

MAYOR J.E. BUD CLARK  
STATE OF THE CITY SPEECH  
JANUARY 12, 1988

I AM SO PLEASED YOU ARE HERE. ESPECIALLY ON THE SORT OF NIGHT WHEN YOU MIGHT PREFER TO BE HOME IN FRONT OF A FIRE.

PRESIDENT FRANKLIN ROOSEVELT'S SON, JAMES, ONCE SAID, "MY FATHER GAVE ME THREE HINTS ON SPEECH-MAKING: BE SINCERE, BE BRIEF, BE SEATED."

I INTEND TO FOLLOW THE PRESIDENT'S ADVISE. SO THAT YOU CAN GET BACK TO YOUR FAMILIES AND FRIENDS.

THESE REMARKS ARE BILLED AS A REPORT ON THE STATE OF THE CITY. BUT THIS IS ALSO AN OPPORTUNITY FOR ME TO SAY HOW MUCH I APPRECIATE YOUR CONTRIBUTIONS, YOUR WILLINGNESS TO CARRY OUT JOBS WHICH AREN'T ALWAYS INTERESTING, RARELY EXCITING, AND SELDOM RECOGNIZED.

I KNOW HOW IT IS. TEN YEARS AGO, I WAS SITTING WHERE YOU ARE, WORKING FOR MY NEIGHBORHOOD, RAISING A FAMILY, AND RUNNING A BUSINESS ALL AT THE SAME TIME.

NOW, STANDING HERE, AS MAYOR OF OUR CITY, I SEE MY JOB AS AN EXTENSION OF ALL THAT VOLUNTEER WORK. I SEE WHAT I DO AS AN OPPORTUNITY TO CONTINUE THOSE CONTRIBUTIONS TO A PLACE I LOVE.

AND I MAKE ABSOLUTELY NO APOLOGIES FOR MY AFFECTION FOR PORTLAND. IT IS A BEAUTIFUL AND SPECIAL PLACE, OUR CITY, PDX, PORTLAND, OREGON, U.S.A.

I'D LIKE TO TELL YOU A LITTLE OF HOW IT IS FOR ME AS A CITIZEN-  
MAYOR, AND THAT IS WHO I AM, AN ORDINARY CITIZEN ELECTED TO A  
POLITICAL JOB. AN ORDINARY CITIZEN, LIKE YOU. NOT A POLITICIAN.

I DECIDED TO BECOME A CANDIDATE BECAUSE I BELIEVE MY CITY  
DESERVED BETTER THAN IT WAS GETTING FROM THE GUY WHO HELD THE JOB  
BEFORE ME.

YOU ARE WORKING FOR YOUR COMMUNITY BECAUSE YOU RECOGNIZE  
IMPORTANT ISSUES THAT SHOULD BE DEALT WITH. AND WHO ELSE WAS  
GOING TO DO IT?

THAT'S THE WAY I FELT WHEN I DECIDED TO BECOME A CANDIDATE, AND  
THAT IS STILL TRUE. SOMEONE HAS TO DO IT.

SINCE THEN, THERE HAVE BEEN SOME IMPORTANT ACCOMPLISHMENTS THAT  
WOULDN'T HAVE HAPPENED UNLESS YOU HAD ELECTED ME YOUR MAYOR.  
THERE HAVE ALSO BEEN SOME FRUSTRATIONS.

CARL SANDBERG ONCE SAID THAT A POLITICIAN SHOULD HAVE THREE  
HATS. ONE FOR THROWING IN THE RING, ONE FOR TALKING THROUGH, AND  
ONE FOR PULLING RABBITS OUT OF IF ELECTED.

WELL, MY HAT'S IN THE RING TWICE NOW. I HAVE NOT AND I WILL NOT  
TALK THROUGH MY DEERSTALKER. AND ANY MAGIC IN OFFICE IS BECAUSE  
OF COUNCIL AND CITIZEN COOPERATION LIKE YOURS.

NOR WILL I RATTLE OFF A SHOPPING LIST OF PROMISES. THE SINGLE  
COMMITMENT I GIVE YOU IS THE COMMITMENT YOU HAVE GIVEN: TO PUT  
MYSELF ON THE LINE AS YOU HAVE, IN THE CONTINUING EFFORT TO MAKE  
OUR CITY THE BEST IT CAN BE.

