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Stack:	Row:	Section:	Shelf:	Position:
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CALIFORNIA CHAMBER OF COMMERCE

Head Table:

POTUS

Governor and Mrs. Deukmejian

Attorney General and Mrs. Van de Kamp

Senator and Mrs. Pete Wilson

Mr. and Mrs. Wainer (Chairman of Chamber)

Mr. and Mrs. Merksamer (Dinner Chair)

Mr. and Mrs. Kirk West (Chamber President)

State Senator and Mrs. Maddy (Senate Republican Leader)

State Treasurer and Mrs. Tom Hayes

The Reverend Donn Moomaw (Pastor of Bel Air Presbyterian)

(Willie Brown may be added later. Except for him, this list is final and inclusive.)

NOTE: This is the first birthday party the Chamber has ever had, definitely it's first 100th party. It is a big deal and there will not be another party till 2090!...they better have good time now!

After dinner, and right before dessert, a marching band and dancers, drill team, etc. will be getting loud out in the foyer. The doors will fly open and they will burst into the room singing "California, Here I Come". They are going to circle the room and get everyone pumped up. Then the waiters enter with dessert...chocolate likenesses of the NEW Chamber Logo. (they're proud of it and we may want to mention it. Maybe humor..."hmm, I'll have to suggest to the White House chef that we get the Presidential Seal done in chocolate" etc....)

SOME TIDBITS ABOUT THE 1890's:

"Father Time Outdone" was the headline of the New York World after Nellie Bly circled Jules Verne's world in less than 80 days. Today, you can fly from San Francisco to Tokyo in ----hours!

- takes less time to cross ocean than to get to work!

Frederick W. Taylor's stopwatches began to override customary work methods and improve industrial efficiency. Watches began to run the world and social interactions...the 5 minute interview, the one minute telephone conversation....

...the one minute average

Things moved faster and the world began to get smaller and smaller. Telegraphs, telephones, transatlantic cables, transcontinental railroads, adding machines, the first weather stations and longrange forecasting. More and more people came from Europe to America and then from the East Coast to the West Coast...

CA population in 1890: 1,213,000
1890 migration to CA: 30,000

CA population in 1989: 29, 630,000
1989 migration: 421,000

The biggest year for migration was 1943: 694,000
Big years followed the war also.

Current demographics of young people (in case we want to talk about the youth there etc.):

age 0-4: 2.4 million
age 5-9: 2.4 million
age 10-14: 1.9 million
age 15-19: 2 million
age 20-24: 2.2 million

DIONNE WARWICK:

Will be singing at 9:20 p.m. (don't forget the joke there)

Here show: Walk on by
Say a little prayer
Do you know the way to San Jose
Alfie
Take Good Care
On My Own
Deja Vu
Never loved like this before

FINALE: That's what friends are for

THE WHITE HOUSE
WASHINGTON

After the earthquake,
many San Francisco
businesses banded together.

Pacific Gas & Electric	} plus <u>many</u> more
cherron	
Pacific Telesis	
Bank of America	

They
donated millions of \$\$ and
thousands of hours in
employee time.

The CA Chamber organized an
Earthquake Relief Fund for
smaller chambers & businesses
in the quake area. Raised \$30,000.

CALIFORNIA CHAMBER of COMMERCE

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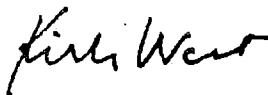
TRACK RECORD BENEFITS FOR BUSINESS THE CALIFORNIA CHAMBER

Each year, state legislators introduce thousands of bills that would affect your business operation in some way. State agencies develop an equal volume of regulatory requirements.

Never has it been more important — or more difficult — to keep up-to-date on important legislative issues.

That's where the California Chamber of Commerce can help. We are the largest advocate for California business and our lobbyists make certain that lawmakers and regulators consider your perspective. We also offer services to help you comply with complex new laws and still remain competitive.

We invite you to join the California Chamber of Commerce.
Investing in our program is an investment in your company's future.



Kirk West
President

P.S. Please take a few minutes to read our "Track Record." I'm sure you'll find we are active in a number of areas of interest to you and your business.

A strong voice for business

As a California Chamber member, you are part of a broad-based, non-profit organization that brings together a diverse range of interests from business, industry and agriculture. Together, we can be a strong influence for positive action on key legislation and regulatory issues affecting California's economy and our ability to compete in the world market.

■ *Widespread membership*

California Chamber members include:

- ✓ 3,500 employers, two-thirds of which are small businesses, a major source of economic growth.
- ✓ 400 local chambers of commerce that work with the California Chamber to provide local business with a voice at the state level.
- ✓ 160 trade associations that work with us on issues of concern to all employers.

■ *Advocacy through grassroots action*

Strong lobbying, coupled with an expanding grassroots action program on priority legislation is the cornerstone of the California Chamber's year-round effort to improve the state's economy and job climate. The Chamber also is active on federal issues of importance to members.

Chamber policy is generated by our members. More than 1,000 representatives of member firms serve on 17 committees that recommend Chamber policy to the Board of Directors. Committee members, volunteers who have an interest or expertise in the subject, meet quarterly.

Implementing the Chamber's legislative program are:

- ✓ our 10-member lobbying team, assisted by staff specialists, working full-time on legislation and regulations of greatest concern to Chamber members.
- ✓ the 170,000 small businesses in the Chamber's legislative network, working with local chamber of commerce legislative affairs committees to press for action on key proposals.
- ✓ the 90-member Board of Directors, which brings its full support and strength to bear on priority issues.

