being with the County Supervisors' Association of California, the elected representatives and their highly <sup>qualified</sup> staffs from our 58 counties. I consider these counties to be the foundation for the state's governmental, social and economic structure. Because it is pertinent to the problems which face the states, I would like to say to you some of the things I said to them:

"In a society which is becoming more and more complex, it is essential that realistic decentralization of government be achieved.

"Just as---in many programs---there is no need for a federal middle-man some 3,000 miles away, so there is little justification in many programs for state middle-men hundreds of miles away....

"There are far too many examples of bureaucracy thwarting the will of the people and their elected representatives...and, we must never underestimate the power of bureaucracy to thwart and distort the original purpose of legislative programs.

"Taxation without representation is still tyranny--and when federal programs are impressed upon state and local governments without proper consideration of area problems...and without proper opportunity for the state or local government to give its advice and consent--then that is in effect taxation without representation and that is, in fact, tyranny."

A prime example of this is the whole area of "Medi-Care"---or health care services. The present federal regulations, restrictions and dictums are straining the budgets of our state---and many of your states, too. This adds up to a tremendous cost to the taxpayer---and causes a very real threat to other vital programs such as education.

Unless these federal dictums are revised--and unless the states are given more flexibility, more leeway in solving problems at the local level--many of our states will face bankruptcy. It makes no sense at all for the federal government to persist in these bankrupting practices which increase the costs of the bureaucracy while simultaneously debilitating the states and preventing them from getting on with sensible programs.

Certainly we must attend to our citizens who need help in the area of health care services. Every modern state--every responsible local government--recognizes the propriety and the responsibility for this. But recognition of the responsibility should not carry with it a design for bankruptcy. Nor should it demand unyielding, unrealistic, ineffective and inefficient procedures set up by a bureaucrat on the Potomac who knows nothing of local problems or needs.

Our taxpayers have a right to demand responsive and effective health care programs. Our Medi-Cal recipients have a right to expect the same.

Let me make it clear that when I talk about decentralization, I am not toying with the fashionable bauble of decentralization which has been occupying too many minds in Washington in recent years. I am talking about refocussing the authority of government in many areas---placing it back in the hands of state and local governments where it belongs, where the agencies can be strong, responsible, responsive.

Pseudo-decentralization--which simply diffuses authority along an already over-structured, over-rigid bureaucracy--serves little purpose except to delay decisions and spend even more money.

It is the policy of this administration in California to provide state assistance to local governments, when needed, to support that local government---not to preempt it, and not replace local autonomy. I suggest that the federal government practice its assistance programs in the same manner and with the same perspective.

It is time to bring the antiquated vehicle of federal-state relations into the present---into the moving, dynamic 1960's and 70's.

If we are to help our people solve the problems of the day--whether they be problems of the cities, or the highways, or tax structures, or the campus--if we are to solve these problems, there can be no room and no excuse for cowardice in government. We must face up to the "now" problems---the issues which press down upon us... many of which have grown and gotten out of hand during the permissive "let it go" years.

Surely history has demonstrated that decisions delayed have a way of coming back with even greater ramifications.

We cannot honestly meet the future if we are tied to mistakes or held back by the encrustations of past failures. Concurrent with

a commitment to tomorrow's greatness must come (the courage to act today. I am convinced--even more so after two years in office--that many of the problems we wrestle with today are problems which we inherited because someone else, some time ago, ducked a hard decision.

Those of us charged with the progress and the security of the state will not be equal to our tasks if we are not willing to tell it like it is, and do it like it should be done.

This is the time to recharge the entire federal system, to bring into play and into proper power all segments of society--public, private and independent sectors, to let the energies of all our people generate the greatness of our land. And this can only be done by a recognition and resumption of the philosophy of individual responsibility. Those who "are with it" in these challenging years--those who are really on top of the task of reforming and revitalizing our institutions--are honest enough, and courageous enough to realize this. As J. Blanton Belk, chairman of the board of "Up With People" has put it:

"The burden of responsibility for our age has shifted to the individual.

"--shifting the burden of learning from the teacher to the pupil;

"--shifting the burden of morality from the church to the conscience;

"--shifting the burden of governing from the elected representative to the citizen;

"--shifting the burden in politics from the rivalry of special interest groups to problem-solving participation,

"--shifting the burden of the state protecting the freedom of the individual, to the individual accepting the responsibilities that go with his freedom.

"The decades of 'anti' were threadbare and sterile. We are all hungry for a period of 'pro.'"