OUR CITY HAS PROBLEMS, AND I WANT TO SHARE WITH YOU SOME OF MY GOALS FOR THE NEXT FIVE YEARS TO SOLVE THOSE PROBLEMS. THAT IS TO THE END OF MY SECOND TERM, DECEMBER 31, 1992.

BUT BEYOND THAT TERM, I WANT TO LOOK FURTHER DOWN THE ROAD TO ONE OF OUR REGION'S SIGNIFICANT ANNIVERSARIES, TO 2005. THAT IS THE 200TH OBSERVANCE OF THE LEWIS & CLARK EXPEDITION.

THEIR ACCOMPLISHMENT IN 1805-1806 HELPED OPEN THE OREGON TERRITORY AND MADE THE U.S. FROM SEA TO SHINING SEA. ONE HUNDRED YEARS LATER, THE LEWIS & CLARK EXPOSITION HERE IN PORTLAND IN 1905 HELPED TO OPEN THE ECONOMY OF THE AREA. TWO THOUSAND FIVE IS ONLY 18 YEARS AHEAD AND, WITH PLANNING NOW, WILL USHER IN A GREATER SECURITY FOR OUR CHILDREN THAN HAS EVER BEEN DREAMED OF IN THE PAST.

SO BESIDES PROBLEMS, I WANT TO TALK ABOUT OUR IMMEDIATE NEED FOR A VISION OF PORTLAND IN 2005 AND BEYOND. YES, WE NEED A VISION OF PORTLAND'S FUTURE, SO WE ANTICIPATE AND CONQUER PROBLEMS BEFORE THEY HAPPEN.

AND SO, HOW IS IT FOR A CITIZEN-MAYOR IN CITY HALL?

EX-SENATOR EUGENE MCCARTHY ONCE SAID BEING IN POLITICS IS LIKE BEING A FOOTBALL COACH. YOU MUST BE SMART ENOUGH TO UNDERSTAND THE GAME AND DUMB ENOUGH TO THINK IT IS IMPORTANT.

WELL, I DON'T BELIEVE THAT. I PREFER TO THINK THAT YOU MUST BE SMART ENOUGH TO UNDERSTAND AND IDEALISTIC ENOUGH TO KNOW THAT IT IS IMPORTANT.

AND I LOVE IT. IT IS A JOB WITHOUT A TIME CLOCK, A JOB THAT IS NEVER FINISHED. EACH DAY, A CHALLENGE. EACH DAY, AN OPPORTUNITY TO TRY TO MAKE THIS SPECIAL PLACE MORE SPECIAL YET.

THE CITY CHARTER PRESCRIBES THAT THE MAYOR SHALL -- QUOTE -- "EXERCISE A CAREFUL SUPERVISION OVER THE GENERAL AFFAIRS OF THE CITY." -- UNQUOTE. THAT IS A CHARGE I REMIND MYSELF OF EVERYDAY.

"A CAREFUL SUPERVISION," AN IMPORTANT PHRASE. NOT THOUGHTLESS. NOT SELF-SERVING. NOT CARELESS. BUT CAREFUL.

SO HERE ARE THREE CAREFULLY CONSIDERED, BUT VERY OBVIOUS, GOALS FOR PORTLAND DURING THE COMING FIVE YEARS.

FIRST -- AND THE NUMBER ONE GOAL -- IS THE PERSONAL SAFETY FOR EACH INDIVIDUAL AND FAMILY IN THIS CITY -- AND THEIR PROPERTY.

SECOND -- IS THE RECLAMATION OF THOSE HOMES AND NEIGHBORHOODS DEVASTATED BY CRIME AND OTHER REASONS TO GET THEM BACK SERVING PEOPLE.

AND THIRD -- STRATEGIC PLANNING SO THAT YOU AND YOUR CHILDREN'S FUTURE IN THIS CITY IS SECURE.

AS I DEVOTED MYSELF TO CREATING A CONVENTION CENTER AND HELPING THE HOMELESS, I WILL DEVOTE MYSELF TO THE SINGLE MOST IMPORTANT ISSUE WE FACE -- A SAFE CITY.