PROGRAM FOR ACTION
TRACK RECORD
BENEFITS FOR BUSINESS
THE CALIFORNIA CHAMBER

TRACK RECORD

BENEFITS FOR BUSINESS

We're committed to helping our members succeed

The California Chamber supplements lobbying with a variety of programs aimed at fostering a favorable business climate. These services provide timely information and advice on management and political issues to keep you profitable.

■ *Political action*

The Chamber sponsors California Business Political Action Committee (CALBUSPAC). Through CALBUSPAC the Chamber has waged successful campaigns on behalf of the business community.

■ *Legal action*

The Legal Defense Fund initiates legal action in courts or before regulatory bodies to challenge or defend statutes and regulations affecting business.

■ *Publications*

The Chamber's weekly legislative newsletter, *Alert*, keeps members informed on the latest action on key business issues.

The *Small Business Advocate* newsletter, published 10 times a year, calls for action and provides updates on the status of major legislation affecting small business.

"How to" handbooks and alerts to help our members cope with complex regulations and issues on:

- | | |
|----------------------------|-----------------------------------|
| ✓ Labor and employment law | ✓ Key business issues |
| ✓ Unemployment insurance | ✓ Pending legislation/regulations |
| ✓ Workers' compensation | ✓ Toxics and environmental law |
| ✓ Personnel policy | ✓ Hiring independent contractors |

■ *Workshops and seminars*

Chamber workshops and seminars held throughout the state bring you the experts who explain how to comply with government mandates in such areas as labor and employment laws and toxics regulations, unemployment insurance, workers' compensation, hiring independent contractors, Cal/OSHA and more.

■ *Discounts*

California Chamber members receive 25 percent discounts on seminars and "how to" handbooks.

■ *Telephone help*

For information about legislation, an emerging issue or any other governmental matter, call the Chamber at (916) 444-6670 — our staff specialists are here to help you.

■ *Cost saving programs*

- ✓ **Unemployment cost control** — helps you save approximately \$6 for every \$1 spent.
- ✓ **Pension plans** — package of pre-approved pension plans with no up-front costs and a reduced fee for administration.
- ✓ **Personnel policy expert software** — helps you design and write your personnel manual.

A history of success

When employer interests are at stake, the California Chamber is on the job, saving business millions of dollars.

■ *Labor and employment law*

- ✓ Sponsored successful bill to lower unemployment insurance costs by preventing administrative findings in unemployment hearings from being used in subsequent wrongful discharge court actions.
- ✓ Led the fight to secure meaningful reforms to the workers' compensation system.
- ✓ Blocked plant closure laws that would have punished firms that close or reduce operations in California.
- ✓ Killed bills mandating new group health care benefits.
- ✓ Halted unnecessary restrictions on the use of video display terminals.
- ✓ Worked for reform of federal immigration law and assisted member employers with record-keeping and employment practices.

■ *Liability insurance crisis*

- ✓ Led successful Proposition 51 campaign to reform "deep pocket" liability.
- ✓ Headed tort reform coalition to secure additional reforms in product liability, contingency fees and other liability areas.
- ✓ Defeated bills that would have placed criminal penalties on managers in product liability cases.

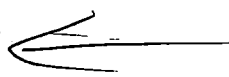
■ *Taxes*

- ✓ Led the campaign to defeat the \$8 billion split roll property tax initiative which would have taxed business at a higher rate.
- ✓ Spearheaded reform of state's unitary tax.
- ✓ Further conformed state to federal tax laws by sponsoring a bill requiring conformity on incentive stock options.
- ✓ Abolished the inheritance tax through a successful initiative campaign.
- ✓ Blocked increased property taxes on construction projects.
- ✓ Backed successful legislation allowing farmers to carry forward net operating losses.
- ✓ Defeated the oil severance tax.

■ *Toxics*

- ✓ Communicated with the Governor's administration on orderly and scientific implementation of Proposition 65 (the Safe Drinking Water and Toxic Enforcement Act of 1986).
- ✓ Provided leadership in toxics and waste management issues.
- ✓ Tightened the enforcement of pesticide laws.
- ✓ Successfully lobbied against air emission fees that would have cost Southern California businesses more than \$1 billion per year.

■ Special projects

- ✓ **Put a lid on government spending** through the Proposition 4 spending limitation initiative.
- ✓ **Promoted trade and investment** in California when the Chamber's business delegation attended the Governor's opening of the California state trade and investment offices in Tokyo, London, Mexico City, Frankfurt and Hong Kong.
- ✓ **Strongly supported bills** to gain increased access to international markets for California farmers, manufacturers and service firms.
- ✓ **Fostered school-business partnerships** through the BET program to improve student and teacher performance. 
- ✓ **Aided economic development** through laws that increased the state's advertising program for industrial development, limited litigation on development projects, set up procedures to protest excessive development fees and speeded the processing of development applications.
- ✓ **Coordinated business community actions** to improve state's transportation network.
- ✓ **Led business organizations** in supporting completion of the State Water Project and other development projects needed to meet statewide water needs.
- ✓ **Developed legislation** to protect property owners from excessive environmental regulations and opposed the "lock-up" of public lands that precludes future resource development and recreational opportunities.
- ✓ **Sponsored "Use a Gun. Go to Prison," "Keep California Green" and "Arson Burns Everyone"** public awareness campaigns.
- ✓ **Sparked the creation of Pacific Legal Foundation, Criminal Justice Legal Foundation, Far West Ski Association and California Wine Institute.**

Our members set the policies

To represent the diverse interests of all members, the California Chamber maintains 17 committees, each focusing on a subject of concern to business. The committee chairmen work closely with staff specialists. This means that we can act quickly as an issue emerges.