And that is what this renaissance of the states--this rebirth of the federal system--is all about.

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(NOTE: Since Governor Reagan speaks from notes, there may be additions to, or changes in, the above. However, Governor Reagan will stand by the above quotes.)



12/8

EXCERPTS OF SPEECH BY GOVERNOR RONALD REAGAN

Joint Conference of  
California School Boards Association  
and  
California Association of School Administrators  
Anaheim

December 8, 1968

Since his beginnings, Man has struggled to find ways to live with his fellow man. Over the ages, he developed three kinds of patterns: varieties of tyranny with rule by some powerful individual or group anarchy, where simply "might makes right;" and democracies depending on the goals of all rather than of only a few.

But it is sobering to reflect on how few of us have ever lived in a society where the majority determines their own rules for living together and choose their own leaders.

And it is sobering to reflect on how short-lived these systems--which provide for human dignity, integrity and safety--have been.

Our American democracy, with its fine values, its opportunities for fulfillment, and with its flexibility and potential for progress, is now 193 years old. It is longer-lived than any democracy ever known to man---much longer than Plato believed a vulnerable democracy could last. Vulnerable, as Plato pointed out, because of its very freedoms. And vulnerable, too, because it requires the constant vigilance of all citizens. Was Plato unduly pessimistic?

This democracy of ours is under attack as it has never been before. It is under attack from the outside, and it is under attack by those who would destroy it from the inside. But even more serious, it is vulnerable because of two factors:

First, there is the current problem of lack of involvement and participation by so many of its citizens; and second, there is the all too shallow understanding of our democracy's significance as the highest social achievement of mankind. Too few of our young citizens are truly aware of how idealistic and rare a working democracy really is. Too few have been exposed--in formal education or otherwise--to an objective appraisal of the alternatives to what we have achieved.

When there is a lack of involvement and participation by too many citizens, the political and social stage is left undefended and the extremists take over. They have begun to do so on many of our campuses, and in our so-called ghettos as well.

When objective understanding of our society and its values is lacking or is superficial, our young and our least well-educated are not likely to rise to defend our democratic way of life. When flaws in our system develop, our young are too prone to "throw the baby out with the bath," rather than to work with dedication and a high sense of purpose to improve and strengthen the great potential that we have.

Education is, of course, the key to the survival of our way of life. Education is essential if the citizen is to understand his society. It is essential if he is to value his society. It provides much of the transmission of our culture from one generation to the next, thus ensuring its continuity. It makes possible for each individual the opportunity to reach his own potential in ability and interest. And for society, it can provide a population of effective people with self-discipline who pursue constructive ends to the benefit of all of us.

Higher education has been a major focus of interest and concern during the past decade. This came about in part because since Sputnik and population explosion, our people have been acutely aware of the importance of the concrete end product of highly educated man---space, missiles, scientific agriculture, scientific management of industry, conversion of salt water to fresh, all matters closely related to survival.

But higher education also has focused increasing public attention on itself because of crises on campuses like Berkeley, Columbia, and San Francisco State. There are four basic elements of these crises:

First, a confused and permissive group of administrators chosen from the faculties and immobilized by pressures from militant elements of those same faculties.

Second, a large nonparticipating--and thus unhelpful--majority of students and faculty.

Third, a coalition of coercive groups which seek total power or ruin---such groups as Students for a Democratic Society, Black Student Union, Progressive Labor, Castroites, Communists, Maoists, and some arrogant intellectuals bent on anarchy who view with contempt the average man.

And fourth, a public too long confused by the myths that have been given by campus spokesmen and by the coverage of news media which stress oversimplified interpretations.

Parenthetically, I can report with confidence that the public is becoming less confused in recent months and is making its own demands known at last.

Institutions of higher education have been most effective in obtaining funds from legislatures; funds on the one hand for highly legitimate, traditional, and basic goals, but on the other, for a wide variety of programs advertised as being directed at what are currently called "root causes" of crisis. Some of these latter programs are good and appropriate, some are careless and impetuous, and yet others have probably added significantly to the crisis itself.

I have been accused of oversimplification at times, and then so accused now, because I have advocated facing the coercive coalition and making it plain that we have reached the point of thus far and no farther. Frankly, I have no patience with those who say we must tolerate violence and barbarism until we solve all the social ills.

Eric Hoffer has been quoted as saying, "Our social doctors are speaking about the social body as if it were a real body." And then he quoted a sociologist saying, "It is the most dangerous error to treat the symptoms and not get at the root causes of the disease itself."