NONE OF US SHOULD FEAR THE STREETS WHERE WE LIVE. I INTEND TO DO EVERYTHING IN MY POWER TO ASSURE THAT FREEDOM. I WILL CAMPAIGN. I WILL HARANGUE. AND I WILL DEMAND A SOLUTION TO OUR SWINGING-DOOR JUSTICE SYSTEM.

THOSE WHO ATTACK US MUST KNOW THAT PUNISHMENT IS SURE AND SEVERE. THE MOST BASIC ASPECT OF THAT RESPONSE IS JAIL SPACE. WE MUST BE ABLE TO LOCK-UP THOSE WHO BREAK OUR LAWS, WHO DIMINISH OUR COMMUNITY. AS YOU KNOW, THE CITY DOES NOT RUN THE JAILS. THAT'S THE COUNTY SHERIFF'S JOB, AND THE GOVERNOR'S. BUT I HAVE WORKED HARD TO SEE THAT FUNDING FOR NEW JAILS IS IN PLACE, AND I PLEDGE THE SUPPORT OF CITY STAFF AND RESOURCES TO HELP GET THE NEW JAIL BEDS UP AND RUNNING, SO THAT WE CAN LOCK UP THE CRIMINALS OUR POLICE ARREST.

I EXPECT YOU HAVE SEEN A COPY OF OUR SAFER CITY PLAN. (HOLD IT UP) AND THAT IS WHAT IT IS. A PLAN. IT IS NOT A CATALOG OF CRIME STATISTICS. IT SPEAKS TO THE VALUES OF OUR COMMUNITY AND THE START OF THEIR RESTORATION.

ABOUT A YEAR AGO, A FORMER POLICE CHIEF TOLD ME IT IS IMPOSSIBLE TO GET RID OF CRIME. THAT IS SO. BUT THROUGH CLOSE COOPERATION WITH THE POLICE, WE -- YOU AND ME -- AND OUR NEIGHBORS -- THROUGH THAT KIND OF COOPERATION -- I BELIEVE WE CAN COME DAMN CLOSE!

THIS PLAN ASKS FOR YOUR HELP. IT SHOWS WAYS WE CAN WORK TOGETHER TO MAKE OUR CITY SAFER. AND I'M ASKING YOU FOR YOUR IDEAS ABOUT THINGS WE CAN DO -- SHOULD BE DOING -- TO MAKE OUR CITY, AND OURSELVES, SAFER.

ILLEGAL DRUGS IS THE PLAGUE WHICH CONTAMINATES OUR COMMUNITY. IT MUST BE TREATED THROUGH EDUCATION, ENFORCEMENT, AND MORAL REJUVENATION.

THE REGIONAL DRUG INITIATIVE IS IN PLACE TO GUIDE US. SO IS THE DRUGHOUSE ORDINANCE. WE CAN SEIZE BUILDINGS WHICH ARE USED FOR ILLEGAL PURPOSES.

AND ASSETS CLAIMED IN DRUG ARRESTS WILL BE COMMITTED TO THE ANTI-DRUG CAMPAIGN.

THE POLICE BUREAU NARCOTICS UNIT IS THE LARGEST THAT IT HAS EVER BEEN. THERE ARE MORE OFFICERS ON THE STREET THAN EVER. THE POLICE BUDGET HAS BEEN INCREASED. AND WE HAVE A CHIEF, IN DICK WALKER, WHO KNOWS WHAT HE'S DOING.

WE WILL CONCENTRATE ON REDUCING THE MARKET FOR STOLEN GOODS. UNDER OUR NEW PAWNSHOP ORDINANCE, WE RECENTLY REVOKED THE BUSINESS LICENSE OF A TRADER IN STOLEN GOODS, AND THERE WILL BE MORE. AND THE CITY WATCH PROGRAM, INVOLVING PORTLAND EMPLOYEES, WILL BE EXPANDED.

WE INTEND TO CLEAR OUR STREETS OF PROSTITUTES. THEY ARE SLAVES TO THEIR PIMPS' DRUG HABITS AND THEIR OWN DRUG HABITS. AN ANTI-HITCHHIKING ORDINANCE WILL HELP, AS HAS THE PRESENCE OF OUR STREET CRIMES UNIT AND CITIZEN VOLUNTEERS.