The Chamber's committees and their primary goals are as follows:

■ *Agriculture*

Provide agricultural employers with a conduit for communicating with state and congressional lawmakers regarding such agricultural issues as labor relations, chemical usage, land use, international trade, taxation and credit.

■ *International trade*

Support expansion of international trade and investment, fair and equitable market access for California products abroad, and elimination of disincentives that impede the international competitiveness of California business.

■ *Taxation*

Monitor legislation and regulatory activity to ensure that California tax laws are fair and can be administered easily. Review state spending plans to ensure that economy and efficiency are primary goals of government.

■ *Natural resources*

Advocate sound management of natural resources on public and private lands with optimum economic benefit to the people of California.

■ *Water resources*

Encourage water development, under state water rights law, to meet agricultural, municipal and industrial requirements in all parts of the state.

■ *Economic and job development*

Assist expanding California companies by reducing unnecessary cost and delays for new housing and business development projects.

■ *Air and waste management*

Develop policies on air pollution, waste management and contamination clean-up issues that meet the mutual objectives of protecting human health and the environment, while conserving the financial resources of business to the extent possible.

■ *Safety and health*

Achieve worker protection through cost-effective and practical safety and health regulations, emergency planning for releases of hazardous materials, and community need-to-know issues.

■ *Industry labor relations*

Protect employers' rights to organize, direct and manage their companies' employees in an efficient, safe and productive manner.

■ *Health care policy*

Fight legislative requirements and restrictions on health insurance plans. Promote innovative ways for employers to contain health care costs.

■ Unemployment insurance

Work with the Legislature to ensure the financial integrity of the unemployment insurance program, which is funded by employers. Resist increases in the weekly benefit amount without commensurate eligibility reforms.

■ Workers' compensation

Restore equity and fairness to the workers' compensation system, and return injured employees to work as quickly as possible.

■ Product liability and tort reform

Seek comprehensive tort reform legislation that will halt runaway liability risk and promote greater fairness, efficiency and economy in the civil justice system.

■ Education

Foster greater business involvement with schools to improve the quality of public education in California.

■ Political affairs

Discuss priority legislative issues and targeted ballot issue campaigns and provide advice on strategy and timing. Also act as liaison with major corporate members on Chamber campaigns and special projects.

■ Small business

Represent the small business viewpoint on priority legislation in cooperation with other standing committees of the Chamber. Promote legislative action on key issues through the grassroots network of local chamber and small businesses.

■ Transportation

Develop and maintain a statewide transportation network that is adequate for the needs of business, agriculture and individual citizens.

■ Special groups

The Chamber also has special groups to offer counsel on such subjects as the economy, decision-making and the private sector, criminal justice and regulatory matters.

✓ Economic Advisory Council

Provides quarterly forecasts on the state of the California economy. Council members include business economists from a variety of industries, government and the University of California.

✓ Corporate Governance/Public Pension Investment Ad Hoc Committee

Recommends policies on issues that affect how decisions are made within private corporations, and issues pertaining to the use of investment to influence corporate social responsibility. The committee has dealt with such issues as investments in South Africa and hostile corporate takeovers.

✓ Criminal Justice & Public Safety Ad Hoc Committee

Recommends policies on legislation to improve the safety of California communities and places of employment.

✓ Regulatory, Consumer & Legal Affairs Ad Hoc Committee

Reviews governmental policy regarding the regulation of business and professional practices in the areas of banking, telecommunications, consumer credit, advertising, warranties, consumer legal remedies, class actions, packaging and labeling, and franchises.

CALIFORNIA CHAMBER OF COMMERCE
CENTENNIAL DINNER GALA
CENTURY PLAZA HOTEL, LOS ANGELES
MARCH 1, 1990

REMARKS BY STANLEY A. WAINER

*Don't - Be sure then
don't cut this
for*

[Introduction by Voice-Over: "And now, the Chairman of the Board of Wyle Laboratories, and the 1990 Chairman of the Board of The California Chamber of Commerce, Mr. Stanley Wainer".]

GOOD EVENING, LADIES AND GENTLEMEN!

"The Duke"?
AND TO YOU, PRESIDENT AND MRS. BUSH, GOVERNOR AND MRS. DEUKMEJIAN, AND ALL OF OUR SPECIAL GUESTS, THANK YOU FOR JOINING US ON THIS VERY SPECIAL OCCASION, CELEBRATING THE CALIFORNIA CHAMBER OF COMMERCE CENTENNIAL.

CAN YOU IMAGINE WHAT CALIFORNIA WAS LIKE ON MARCH 1st 1890?

WELL, WE RANKED 22nd AMONG THE 42 STATES THAT THEN MADE UP OUR UNION, WITH A POPULATION OF ONLY ONE AND A QUARTER MILLION. (YOU PROBABLY SAW THAT MANY PEOPLE ON THE FREEWAY JUST DRIVING HERE TONIGHT!)

Y

CALIFORNIA CHAMBER CENTENNIAL

PAGE 2

TODAY, OURS IS THE MOST POPULOUS OF ALL THE 50 STATES,
NEARING 30 MILLION CITIZENS!

IN 1890, CALIFORNIA HAD JUST 61,000 BUSINESSES, INCLUDING
53,000 FARMS. TODAY, THAT NUMBER HAS GROWN TO MORE THAN
700,000.