The sociologist, of course, was talking about riots and crime. Hoffer says to demand that we send every soul to the cleaners before the riots can be stopped is pretentious double talk. There is no proof that righting the wrongs and satisfying the demands can stop riots and crime. Swift, unrelenting justice will take the fun out of lawlessness and cause juveniles to think twice before they let themselves go.

During the past decade, elementary and secondary education have had to compete for attention. And their needs have not been well enough understood. Yet it is these lower levels of education which are of even greater significance to the long-run health of our society.

After all, who can be successful at college if he is not adequately prepared during his first 12 school years? The message from the "educationally deprived" comes through these days, loud and clear.

And what of the vast numbers of our people whose best interests would be served by quality technical and vocational education short of college experience---many times in their best interests and society's best interest, too.



To go to college because "it's being done" is not reason enough. And there is high cost. To feel oneself a failure because one lacks a college degree is unnecessarily tragic---unless, of course, one's interests and abilities truly require a college education.

To import hundreds of thousands of trained and skilled workers to California because we have not trained enough of our own here, and then to have those who could have been trained unemployed and bitter is little short of sin.

And, of course, instilling basic attitudes about a democratic society, communicating our culture, preparing for a meaningful life, and even providing bases for self-esteem are responsibilities of early education, and, for good or for ill, the die is cast long before graduation from high school. Present evidence suggests that the first three grades are the critical years in the development and direction of young minds.

The job of the high school and the elementary school is an awesome one. How well it is carried out determines the future of a free society. This has always been so. However, today there are new problems. May I mention a few of these, though you, of all people, are aware of them and could no doubt add others.

1--There is the problem of finance. This problem has many facets. In our state, for example, the public is taxed to the breaking point. Medi-Cal, welfare and higher education take most of our uncommitted resources. Yet the need for money for educating kindergarten through twelfth grade accelerates. Too much of the money which has come from the state has come with strings attached. There has been too little allowance for the exercise of judgment on the part of those closest to the needs, those at the school district level.

General financing is determined on formulas so complex that even with computers we often do not know what was spent until well after it has been spent at the close of the fiscal year.

Inequities for some have arisen because of different contributions from property taxes, or because of different problems faced in some urban districts which require expensive programs.

We have school population explosion, then recession. We have inflation and costs and revenue which are not appropriately geared to the facts.

It is significant that over the years we have had patchwork efforts piled upon earlier patchwork efforts to cope with these problems, for there is no easy remedy. However, I wish to say now that I am asking my staff to listen well to your representations and they are already working hard to attempt to find a more effective and more equitable approach to these difficult problems. Others have backed away in the past, not for lack of good intentions. We will not back away. We will try, I promise you. I hope we may succeed and be able to take positive steps.

2--There is the matter of pride and confidence in the art of teaching. Buildings, books, and equipment---all are vital to formal education. But teachers are the key to learning.

Teacher selection depends to a large degree on just who decides to become a teacher. The way the profession sees itself has much to do with who will join it. Is it a true profession with standards, with emphasis on creativeness, on opening the doors of life for others by nurturing curiosity and providing appropriate knowledge? Is it a profession which is committed to communicating the excitement of man's heritage, progress, and horizons? Or, on the other hand, is it simply a way to make a living? Is it a vehicle to indoctrinate one's own political and social points of view? Is it a union which would shut off the transmission of a culture by a strike in order to force more pay or to gain power in areas proper only for those directly accountable to the people of a democratic society---school boards? And would the teacher use the strike while holding the trump card of tenure? With tenure, there is no contest. The public cannot live with tenure and the strike at one and the same time.

For the teaching profession to attract the best, there must be adequate training to ensure competence in today's situation. There must be self-respect derived from effectiveness and from appropriate responsibility and challenge. Advancement in title and salary must be on the basis of merit. And, as we know, in some schools there must be adequate physical protection for teachers and there must be consistent and courageous support of them by administrators and school boards. Sadly, such support has not always been forthcoming.

A third matter for our attention is the spread of coercion from college campuses down into high schools and even lower. At present the SDS and BSU organizations are our greatest problems. With adult coaching and with outside financing, these groups present problems which are at times even more serious than those presented by their college counterparts, for the young are more easily influenced, more impulsive, and tend to be less compassionate for others.