WHERE'S THE MEAT? PORTLAND WAS IN THE FOREFRONT OF PUSHING THE FEDERAL GOVERNMENT FOR MORE FUNDS TO FIGHT DRUG ABUSE. AS A RESULT OF THIS, \$2.1 MILLION IS COMING TO OREGON. \$400,000 WILL BE SPENT IN OUR COMMUNITY GOING AFTER DRUG DEALERS AND THEIR STREET NETWORKS.

SINCE SEPTEMBER 1, WE HAVE USED THE DRUG HOUSE ORDINANCE IN APPROXIMATELY FOUR-DOZEN INSTANCES. THAT INCLUDES WARNING LETTERS, AS WELL AS LETTERS FORMALLY NOTIFYING OWNERS OF OUR INTENT TO SUE.

TO HELP IMPLEMENT THE REGIONAL DRUG INITIATIVE, WE HAVE ALREADY APPLIED FOR OVER \$100,000 IN NEW GRANT MONEY. AND I HAVE PERSONALLY CONTRIBUTED MY PAY RAISE. MOST OF IT WILL GO TOWARD WORKING WITH BUSINESSES AND THEIR EMPLOYEES IN IMPLEMENTING PROGRAMS AGAINST DRUGS IN THE WORK PLACE. THE INITIATIVE IS AN HISTORIC, COOPERATIVE EFFORT JOINING TOGETHER LAW ENFORCEMENT, SCHOOLS, TREATMENT PROVIDERS, ELECTED OFFICIALS, THE BUSINESS COMMUNITY, AND CITIZENS TO FIGHT DRUG ABUSE. IN THE NEXT FEW WEEKS, I WILL BE MEETING WITH COUNTY CHAIR GLADYS MCCOY, DISTRICT ATTORNEY MIKE SCHRUNK, SHERIFF FRED PEARCE, AND DR. MATTHEW PROPHET TO BEGIN PLANNING IMPLEMENTATION OF THE LAW ENFORCEMENT GOAL OF THE RDI PLAN.

OUR POLICE BUREAU IS DOING AN OUTSTANDING JOB WITH THE RESOURCES THEY HAVE TO MAKE DRUG ARRESTS. TOTAL DRUG ARRESTS ARE UP 50 PERCENT FROM LAST YEAR. ARRESTS FOR DISTRIBUTION OF AMPHETAMINES ARE UP 130 PERCENT. AND ARRESTS FOR DISTRIBUTION OF COCAINE ARE UP 250 PERCENT. WE SEIZED OVER \$7.5 MILLION WORTH OF DRUGS. WE NEED TO KEEP THAT KIND OF HEAT ON WHILE INCREASING OUR CAPACITY TO JAIL AND TREAT THESE LAWBREAKERS.

THE MOST IMPORTANT GOAL, HOWEVER, IS TO REDUCE AND HOPEFULLY ELIMINATE THE USE OF DRUGS IN OUR CITY. THAT IS THE ONLY TRUE SOLUTION. DRUG USE AND DEMAND IS THE SICKNESS, THE CANCER THAT CREATES THE BURGLARIES, THE PROSTITUTION, THE ROBBERIES, ETC.

SECONDLY, DURING THE NEXT FIVE YEARS, I WANT TO TURN OUR ATTENTION TO PORTLAND'S INNER-CITY NEIGHBORHOODS. I WANT US TO HOMESTEAD THOSE NEIGHBORHOODS, JUST AS OUR ANCESTORS HOMESTEADED THE EARLY WIDE OPEN SPACES OF OREGON. I WANT US TO RECOGNIZE THE INCREDIBLE RESOURCE WE HAVE HERE. NEIGHBORHOODS OF AFFORDABLE HOUSING, CLOSE TO THE WORK PLACE. FAMILY NEIGHBORHOODS, WITH YARDS AND TREES, LIGHT AND AIR, AND YET, ALL THE AMENITIES OF CITY LIVING. SOME OF OUR NEIGHBORHOODS ARE IN DISARRAY. THEY MUST BE RECLAIMED. WE MUST DEMONSTRATE THE SAME "CAN-DO" ATTITUDE OF OUR HOMESTEADING FOREFATHERS, AS WE HOMESTEAD THE INNER SPACES OF OUR CITY.