A CENTURY AGO, OUR STATE'S FOREIGN TRADE TOTALED 2 MILLION
DOLLARS. NOW, THAT FIGURE EXCEEDS ONE HUNDRED BILLION
DOLLARS -- THAT'S B FOR BILLION!

YES, WE'VE COME A LONG WAY FROM THAT DAY ONE HUNDRED YEARS
AGO.

TODAY, ON MARCH 1, 1990, CALIFORNIA RANKS AS THE SIXTH
LARGEST ECONOMY IN THE ENTIRE WORLD, AND THIS TREMENDOUS
RECORD OF SUCCESS WAS ACHIEVED BY THE PEOPLE OF CALIFORNIA,
BY LEADERS WITH THE VISION TO SEE WHAT THIS GREAT STATE COULD
BECOME, AND BY A BUSINESS COMMUNITY WITH THE COURAGE TO TAKE
ENORMOUS RISKS IN ORDER TO MAKE OUR GOLDEN STATE THE ENVY OF
ITS PEERS AND A MAGNET FOR THE WORLD.

*This state
ranks
among
world
class*

California ... is world class

CALIFORNIA CHAMBER CENTENNIAL**PAGE 3**

THE MEN AND WOMEN OF CALIFORNIA'S BUSINESS COMMUNITY LED THE WAY TO THIS SUCCESS, AND WE THANK YOU FOR JOINING US TONIGHT AS WE HONOR THEIR ACHIEVEMENTS, AND YOURS.

NOW, IT IS MY DISTINCT PRIVILEGE TO INTRODUCE TO YOU A MAN WHO HAS BEEN A TRUE FRIEND TO THE CALIFORNIA CHAMBER, A STRONG ALLY OF THE BUSINESS COMMUNITY, AND A DISTINGUISHED LEADER OF THE PEOPLE OF CALIFORNIA.

LADIES AND GENTLEMEN, THE MAN WHOSE FIRST ACT AS GOVERNOR WAS TO WELCOME BUSINESS BACK TO CALIFORNIA, GOVERNOR GEORGE DEUKMEJIAN.

**THE EARLY DAYS
OF THE
CALIFORNIA CHAMBER OF COMMERCE**

**Prepared by
Julia Q. Hathaway
California State University, Sacramento**

THE EARLY DAYS
OF THE
CALIFORNIA CHAMBER OF COMMERCE

Julia Q. Hathaway
California State University, Sacramento

The California Chamber of Commerce can be proud of its ancestry stretching back over one hundred years into this State's history. Its position today can be directly traced to the dedicated visionaries who struggled to organize and develop California's commerce, industry and agriculture. Their promotion of immigration, their advocacy of all California-made products and their publicity of the superior life to be had in California were world-wide.

As early as 1867 attempts to encourage immigration to California from Europe, Great Britain and Ireland by the California Immigration Association were recorded. In 1881 another effort was made to organize immigration activities into California which noted the population at 1,200,000 people in 1888. The Immigration Association of California's stated purpose in their by-laws was the encouragement of agriculturalists and artisans to become permanent citizens of the State, to obtain and disseminate reliable information regarding available land, the climate and the soil and its production. In

addition, they sought to secure safe and inexpensive transportation for the immigrant and his family. Scarce documentation hinders further research into the activities of either of these organizations.

In 1887, a direct descendant of the California Chamber of Commerce, the California State Board of Trade was organized; it was not formally incorporated until 1909 at which time its by-laws stated their purpose was to establish and maintain at San Francisco a permanent exhibit of agricultural and other industrial resources of the state, to aid in immigration to California, and to publish and circulate statistical and other descriptive literature on the growth and the products of the state.

With a more agricultural bent, in 1888, the Honorable M. M. Estee of Napa reported to the California State Board of Trade that the wages in the eastern United States averaged ten to thirty-five percent less than in California. Citing some of the staggering wages, he noted that unskilled farm labor and girls as house-servants received twenty to thirty dollars per month plus board; lumbermen and loggers were paid forty to ninety dollars per month plus board, and mechanics brought in three to six dollars per day. Female teachers earned an amazing sixty to eighty-five dollars per month but this did not include board as they normally boarded elsewhere! "The success of men who toil depends largely on steady employment, good wages and cheap living. A man can work in California more days hence receive

the City and County of San Francisco, the name of the California State Board of Trade changed to the California Development Board in 1910.

Another early pioneer working for the advancement of California products was the Manufacturers and Producers Association of California. An exhilarating, holiday-like atmosphere marked the first membership meeting. California-made fireworks entertained the people who could not crowd into the Metropolitan Temple in San Francisco to hear the rousing speeches. The speaker's stage, decorated with red, white and blue bunting surrounded the Association's motto in gilded letters, "Home Industry," was the setting for several illustrious orators who prevailed upon the assembled multitude to buy California-made products, and to this end, to join the organization that promoted the purchase of domestic goods in California and outside the state.

Incorporated in 1895, its aims, as stated in its by-laws, were to encourage the manufacture, production, distribution and consumption of California products, to promote the formation of companies for the transportation of the products of the state, and to foster and promote all industries that have as their objective the development of natural resources, such as agriculture, horticulture, mineral and viticulture.

James W. Kerr, president of the Manufacturers and Producers Association remarked that an arousing of a sense of public pride and loyalty to our own institutions and industries was needed,

and a development of a sense of public honor. To develop the public's awareness of California products each woman who signed a pledge to buy California goods, instead of purchasing those imported, was given a silk badge at the 1895 Oakland Exposition.