What has been found to be true in the college setting is equally true in high school, junior high school, and elementary school. Lines of authority and responsibility<sup>(in education)</sup> must be kept clear. When rules or laws are violated, the responsibility must be fair, firm, and swift. There must never be negotiation, concession, or arbitration while under threat. Otherwise blackmail is rewarded and will be repeated. One must not be reluctant to work with police for the tactics used today often can be handled only with police action for the protection of the students.

As Dr. Hayakawa stated, "In a democratic society, the police are for the protection of our liberties. It is in a totalitarian society that police take our liberties away."

But it is not only youth who are confused about where final responsibility lies. Some members of our faculties, administrators, and even school board members fail to see the basic truth clearly. In a democratic society, the final authority can only rest with the people of that society. This is the essence of a democracy. This authority cannot be given away---it can only be delegated by the people to those who represent them through an election or by appointment from those who are elected. A wise school board will delegate much to its administrators. If its administrators fail, the authority is taken back. And on it goes from administrator to teacher, and even in some areas to students.

We should be concerned that some students and even some teachers fail to recognize that the democracy of final authority is the people, not a majority of students or a majority of teachers, or a majority of any other special group.

At San Francisco State we have near chaos because basic facts are not understood or are purposely ignored. The Academic Senate leaders claim authority over not only the president, but over the Trustees as well. BSU and SDS claim authority over all and, like their Academic Senate counterparts, would let the institution collapse before accepting their appropriate place within our democratic framework.

What happens when concessions are made under compulsion or coercion no matter how well meaning they may be?

The completely predictable result is an acceptance of the concessions as a statement of weakness and a new demand for total authority stated even more vehemently than before.

Our problems have been made more difficult to solve because of some stereotypes and notions which are commonly held but which are largely untrue. Consider the frequent challenge to us implied in the phrase, "Generation Gap."

Adults are too distant and too aloof from their children. Today's children are much more aware of complex human problems than are their parents and teachers.

We don't understand them? Well, let me suggest it is time they try to understand us. I will make no apology for our generation. We took the world we inherited and we have fought harder for freedom and paid a higher price in blood and treasure than any generation in history.

No, we haven't solved all the problems of human misery, or injustice, but we have made a better start and greater progress than anyone else who ever lived, and we are the first to point out how long the road is that still remains...how far we have to go if we are to solve these problems.

We will be glad to have our children join in and help, but let's not concede that having seen the monkey, they can now run the circus.

I want you to know, however, I admire this young generation. Our young people today are better informed than we were at their age. They are more interested and involved in the world in which they are going to live.

And it is true that we have had some shortcomings in our relationship to them, but not because we weren't pals or buddies or teenagers enough with them.

Let us leave to them their language, their dress, their music. Leave it to their generation. Let us be adults. How else will they learn about adult conduct and how, someday, to join an adult world if every adult they see now is copying them.

By not standing up for our cultural values, we place doubt in their minds about those values. Sure, they have an advanced understanding because of vast communications and television. Well, we watch television. In fact, we invented it.

The pace has increased for all of us. The need for stability by youth has increased proportionately.



I also would like to make a few comments about tensions arising from activists of a few black militants. It must be recognized that much of the violence by these militants actually is inspired by whites and organizations such as SDS, which publicly acknowledge that they seek overt racial conflict.

Again, there has been a kind of oversimplification in the use of the words majority and minority. They have come automatically to denote white and black. This is true today at San Francisco State College.

Well, let me suggest what almost might seem like a new definition of the words majority and minority. The majority is black and white, and all the shades in between. It is made up of those responsible people who want freedom to work and earn, to learn and teach, without a threat of violence.

The minority is also a mix of every race and ethnic group, and it is determined to impose its will on the majority for purposes known only to itself, but which are often disguised when presented to the public.

Suspended Professor Murray of San Francisco State is one who would like to pretend that his racial background is the issue. But what of the black professor? Murray is reported boasting that that professor was against joining the strike and was beaten until he changed his mind.

What of the legitimate Negro students at San Francisco who worked hard and qualified themselves to meet the stiff entrance requirements and who now telephone me to tell me they can't go to class because their lives are threatened?

Now, perhaps your first reaction to that is that it can't be quite that extreme. Well, let me tell you that a few days ago, we listened to a tape of a student meeting at San Francisco State addressed by Stokely Carmichael, among others, in which the students were being instructed on how to carry on this strike. They were told how to start the fires at various points on the campus, and within a matter of hours, there were 50 fires burning on that campus.

And then, as we listened to the tape, we heard this line by one of the speakers, "If in this strike process it becomes necessary to kill, you will kill."