WE WILL RECLAIM OUR NEIGHBORHOODS. WE WILL TAKE BACK HOMES AND NEIGHBORHOODS CONTAMINATED BY DRUGS. AND WE WILL FIND THE RESOURCES TO RESURRECT SUCH NEIGHBORHOODS AND TO SEE THEM FLOURISH.

DOLLARS ARE LIMITED. BUT GOVERNMENT DOES HAVE TOOLS TO HELP OUR CITIZENS EXPAND THIS CONCEPT BEYOND THE PRESENT URBAN HOMESTEAD PROGRAM AND TO ACCOMPLISH THE NEXT PHASE IN THE FUTURE OF OUR NEIGHBORHOODS.

DURING THE PAST FOUR YEARS, THE PORTLAND DEVELOPMENT COMMISSION HAS USED COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS TO MAKE LOANS TO IMPROVE 4600 HOUSING UNITS FOR LOW AND MODERATE INCOME FAMILIES. THOSE LOANS WERE TO HOMEOWNERS, INVESTORS, AND HOMESTEADERS. WE ARE KEEPING THOSE PROGRAMS INTACT.



BUT IN THE 1988-89 BUDGET, I AM COMMITTING DOUBLE THE RESOURCES WITHIN OUR HOUSING AND COMMUNITY DEVELOPMENT BUDGET TO RECLAIM OUR NEIGHBORHOODS AND MAKE THEM SAFE. WE WILL BEGIN A PROGRAM TO RECLAIM AND REHABILITATE VACANT HOMES. WE ARE INCREASING FUNDS FOR HOME SECURITY FOR THOSE WHO CANNOT AFFORD TO PAY. AND FOR THE FIRST TIME, WE WILL BE ABLE TO OFFER HOME SECURITY LOANS TO THOSE WHO CAN AFFORD THEM.

ALSO, I AM DIRECTING THE BUREAU OF HOUSING AND COMMUNITY DEVELOPMENT TO FOCUS ON NEIGHBORHOOD REVITALIZATION AND RECLAMATION IN ITS NEW THREE-YEAR PLAN.

OUR CITY IS UNIQUE IN THAT WE HAVE AFFORDABLE HOMES THAT ARE CLOSE TO WHERE WE WORK. INITIATIVES OF THE LAST FOUR YEARS WILL MAKE THIS EVEN MORE TRUE.

THE CONVENTION CENTER LOCATION AT UNION AND HOLLADAY IS STIMULATING THE CREATION OF MORE JOBS AROUND IT. PACIFIC CORPS' PURCHASE AND DEVELOPMENT OF THE LLOYD PROPERTIES AROUND THE CENTER AND THE ENHANCEMENT OF THE LLOYD CENTER ITSELF BY THE MELVIN SIMON COMPANY WILL CREATE A JOB CENTER WHICH WILL EVENTUALLY RIVAL DOWNTOWN.

TO THE NORTH IS THE COLUMBIA CORRIDOR. THAT IS THE MILE WIDE STRIP OF MOSTLY INDUSTRIAL LAND WHICH IS BORDERED ON THE NORTH BY THE COLUMBIA RIVER, ON THE SOUTH BY COLUMBIA BOULEVARD, AND IT RUNS FROM THE MOUTH OF THE WILLAMETTE RIVER TO THE MOUTH OF THE SANDY RIVER.

THE COLUMBIA SOUTH SHORE URBAN RENEWAL DISTRICT IS ALREADY UNDERWAY AND WILL CONTINUE TO STIMULATE INVESTMENT WHICH MEANS JOBS. THAT MEANS THAT THE NORTH AND NORTHEAST NEIGHBORHOODS ARE SANDWICHED BETWEEN TWO NEWLY STIMULATED JOB CENTERS.

THIS SHOULD RAISE THOSE PROPERTY VALUES AND ACCELERATE OUR URBAN HOMESTEADING PLANS IN THOSE NEIGHBORHOODS, AS WELL AS ALL THE OTHER NEIGHBORHOODS WITHIN THE CITY.