The keynote of the drive to enlist new members in San Francisco was "Home Patronage of Home Industries." A speaker of the day reported, "The trouble with San Francisco and California in general has been that our merchants and manufacturers have pulled against each other instead of pulling all together. When price and quality are equal, the merchants are advancing their own prosperity by patronizing home products. In doing so, they are insuring a larger distribution of wages among the laboring classes and such money is turned again almost immediately into the local trade channels."

Concerned about the need to sell pure, uncontaminated food to the public, the Manufacturers and Producers Association sponsored the California Pure Food Congress in 1897 in San Francisco. A speaker of the day, Senator James N. Gillett cautioned, "It seems to me that our state has a great future in wine producing. But if we adulterate our wine, if we send it out impure, so that it is killed by its own impurity, the greatest industry will be lost to the people, and millions of dollars will be lost thereby." The Association received a large number of letters commending the work of protecting the people of California from injurious adulteration as well as preserving the good name of the food products of the State by preventing the

exportation of contaminated and inferior goods. In the same year, the organization proposed legislation against the sale of adulterous good in California. Impure food products from the east were being sold in the State at prices lower than the honest California toiler could meet, noted one newspaper.

In 1898, protesting the practice of the federal government to patronize eastern companies, the Manufacturers and Producers Association charged discrimination. A. Sbarboro of the Italian Swiss Colony, and director of the Association, wrote, "We have demonstrated that we can furnish everything the federal government requires, not only from a needle to an anvil, but from an anvil to the best battleships that have ever been constructed in the world, and therefore, we feel that the government should procure here all that they require, price, quality and fitness being equal."

Prior to the Manufacturers and Producers Association merger with the California State Board of Trade and the California Promotion Committee in 1910, an Association official urged the general public "to use and patronize the produce our own California soil and to buy the wares of California manufacturers. There is no doubt that in time California will become one of the wealthiest and most desirable states in the Union. Nature has bestowed upon her a magnificent climate and wonderful resources."

A third early organization that encouraged the advancement of California as a whole was the California Promotion Committee, organized in 1902. Its goal was the dissemination of reliable

information on every subject connected with California industries, the encouragement of new industries in the State and an appeal for desirable immigrants.

Organized into various committees, the Publicity committee published information on almost every aspect of California, such as dairy farming, intensive farming, hog raising, poultry raising, tips for tourists. and reasons for investing in California. A monthly publication, For California, was widely circulated among people who contemplated making California their home, and "was in constant use in the Congressional Library in Washington, D. C." One issue dealt with Women's Occupations in California wherein the assorted articles advised women on profit-yielding poultry-farming, how to make olive-growing profitable, bee-keeping for women in California, a college girl's experience in poultry raising, silk culture for women, and why California girls excel in size and strength -- a comparison between the University of California girls and those enrolled in Wellesley College!

The Publicity Committee was in frequent correspondence with American Consuls throughout the world. As a result, many desirable people were directed to California and became settlers.

Following the 1906 earthquake and fire, the Publicity committee sent out twice weekly bulletins to leading newspapers across the nation to correct the "wild stories sent out following the disaster, and to restore the confidence of the East."

The Reception committee arranged for excursions around California for groups traveling the State. One such group recorded was the entertainment of the National Gathering of the Knights of Pythias in 1902 which included sight-seeing trips to Mount Tamalpais, the Russian River, the Redwoods, and the San Joaquin Valley. Recognized as having desirable cities, California hosted two conventions in 1905: San Francisco held the National Educational Association and Los Angeles entertained the Mystic Shriners. The Reception committee kept in close contact with national organizations for the promotion of convention activities in California.

Daily illustrated lectures, given by varying county representatives, informed the visitors of the benefits of living in California. 1906 saw the establishment of the Eastern Bureau of the California Promotion Committee in New York City. All the leading hotels sent their guests who inquired about California to the Bureau. By 1909 2,100 visitors had attended the lectures with stereopticon views of California and received abundant literature concerning all aspects of the State and its resources.

The California Promotion Committee and the Southern Pacific Railroad Company offered extra low rates to travelers journeying to California. Colonists travel rates were available in the Spring and Fall. On the hope the visitors would remain in California, these special tickets were one-way only. During 1905, 76,800 travelers availed themselves of this bargain, with many remaining to settle here.

In 1909, desiring the opening of roads for automobiles in Yosemite Valley, the California Promotion Committee sent a petition to the Secretary of the Interior in Washington, D. C. requesting the change. Allowing automobiles into Yosemite would allow more people to see the awe-inspiring beauty of the valley.

The California Promotion Committee, the California State Board of Trade and the Manufacturers and Producers Association of California merged on December 12, 1909 to become the California Development Board. It was hoped the consolidation of these three organizations would result in a more effective machine for the work of the State. Governor James N. Gillett, elected president of the new organization in 1910, urged the people of California to take great pride in California-made products.

Realizing that the increase of population was top priority, much of the California Development Board's work was aimed at immigration. To this end much was written and distributed to cities around the nation as to why San Francisco should host the Panama-Pacific International Exposition in 1913 in the hope the increased traffic would bring more settlers to the State. Like their predecessors, the California Development Board published frequent bulletins about California and its agricultural advantages, such as dairy farming, hog raising and marvelously productive soils of California.

In 1916, the California Development Board supported a \$15,000,000 State-issued highway bond for the completion of trunk lines and laterals of the State's highway system. The San

Francisco Examiner editorial reported that California had invited the world of tourists and possible settlers to visit. Modern highways played a crucial role in community growth, and were of incalculable economic, social and educational advantage to the residents and tourists alike. Noting this was not a political or administration measure but, the completion of the highways in California, was for the benefit of all.