We learned also in the meeting of the Board of Trustees that a number of students now striking at San Francisco State are special students allowed in under the federal program, whereby students are financed and allowed to enter who are not qualified by grades and who are allowed as a kind of experiment. They were to be admitted through the regular admissions process. We learned, for the first time, that a group of students entered the Dean of Admissions' office with switch-blade knives and a list of the students they demanded should be entered under this program. And the dean, at knifepoint, agreed to their demand, and allowed them to choose the students who would be registered at San Francisco State. This was never reported to the authorities.

Unlawful behavior must be treated as unlawful behavior, regardless of the agent. Only thus can a society based on law and due process survive.

We have tremendous challenges, tremendous opportunities and great threats. You in education carry perhaps the heaviest responsibility for the direction of our society in future years. Government represents the people. Our educational institutions do likewise.

Our relationship must be cooperative, thoughtful and effective. Our goals must be clear and our efforts inspired. We are very simply talking about a way of life.

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EXCERPTS OF REMARKS BY GOVERNOR RONALD REAGAN

Governor's Traffic Safety Conference  
Sacramento  
December 12, 1968

It is a pleasure to be able to spend a little time with you because I have met no finer, more attractive and positive group of young persons in a long time. After the headlines of the past couple of weeks, and some of the young people we have had to confer with, it is indeed refreshing to see you here.

This is the second year we have conducted a governor's safety drive of this type and I am pleased that our state has been the leader--once again pointing the way. I hope other states follow this example because there is no finer way to exhibit the benefits that can come from good driving practices and a sound driver education and training program.

We are proud of each of you. But let me repeat once more what Verne Orr said to you as you were leaving Burbank:

"Don't let this be the end of your safe driving. You are now and can continue to be an example to your friends and classmates. Tell them of your experiences; and don't overlook any opportunity to stand up and speak out for greater highway safety."

In short, as Verne said, we are asking you to become an Ambassador of Traffic Safety. You can be a vital, effective force in our constant fight against highway deaths.

All of you can help us with one of the greatest problems of our time---the ever increasing and awesome number of tragic deaths and injuries from auto accidents.

I would like to quote, if I may, from the Congressional Record of October 9, 1968. These remarks were read into the record by Senator Everett Dirksen:

"During the past several months much has been said in the Halls of Congress and elsewhere about violence in the streets, violence by guns and the like, but not much has been said nor has much attention been given to violence on the highways and byways of America from automobile accidents."



Senator Dirksen went on to point out that beginning with 1961, 25,000 American boys have been killed in Vietnam, while during that same eight-year period, 400,000 Americans have been killed and over 20 million have been injured by motor vehicle accidents on U.S. highways and streets. And fifty percent of the auto deaths are persons under 30 years of age---our youth, our most precious asset.

We must come up with a way to stop this senseless loss of life.

You have been asked to come here and help us find the answers:

--How can we reduce the number of auto deaths in California from its present level of around 5,000 a year?

--Are we doing all we can to improve our driver education and driver training programs so that every licensed driver is the best and the safest driver that can be produced?

--How can we help our enforcement agencies and the judiciary to assure that unsafe or hazardous vehicle operators are removed from our streets and highways?

These are important questions that demand immediate solutions. Each of you here has either experienced personally or have seen the tragedy and heartbreak that can result from erratic driving habits.

It doesn't seem to help to dwell on the number of innocent children orphaned each year by auto accidents---you are all aware of the heart-rending case of 12 brothers and sisters from the Central Valley who lost their mother and father by an auto accident, yet are determined to keep the remainder of their family together.

I say we need not dwell on such subjects because it so obviously accomplishes too little---cases like this are in the papers every day, yet drunks still climb behind the wheel. Obviously incapable drivers still barrel down the freeway at speeds exceeding 80 - 90 miles per hour---and flaming crashes still occur that result in tragedy for some California family. The number of deaths on our highways still is increasing.

Does this indicate that people don't react to an appeal to the heart? Have we become so calloused and insensitive to death and heartache that we don't recognize--or even care--that our own poor driving habits contribute to someone's tragic heartbreak? I don't think so.

But perhaps it is true, though, that some people can only be touched by monetary values. Let me try that approach for a moment. Let me quote a couple of figures that may hit you where it hurts.

In 1967, there were 4,883 deaths by traffic accidents in California and 233,834 injuries. To many people those are just more meaningless, fuzzy figures from another government agency.