AS FAR AS THAT GOES, WE CAN MARKET OUR NEIGHBORHOODS THROUGHOUT THE ENTIRE METROPOLITAN REGION AS THE FINEST, MOST AFFORDABLE PLACES TO LIVE. EVEN NOW, A THIRD OF THOSE WHO WORK AT NEC IN HILLSBORO, AND A FOURTH OF THOSE EMPLOYED BY FUJITSU AND EPSON, LIVE IN PORTLAND AND COMMUTE TO WASHINGTON COUNTY.

FINALLY, IT SHOULD BE APPARENT TO ALL OF US THAT THE CITY OF PORTLAND WILL BE DEALING WITH NEW ECONOMIC REALITIES DURING THE NEXT FIVE YEARS. OUR ECONOMY, AS IT WAS DURING THE SEVENTIES, HAS CHANGED, PERMANENTLY. WE MUST CONTINUE TO WORK TO ADAPT TO THOSE CHANGES, AND TO PREPARE FOR A WORLD WHERE THE PACE OF CHANGE IS ACCELERATED. WE NEED SHORT- AND LONG-TERM PLANNING FOR OUR CITY'S FUTURE -- WE NEED A MISSION -- WE NEED A VISION.

I HAVE ALREADY BEGUN TAKING STEPS TO DEAL WITH THESE ISSUES. I HAVE APPOINTED AN ECONOMIC DEVELOPMENT ADVISORY COMMITTEE TO PREPARE A POLICY DOCUMENT WHICH CAN MOVE US FORWARD ECONOMICALLY DURING THE NEXT FIVE YEARS. THEIR WORK IS DUE THIS SPRING. WE RECOGNIZE THAT PORTLAND, AND WHAT IT HAS BECOME, IS STILL AN UNKNOWN QUANTITY TO MUCH OF THE REST OF THE NATION AND THE

WORLD. I HAVE APPOINTED THE MAYOR'S MARKETING COMMITTEE TO RECOMMEND WAYS IN WHICH WE CAN WORK TOGETHER TO GET THE MESSAGE OUT. THEIR FIRST PHASE REPORT (IN WHICH EXISTING EFFORTS AND POTENTIAL DIRECTIONS ARE ANALYZED) IS DUE THIS MONTH.

WE ARE FORTUNATE THAT, RIGHT NOW, PORTLAND IS DOING WELL ECONOMICALLY. THE EFFORTS WE HAVE UNDERTAKEN ARE WORKING. BUT WE MUST PREPARE OURSELVES FOR WHAT LIES AHEAD. THE WESTWARD MOVEMENT OF AMERICANS CONTINUES, AND WE ARE A LOGICAL DESTINATION. WITH THE GROWTH OF THE PACIFIC RIM, THE WORLD'S ECONOMIC CENTER OF GRAVITY IS SHIFTING. IT MAY WELL COME TO REST RIGHT WHERE WE ARE. WE ARE FORTUNATE IN OUR POSITION, AND WE ARE FORTUNATE THAT WE HAVE PLANNED AHEAD FOR GROWTH. WE HAVE ALSO RECOGNIZED THAT THERE ARE LIMITS TO THE SIZE WE WANT TO BECOME. AS WE IMPROVE IN PORTLAND, ALL THE OTHER CITIES IN THE REGION WILL IMPROVE AND GROW AS WELL. TO OUR MUTUAL BENEFIT.

I AM CERTAIN THAT, AS WE MOVE FORWARD IN OUR STRATEGIC PLANNING TO BETTER PORTLAND'S ECONOMY, WE WILL ALSO FIND WAYS TO IMPROVE OUR GOVERNMENT. WE CAN SURELY BE MORE RESPONSIVE TO THE NEEDS OF THOSE WHO WANT TO IMPROVE OUR ECONOMY, JUST AS WE ARE CONTINUALLY WORKING TO BE RESPONSIVE TO THE NEEDS OF OUR NEIGHBORHOODS. I THINK WE OUGHT TO CONSIDER WAYS IN WHICH WE CAN WORK BETTER AMONG OURSELVES, AND WITH OTHER GOVERNMENTS IN THE REGION.