With a massive advertising campaign aimed at attracting settlers from the east, the California Development Board urged the legislature to pass laws protecting home seekers from land sharks and land salesmen, and thereby regain California's lost reputation damaged by those opportunistic, fly-by-night and unscrupulous men.

By 1918 the farm industry shared their concern with the California Development Board: increased foodstuffs were seriously menaced by the scarcity of farm labor. More than 100,000 men had left the farms on the Pacific Coast for the high wages offered by the factories and shipyards. So serious was this problem that in Monterey county migratory workers demanded and received \$4.50 per day!

Another California promotion group formed in 1910 -- the Home Industries League of California -- whose main thrust aimed at the encouragement and promotion of California-made products. New marketing techniques were employed, advising members to advertize their products daily in the newspapers and to reinforce their image in the public mind with billboard and streetcar

advertising. The creation of a new positive image of California products among Californians was essential for the prosperity of each and every individual in the State -- "All things being equal, patronize goods made in California."

A newly elected director of the Home Industries was quoted in the San Francisco Daily Call, "People were sending East for all the necessities of life, and for the luxuries as well, until the manufacturers found themselves seriously menaced in the vortex of disorganization, prejudice, selfishness, distrust and were threatened by the influx of eastern agents. Factories make large and prosperous cities. The people in the contiguous territory consume the outputs of the factories and that gives the factories reason to increase. The larger cities are not doing as well as they might because they are not being supported by home people. Therefore, it is apparent some organized campaign must be undertaken to educate California to consume the products of our local factories and to support them in every way. Our manufacturing industries must be increased to provide employment for the half million youths, boys and girls of our state who are completing their school-work and coming into industrial maturity. They must be given employment, or they will leave their native state to seek employment elsewhere."

To this end members of the Home Industries League voted to enlist the aid of fifty thousand women of San Francisco who would pledge themselves to buy California goods first when the price and quality were equal. Pay-envelopes, distributed to

manufacturers by the League with reminders printed on them to buy home products, assured the employee that even the envelope was totally California-made, including the glue which held it together. Teachers pledged their support to buy home products and to foster home industries in the classrooms. Active steps were taken to assure that the streets of San Francisco were paved with California-made bricks. Through the political efforts of this organization, California manufacturers could submit their bids for military supplies to be used in the quartermasters department in Manila. Previously, only eastern cities could submit bids due to the time constraints of three weeks placed by Washington which excluded western manufacturers who were unable to properly prepare their bid.

By the end of 1912, the Home Industries League claimed that more than \$12,000,000 had been saved from leaving the state by the actions of their organization by its insistence on the use of California products in private and public contracts. Through their aggressive actions, the Home Industries League became the champions of the California manufacturers.

Home Industries advised California manufacturers to extend their trade to Arizona and New Mexico because of the more favorable railroad freight rates: San Francisco to Phoenix cost \$1.90 per 100 pounds for first class. A brilliant career was forecast for the motor truck industry in California, and encouragement given to the purchase of home produced trucks which had proven superior to the eastern brands because the local

machinery was made for the work to be done in this State.

In 1913, the League supported and applauded the formation of the 6,500 member raisin exchange organized to stabilize prices. The California crop, estimated to be 100,000 tons in 1914, provided a product superior to their competitors in Spain.

The Home Industries League launched a campaign to protect the \$10,000,000 viticulture interests from the "drys" desire to pass the prohibition amendment to the United States Constitution. Not only would the wine industry suffer, but the raisin and grape growers would be severely damaged. Voters were urged to register in time for the elections and to vote against this amendment.

In an effort to increase trade and to keep prosperity here the Home Industries endorsed the building of a bay bridge estimated to cost \$22,000,000 in 1916.

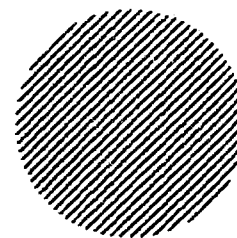
For undocumented reasons the Home Industries League of California changed its name to the California Industries Association on September 15, 1920.

Each organization, the Immigration Associations, the California State Board of Trade, the California Promotion Committee, the Manufacturers and Producers Association of California and the Home Industries League of California, gave incredible amounts of energy and devotion toward the growth of agriculture and industry in the State of California. From the initial immigration campaigns to beckon settlers to make California their home to the promotion and encouragement of

farming and manufacturing products made by the early settlers and those that followed in their paths, the credit is due to the combined efforts of these remarkable predecessors of the California Chamber of Commerce whose enthusiasm for California became contagious, such as Arthur R. Briggs in 1906. "California has a climate that will continue to be sought, productions from the soil that are unparalleled, a wealth in her mines, her forests, her streams that capital stands ready to develop, all of which contributes to the growth and importance of the great state of California."

Photo: New California Chamber Building

*Celebrate Commerce
100 Years of Shared Progress*



*California Chamber of Commerce
1890 - 1990*

*I*n the spring of 1990, the California Chamber of Commerce will be moving its Sacramento headquarters to new offices in an 18-story high rise located one block from the State Capitol. The new offices will provide state-of-the-art facilities in keeping with the California Chamber's expanding program of services and products designed to help California business stay competitive well into the 21st century.

Centennial Dinner Committee

Chairman

STEVEN A. MERKSAMER

Nielsen, Merksamer, Hodgson, Parrinello & Mueller

GEORGE H. BABIKIAN

ARCO Products Company

GEORGE H. BENTER, JR.

Security Pacific National Bank

WILLARD Z. CARR, JR.