But let us look at the figures this way:

Those accidents in 1967 cost the tax-paying public of California more than \$1 billion---a figure equal to almost 20 percent of the entire state budget.

That amount of money would buy 50,000 new homes.

It would provide \$50 worth of groceries for every man, woman, and child in California.

It would provide 50 new \$20 million factories, or provide 200 prime industrial sites and almost 100,000 new jobs.

What I am saying is this:

If you people here today--brought together because of your sincere and dedicated interest in traffic safety--could come up with meaningful solutions to some of the questions I asked a few minutes ago, the answers would go a long, long way toward solving that elusive tax relief program this administration has been seeking.

We in Government owe each of you a debt of gratitude for responding to our invitation to participate in this conference--whether you're an expert in the field of traffic safety, or a concerned citizen as I am.

These conferences do have an effect. Our conference last year in Los Angeles resulted in a number of outstanding recommendations for traffic safety improvements concerning the vehicle, the roadway, law enforcement and the courts, and most importantly--the driver.

Of these recommendations, about four were on the first three subjects. But there were eleven concerning the driver. We learned that the driver is the one area that needs very concentrated attention. It is the one "undesigned factor" over which we have the least control. And so we come to the theme of this year's conference:

"The Driver - Traffic Safety's Undesigned Factor."

California highway engineers have designed and are building the fastest, most convenient and the safest highway and freeway system in the world. And though it is not yet half completed, it already is responsible for saving the lives of hundreds of Californians every year.

But engineers cannot design the perfect driver--they have no way of "putting the screws to that nut behind the wheel," as they say.

Oh, they tell me they are absolutely certain that in a few years they can design and construct a completely automated freeway lane. They will be able to let the driver get in the back seat and play bridge while a little black box full of red and yellow electrical wires drives the car.

I would call that the ultimate in traffic safety.

But that's the answer of the future. The problem is today.

That was no black box driving the car tailgating you. And that was no computer that almost side-swiped you on the Freeway. That was a human driver--maybe one who had just had an argument with his wife or perhaps a couple too many for lunch.

This human being is what you are here to study. This man or woman, and their erratic driving habits will be dissected, analyzed, and--hopefully--improved by you men and women here today.

As I said, last year you came forth with eleven recommendations concerning our "undesigned factor"--and a lot of them became a part of our traffic safety legislative package.

I am sorry to report that not all my suggested legislation became law. Instead, some legislators decided to play politics with the lives

of their fellow Californians and blocked passage of presumptive limits legislation.

But the situation in our State Legislature will change somewhat next month, and I can assure you that presumptive limits--which again will be a part of our program--will meet with at least two less opponents.

We must come up with a meaningful presumptive limits law because every study ever done has hit the drinking driver as the major contributory factor to accidents in our state as well as nationally.

One just-completed study by the Federal Government states:

"The use of alcohol by drivers and pedestrians leads to some 25,000 deaths and a total of at least 800,000 crashes in the United States each year. Especially tragic is the fact that much of the loss in life, limb, and property damage involves completely innocent parties.

"Research shows that more than half of adults use the highways at least occasionally after drinking. However, the scientific evidence is irrefutable that the problem is primarily one of persons, predominantly men, who have been drinking heavily, to an extent rare among drivers and pedestrians not involved in crashes."

A presumptive limits bill--say at <sup>percent</sup> ten/--would streamline procedures in the prosecution of drunk drivers. It would relieve our judiciary of burdensome and expensive trials and would be of immeasurable aid to our enforcement agencies. Most important, it would help us protect the innocent and save hundreds of lives on our highways.

I call upon each of you here today to come to our aid and help us rid our state of one more traffic hazard--the drinking driver. If you do nothing else here in these few days, I urge you to commit yourself to join with us in this campaign for a presumptive limits law in 1969.

I would like to repeat, briefly, what I have said many times before and ask you once more for increased efforts and greater participation in this battle:

Government can do just so much in this or any area: The Governor can set the tone and give the charge to his various administrative agencies; the Legislature can enact the laws; the enforcement agencies can enforce them and the courts can interpret and uphold them. But all of this effort falls short of the job unless the citizen and his action groups do their job.



Government can represent your wishes, but it cannot be a substitute for citizen action, follow-through, and determination.

And so, that is why you are here--to provide the necessary brains, determination and impetus to make our highways safe for all of us and our children in the years ahead.

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(NOTE: Since Governor Reagan speaks from notes, there may be additions to, or changes in, the above. However, Governor Reagan will stand by the above quotes.)