I PLEDGE TO CONTINUALLY WORK TO MAKE GOVERNMENT MORE EFFICIENT. WE MAY NEED AN OFFICE OF STRATEGIC PLANNING, SO THAT WE CAN ANTICIPATE CHANGE, RATHER THAN REACT TO IT. WE NEEDS WAYS TO LOOK AHEAD AND TO BE PREPARED FOR A FUTURE WHICH WE CAN ANTICIPATE.

WITH THE CREATION OF THE POSITION OF DEVELOPMENT LIAISON, WITH REGULATORY REVIEW AND THE ONGOING REWRITE OF THE PLANNING CODE, WE ARE ALREADY WORKING TO ACCOMPLISH WHAT WE CAN. AS WE LEARN MORE, AS WE PLAN AHEAD FOR NEW ECONOMIC REALITIES, WE CAN ALSO FIND WAYS TO WORK TOGETHER BETTER AS A REGION. TOGETHER, WE CAN ACCOMPLISH WHAT WE SET OUT TO DO.

WELL, WHAT HAVE WE BEEN TALKING ABOUT SO FAR? WE HAVE BEEN TALKING ABOUT THE PROBLEMS OF OUR CITY; FIRST, DRUG ADDICTION THAT LEADS TO CRIME WHICH DESTROYS OUR CITIZENS' LIVES, THEIR HOMES, AND EVENTUALLY NEIGHBORHOODS. AND WE HAVE IDENTIFIED A NEED FOR LONG-RANGE PLANNING AND A VISION FOR OUR CITY. WE HAVE BEEN TALKING ABOUT PROBLEMS AND THEIR SOLUTIONS FOR THE FUTURE. WHAT IS THE STATE OF THE CITY TODAY? AREN'T THERE ANY GOOD THINGS OUT THERE, ABOUT OUR CITY?

YOU'RE DARNED RIGHT THERE ARE. FAR MORE POSITIVES THAN NEGATIVES, BUT WE ARE A PROBLEM ORIENTED PEOPLE WITH VALUES THAT MAKE US ALWAYS WANT TO BETTER OURSELVES. AND WHEN YOU'RE THE MAYOR, YOU SPEND MOST OF YOUR TIME SOLVING PROBLEMS.

WHAT IS THE STATE OF THE CITY?

MARK TWAIN SAID, "SUPPOSIN' IS GOOD. KNOWIN' IS BETTER."

WHEN I WALKED INTO THE MAYOR'S OFFICE, IT WASN'T KNOWN THAT THE CITY'S \$27 MILLION RESERVE FUND HAD DWINDLED DRAMATICALLY. TO LESS THAN \$10 MILLION.

THAT WAS FOLLOWED BY THE REVELATION THAT POLICE AND FIREFIGHTERS WERE GETTING A TEN PERCENT PAY INCREASE.

MY FIRST RESPONSIBILITY WAS, AND IS, TO MAKE SURE THE CITY IS FINANCIALLY SOUND.

TONIGHT IT IS.

SO WHAT IS THE STATE OF THE CITY? PRETTY GOOD. NOT AS GOOD AS IT MIGHT BE. NOT AS GOOD AS IT WILL BE.

I COULD RECITE A LENGTHY LIST OF ACCOMPLISHMENTS OF THE PAST THREE YEARS. I WON'T.

BUT HERE ARE SEVERAL I CONSIDER OF IMPORTANCE.

THE CONVENTION CENTER. A TRUE COMMUNITY EFFORT THAT INVOLVED COUNTLESS VOLUNTEERS. IT WILL GENERATE ABOUT \$37 MILLION WORTH OF NEW BUSINESS. ULTIMATELY, 4300 JOBS WILL BE CREATED.

THE REGIONAL DRUG INITIATIVE WILL BE A VITAL INFLUENCE IN THE ANTI-DRUG CAMPAIGN. IT WILL PINPOINT STREET DEALERS, CONTRIBUTE TO REHABILITATION OF USERS, AND I HOPE, ENCOURAGE US ALL TO TAKE RESPONSIBILITY FOR REDUCING ILLEGAL DRUGS IN THE CITY. WE MUST REDUCE THE DEMAND.