Gibson, Dunn & Crutcher

FRED L. HARTLEY

Unocal Corporation

HOWARD P. MARGULEAS

Sun World International, Inc.

ELLEN M. NEWMAN

Ellen Newman Associates

THOMAS H. NIELSEN

The Irvine Company

THOMAS C. PATON

Blue Shield of California

PHILIP J. QUIGLEY

Pacific Bell

PETER F. SCOTT

DiGiorgio Corporation

STANLEY T. SKINNER

Pacific Gas & Electric Company

STANLEY A. WAINER

Wyle Laboratories

DR. DEAN A. WATKINS

Watkins-Johnson Company

PHILLIP WILLIAMS

The Times Mirror Company

KIRK WEST

California Chamber of Commerce

commerce whose representatives meet with Chamber representatives on a regular basis to discuss issues of mutual concern. The Chamber's Spring Legislative Conference provides an annual forum on these subjects.

- Encourage economic research activities as aids in determining policies affecting government and the business community. The Chamber's Economic Advisory Council, made up of representatives of a variety of industries, government and the University of California, offers quarterly insights on the state of the economy.
- Support development of the state's educational resources. The Chamber has supported school-business partnerships as a means of improving student and teacher performance and joined the state superintendent of public instruction and the California Business Roundtable in pressing for "compacts" to work for measurable results in such programs.
- Support broad-perspective policies on behalf of all Californians. The Chamber's broad-based membership continues to give it the perspective and the flexibility to pursue action on general interest issues, ranging from reform of liability and workers' compensation laws to maintaining equitable tax laws and controlling health care costs.

The California Chamber takes pride in the achievements of the business community in building California into the sixth largest economy in the world with the resources to tackle the challenges of the 21st century. The outlook for the next century seems as bright as when the State Board of Trade published this comment in 1906:

California has a climate that will continue to be sought, productions from the soil that are unparalleled, a wealth in her mines, her forests, her streams that capital stands ready to develop, all of which contributes to the growth and importance of the great state of California.

needs to be at
least 4 lines
shorter now.

15

Message from the Chairman of the Board



STANLEY A. WAINER
Chairman of the Board
California Chamber of Commerce
Chairman of the Board
Wyle Laboratories

Photo: "Metropolises"

The 1920 census found 506,676 people living within the San Francisco city limits, 576,673 people in Los Angeles. These photos are from the April 1923 issue of the California Development Association magazine.

The history of California from gold rush days to the present is inseparable from the story of the growth and development of the business community here.

Wave upon wave of energetic immigrants and hardy entrepreneurs have transformed the frontier economy of the gold miners into an economy renowned for its diversity and strength in industries ranging from aerospace and agriculture to resources and tourism.

From its beginnings as an organization dedicated to encouraging more settlers to move to this state, the California Chamber of Commerce has worked to help business succeed. Today, as in 1890, our success depends upon the prosperity of the businesses we seek to serve.

It is in this spirit that the California Chamber of Commerce chose its centennial year theme: "Celebrate Commerce: 100 Years of Shared Progress." We hope 1990 will be the start of another great century for the California business community.

1990 Executive Committee California Chamber of Commerce

Chairman of the Board

STANLEY A. WAINER
Wyle Laboratories

First Vice Chairman

WILLARD Z. CARR, JR.
Gibson, Dunn & Crutcher

Second Vice Chairman/Treasurer

PHILIP J. QUIGLEY
Pacific Bell

Third Vice Chairman

WILLIS J. PRICE
Chevron U.S.A., Inc.

President

KIRK WEST
California Chamber of Commerce

Immediate Past Chairmen

JAMES F. DICKASON
The Newhall Land & Farming Company

JOHN V. DIEPENBROCK
Diepenbrock, Wulff, Plant & Hannegan

HOWARD P. MARGULEAS
Sun World International, Inc.

THOMAS C. PATON
Blue Shield of California

PETER F. SCOTT
DiGiorgio Corporation

Chamber of Commerce, Agriculture and Industry, its purposes were as broad as the state's economy.

Today, operating under the shorter name adopted by its Board of Directors in 1972, the California Chamber of Commerce continues to pursue purposes outlined in the 1929 articles of incorporation:

- Promote most effective use of the state's natural resources. The Chamber seeks to ensure the development of adequate water supplies and judicious use of the state's timber, oil, desert and other resources.
- Protect and encourage economic development of basic producing industries. The Chamber is closely tracking the impact of land use and environmental regulatory decisions on the business community.
- Support provision of adequate transportation facilities. The Chamber continues to press for sufficient funding to assure that the state's transportation system will support the needs of a 21st century economy.
- Exert leadership in policy areas related to public finance. The Chamber was closely involved in the coalition effort that led to the proposal that will have a major impact on state and local government finances by revising the state spending limit to better reflect growth and permit more funds to be spent on transportation.
- Provide organizational machinery for determining alternative solutions to a wide variety of agricultural, industrial and commercial problems. The Chamber's 17 policy committees bring together representatives of numerous industries and trade and business associations to focus attention on and develop solutions to key business issues.
- Stimulate widespread cooperation between local, regional and statewide organizations. Chamber members include 160 trade associations and 400 affiliated local chambers of

Gala Centennial Dinner Patrons

ARCO PRODUCTS COMPANY

CHEVRON U.S.A., INC.

DEL MONTE FOODS, USA

PHILIP MORRIS

UNOCAL CORPORATION

Photo: Car and Horse

Special Thanks

Wine Courtesy of
GEYSER PEAK WINERY

Decorations by
WALT DISNEY STUDIOS

Flower Arrangements by
???