EXCERPTS FROM SPEECH BY GOVERNOR RONALD REAGAN  
Joint Meeting of State Bar and Conference of Judges  
San Diego  
October 9, 1968

It is a great pleasure to be with you here today at this joint meeting of the State Bar of California and the Conference of California Judges. I am happy to join with the chief justice and the attorney general in extending greetings to you on behalf of the State of California.

It has been the privilege of my administration during the past year to work very closely with the Judiciary and the State Bar, particularly your Board of Governors, on a number of matters of interest to you and to state government.

In particular, I want to mention the outstanding cooperation which has existed between the Bar, the Judiciary, and the governor's office, in our attempts to obtain enactment of the California Merit Plan for the selection of judges. I certainly appreciate the excellent leadership which was provided by Chief Justice Traynor, and by your Board of Governors--particularly John Finger and Jack Sutro--in an effort which brought the Merit Plan closer to success than ever before. The bill was passed by the Senate and only narrowly blocked by a few votes in an assembly committee. From my talks with judges, lawyers, and citizens throughout the state, there is no question that the public definitely feels the need for the Merit Plan, and that they overwhelmingly support it.

I do not need to remind you of what the plan does or why it is needed. Through your discussions in the various local bar associations, and through the information activities of the State Bar, the lawyers know that this plan would insure the selection of judges strictly on the basis of their qualifications, ability and integrity. Likewise, the judges who are here will recognize that maintaining the highest standards of selection will assure them of a judiciary to which they can be proud to belong.

As the Merit Plan has been discussed and debated throughout the past year, enthusiasm and support have steadily grown. Newspapers throughout the state have published editorials endorsing this legislation. The vast majority of local bar associations that have studied the plan have passed resolutions supporting it.

It is very encouraging to learn that just this week the State Bar Conference of Delegates passed a resolution endorsing the Merit Plan.

this project. With their help we must continue to work for the enactment of this program.

As I told you at your conference last year, this administration will continue its efforts, in cooperation with your leaders and the chief justice, until we have finally succeeded in making the Judicial Merit Plan a part of California law.

Another major achievement in which the Bar and this administration have joined was the enactment during the past legislative session of the Corporate Securities Law of 1968.

This law replaced a 51-year old system of securities regulation, which was grossly inadequate for today's securities markets. The antiquated statutes placed an undue burden on business and industry, and also lacked effective enforcement tools to meet the problems of modern investment practices.

The new law will remove unnecessary regulations which had been placed on the business community, while at the same time improving protection of the investor. Of great significance is the removal of discriminatory provisions against the business enterprises in this state, which had resulted in discouraging the movement of new business into California. This encouragement to new investment within the borders of California will provide our state with a greater tax base and increased employment.

The addition of strong fraud provisions in the new Corporations Code will provide the California investor with greater protection than has ever before been available to him. The revised statutes permit the Department of Corporations to concentrate on individuals and practices which threaten the investment public, while not interfering with legitimate activities in the marketing of securities.

We recognize that the efforts of your members and your committees have been instrumental in bringing about the drafting and the legislative enactment of the Corporate Securities Law, and we appreciate the teamwork which continues to exist between the Bar and the Department of Corporations.

Another need of our state, in which I am sure many of you will be participating, is the revision of our tax structure. All of us are familiar with a state and local tax system which has grown without integrated planning, and which now places unreasonable and often unequal burdens upon many segments of the taxpaying public. Particularly, we recognize the plight of the property owner, whose unfair tax load has seemed to increase every year.

We feel that some progress has been made during the recent special session of the legislature, where for the first time this administration was able to achieve to some degree its objective of property tax relief.

But we must recognize that this is just a start. We cannot be satisfied until our entire taxing structure has been thoroughly overhauled, so that the types and amounts of taxes are established on an equitable basis throughout the state and among the various levels of government.

This includes providing for our local governments a sound and adequate basis for producing tax revenues. Cities and counties have the major responsibility for providing the governmental services which most affect the every day living of our citizens. These governmental agencies need sufficient means of income to provide these services, without constantly having to overtax the property owner.

I appreciate the efforts of many members of the State Bar Committee on Taxation who are working with the Tax Study Commission as it tackles this problem.

I might add that, in working on all of these legislative matters, the governor's office greatly appreciates the fine work and outstanding cooperation of your legislative representative, Herbert Ellingwood. His assistance has made possible the close working relationship that exists between this administration and the State Bar.