I'M VERY PROUD OF HELPING CREATE LEADERS ROUNDTABLE. IT IS AND WILL CONTINUE TO COORDINATE CITY, SCHOOL DISTRICT, AND PRIVATE PROGRAMS TO KEEP AT-RISK KIDS IN SCHOOL AND HELP THEM FIND JOBS.

THE PERFORMING ARTS CENTER. THE UNION STATION RENEWAL PROJECT. THE DEVELOPMENT OF DOWNTOWN HOUSING IN THE PARK BLOCKS. COLUMBIA

SOUTH SHORE AND CENTRAL EASTSIDE URBAN RENEWAL. AND WE'LL BE GETTING THE ROUSE PROJECT OFF THE GROUND ON MARCH 4. EACH OF THESE CONTRIBUTES TO OUR ECONOMIC WELL-BEING. AND TO OUR PRIDE.

THESE DEVELOPMENTS WERE NOT ACCIDENTAL. THEY ARE BUILDING BLOCKS TO A HEALTHY CITY. I AM PLEASED TO HAVE CONTRIBUTED, AS MANY OF YOU DID, TO THESE ACHIEVEMENTS.

AND, BY GOLLY, TO MY CONTINUING SATISFACTION, WE HAVE A CITY BIRD, THE GREAT BLUE HERON. FROM THE TOP FLOORS OF DOWNTOWN BUILDINGS TO WHEN I POKE AROUND THE SLOUGHS AND WATERWAYS, THESE CREATURES FLY BY AND STAND MOTIONLESS FISHING -- SYMBOLIZING THE HEALTH OF OUR NATURAL ENVIRONMENT AND THE LIVABILITY OF OUR CITY.

NOW, I KNOW THAT IN THE GRAND SCHEME OF THINGS THAT A CITY BIRD IS NOT A BIG DEAL. BUT IT IS A KIND OF TONIC TO THE SPIRIT. IT MAKES ME FEEL GOOD ABOUT WHERE I LIVE.

AS TO A REPORT CARD ON HOW WE'RE DOING, I'M WILLING TO ACCEPT WHAT THE OREGONIAN PUBLISHED RECENTLY (HOLD UP PAPER) IN THIS ARTICLE.

HERE ARE SOME QUOTES:

"COUNCIL MEMBERS GIVE CLARK CREDIT FOR MAKING CITY HALL MORE OPEN."

"HE HAS PLACED INCREASED EMPHASIS ON THE ROLE OF CITIZENS IN REVIEWING BUREAU FINANCES AND OPERATIONS."

"THE COUNCIL NOW HAS A GREATER SENSE OF WORKING AS A UNIT THAN ANYONE IN CITY HALL HAS SEEN FOR YEARS, PARTLY BECAUSE OF TWO GOAL-SETTING SESSIONS THE MAYOR HELPED INITIATE."

THOSE ARE PRETTY POSITIVE COMMENTS.

I MENTIONED EARLIER THAT I CONSIDER MYSELF A CITIZEN-MAYOR.

I HAVE NO FURTHER POLITICAL ASPIRATIONS. I DO NOT YEARN, IN THE VERNACULAR OF CITY HALL, TO KEEP MY SNOUT IN THE PUBLIC TROUGH.

I HAVE NOT SPENT MY LIFE IN THE BUREAUCRACY.

I AM ONE OF THE FEW, MAYBE THE ONLY ONE IN THESE PARTS, WHO, WHEN MY TERMS ARE OVER, WILL LEAVE POLITICS TO GO BACK TO WHAT I WAS DOING. I WILL RETURN TO RUNNING A BUSINESS AND TO JOIN YOU IN VOLUNTEERING FOR THE GOOD OF OUR CITY. MAYBE ONE OF YOU WILL TAKE MY PLACE AS MAYOR.

IN THIS OREGONIAN ARTICLE (HOLD UP) THERE'S A LITTLE BOX. INSIDE IT SAYS: "MAYOR BUD CLARK HAS LEARNED TO GET THINGS DONE."

THAT IS WHY I GOT INTO THIS JOB IN THE FIRST PLACE. TO GET THINGS DONE FOR OUR CITY.

WITH YOUR SUPPORT AND HELP, WE'LL CONTINUE GETTING THINGS DONE, AND HAVE OUR FUTURE GOALS SET FOR 2005 AND BEYOND.

THANK YOU.