The challenges involved in the administration of justice continue to grow. In California, each year we experience an enormous increase in the number of cases and the workload which confronts our judges and lawyers. The number of new attorneys being admitted to practice each year has steadily increased until it is more than double what it was 10 years ago. The increase in judicial workload has been recognized by the fact that, during the past legislative session, several new superior court and municipal court judgeships were created, as well as six new positions of justice of the Court of Appeals.

However, trying to keep pace with volume by itself is not enough. We must be constantly vigilant to the need for improvement and modernization of the processes of justice. We must make sure that the best thinking, the latest technological developments, and the most advanced research are adapted to our legal system.

A significant development in this field has been new legislation for the handling of some traffic offenses. The efforts of the State Bar and the Judicial Council, which have studied this problem for several years, culminated in the enactment of the Traffic Infractions



Bill. We will watch with interest to see how this innovative program of court procedure will help in solving the tremendous problems involved in motor vehicle regulation in California.

Another new development, of particular interest to attorneys, is the act permitting the establishment of professional corporations, which was also passed this year. Under this measure, lawyers will be able to participate in some of the benefits previously extended to other vocations, without impairing the integrity or the responsibility of the legal profession.

These legislative measures illustrate some of the improvements that can be made in our legal and judicial systems. But whatever technical progress is made, we must be sure that our courts and the administration of justice remain responsive to the needs of our citizens. Just laws, fairly enforced, with timely and effective judicial administration, are essential if we are to retain the confidence of our people in our governmental system.

One area in which many people are concerned about the ability of government to fulfill its responsibilities is the field of crime prevention and control. As crime rates continue to skyrocket and disregard for law and order increases throughout our land, some people have voiced serious doubts about whether our governmental institutions are capable of maintaining the public safety.

We can understand their concern. The annual increase in crime outstrips population growth by a ratio of better than eight to one. The use of narcotics and dangerous drugs spreads, particularly among our young people. A violent faction would turn our campuses into staging areas for insurrection, and our streets into a no-man's land; they violate both the law and the rights of their fellow citizens.

To add to this problem, on one hand we have those misguided persons who would resort to some kind of "vigilante" action as a proposed means of combatting criminality. On the other hand, we have those who would take to the streets in an effort to gain their objectives, because they feel that the normal processes of government are not fast enough or not sufficiently responsive to their often unreasonable demands.

We cannot condone or justify any individual or group taking the law into his own hands, no matter what the motivation or professed reason might be. As lawyers and judges, you are pledged to uphold the law. Together, we have an obligation to take positive action to make our communities safe for the law-abiding citizen, and to insure that the institutions of democratic government are available and responsive to the just needs of all our people.

You have demonstrated by your efforts that you recognize this problem. The creation by the State Bar of a Special Committee on Crime Control shows your desire to participate in constructive action to solve the difficult problems of criminal activity. The work of the Conference of Judges and the Judicial Council in developing sentencing

institutes and initialing the California College Trial Judges has improved the ability of our judges to administer criminal justice in a fair, impartial and effective manner.

Under the chairmanship of Attorney General Tom Lynch, our California Council on Criminal Justice is engaged in the state-wide planning and coordination of new developments in the criminal justice system. This council brings together into a single group the representatives of all agencies involved in the criminal justice process, so that we can make better use of all available resources in combatting criminal offenses. Among the present functions of the council is the implementation of the new federal crime control legislation.

Tom Lynch, with the support and cooperation of this administration, has also developed a new investigative unit to deal with organized crime and will soon inaugurate the most modern telecommunications system for use by all law enforcement agencies throughout the state. I am very grateful for his continued cooperation and assistance.

But our efforts to contain crime cannot stop with the work of the public officials and professionals in our legal and judicial system. As we seek to turn the tide in favor of the responsible, law-abiding citizen, it is crucial that we have a total and sustained fight against lawlessness---coordinating the efforts and the resources of individual citizens, the private sector and local organizations, as well as all levels and all branches of government.

The time has come for each of us to state that the law will be upheld---and mean it; to say that once again no man will be above the law---or beneath it, and that every man will know the full protection of the law; to say that if the law is to be changed, the revisions will be written in the halls of government, through the orderly processes of our democratic institutions---not in the streets or by mob violence.

I ask you to lead the way in which all of our people must follow. In the final analysis, the call for law and order and justice must come from every citizen at every level, and on every occasion. Only in that way can our people be safe---and free.

Best wishes to you for a most successful convention.

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