Cars and horses shared unpaved roads in the early years of the automobile. The California Legislature started the state highway system by approving an \$18 million bond issue in 1909. The federal government approved matching grants to the state in 1916, the same year the California Development Board supported a \$15 million state highway bond for completing trunk lines and laterals of the state highway system.
Courtesy: California State Library

Message from the Governor



GEORGE DEUKMEJIAN
Governor
State of California

I take great pleasure in extending my congratulations to the California Chamber of Commerce as it celebrates its 100th anniversary this year.

The phenomenal growth of the California economy in the last century is a tribute to the hard work of hundreds of thousands of Californians and reflects favorably on the efforts of the California Chamber and its predecessors to support the development of the business community.

Since I was sworn in as governor nearly eight years ago, my administration has advocated policies conducive to a sound business climate. We are well aware that a healthy economy is a key ingredient in ensuring the health, welfare and happiness of the state's citizens.

The business community and the California Chamber have much to celebrate in looking back from 1990 to 1890. May our descendants have as much to celebrate in another hundred years!

Celebrate Commerce: 100 Years of Shared Progress

The economic well-being of California business is a longtime concern of the California Chamber of Commerce and the organizations from which it evolved.

The California Chamber traces its roots directly to the California State Board of Trade, which incorporated on February 20, 1890 after three years as a voluntary organization. The primary goal of the organization in those early years was to encourage immigration to California, a goal the State Board of Trade pursued by publishing and circulating statistical and other descriptive information on the growth and products of the state.

In an effort to more effectively promote the business of the state, the California State Board of Trade merged with the Manufacturers and Producers Association of California and the California Promotion Committee in 1910. The new combined group, known as the California Development Board, carried out the aims of its parent groups. The board continued to promote immigration to California, the main focus of the Board of Trade. It encouraged pride in California-made products, as had the Manufacturers and Producers Association. It also disseminated information about the state, as had the California Promotion Committee.

To better deal with the complexities of supporting a sound business climate in a rapidly growing state, the California Development Board merged with the California Industries Association in 1921 to form the California Development Association, Commerce and Industry. By September 1929, when the organization incorporated as the California State

Dionne Warwick



Biography of singer Dionne Warwick

Gala Centennial Dinner

THURSDAY, MARCH 1, 1990
CENTURY PLAZA HOTEL
LOS ANGELES, CALIFORNIA

*Celebrating the 100th anniversary of the
California Chamber of Commerce and the growth of the
California business community during the twentieth century.*

After Dinner Remarks

STEVEN A. MERKSAMER
Chairman
Centennial Dinner Committee

STANLEY A. WAINER
Chairman of the Board
California Chamber of Commerce

THE HONORABLE GEORGE DEUKMEJIAN
Governor
State of California

THE HONORABLE GEORGE BUSH
President
United States of America

Featured Entertainment
DIONNE WARWICK
and the ?? Strings

Special Guest of Honor



GEORGE BUSH
President
United States of America

Photo: "California Land of Promise"

The California Chamber of Commerce
is pleased and honored to have as its guest
the 41st President of the United States of America,
the Honorable George Bush.

Shortly before the turn of the century, the California State Board of Trade put together a booklet to answer questions about the Golden State from both visitors and homeseekers. Articles in the booklet included one on "Food Fisher of California" by Stanford University President David Starr Jordan; another on "Scenic California" by "distinguished geologist" John Muir; and a third on the state's sugar beet industry by an "undoubted authority," Claus Speckels.

Courtesy: California State Library

CALIFORNIA CHAMBER OF COMMERCE
MARCH 1, 1990

Event: Centennial Year Gala (Black Tie)
Date: March 1, 1990
6:30 p.m. (cocktails); 7:30 p.m. (dinner)
Place: Century Plaza Hotel, Los Angeles
CONTACT: ^{Douglas} Gordon ~~James~~
CA Chamber, VP of Corporate Affairs
(916) 444-6670

Steven Merksamer
Gala Coordinator/Deukmejian's Chief of Staff
(916) 446-6752

*ford - from me
Reagan - 805*

REMARKS:

**After dinner, Steven Merksamer (Chairman of the Chamber of Commerce) will introduce Stanley A. Wainer (Chairman of the Board of the Chamber of Commerce and CEO of Wyle Laboratories). He will introduce Governor Deukmejian. The Guv will introduce POTUS. After that, Dionne Warwick will entertain for an hour and then the fat lady sings and everyone stumbles home. It's a PARTY.

**They are working their program around 10-15 minutes of remarks by the President, unless we tell them drastically otherwise. They would like his remarks not to be a big pat on the back for the Chamber, but rather more celebratory of 100 years of California business. Their theme is (roughly) : "A Century of Success". Mr. Gordon stressed the upbeat mood and would like humor.

ACKNOWLEDGEMENTS:

**The audience will be 1100-1200 people, mainly California business people. There will also be a smattering of local politicians and candidates. They will furnish us with a list as soon as they know.

**There will be 21 or 22 people at the head table/dais (depending on if Mrs. B. attends). They will furnish us with a complete list and seating arrangement as soon as they can. For now, we know: the Deukmejians; Attorney General and Mrs. Van de Kamp (running for Dem. nomination for gubernatorial race); Senator Pete and Mrs. Gail Wilson; the Wainers; the Merksamers.

Tammy and I are pow- wowing on a theme: we would like to draw a picture of California in 1890 and 1990, mainly business but also cultural (for example, Yosemite is also 100 this year.)

CALIFORNIA CHAMBER of COMMERCE

1 8 9 0 1 9 9 0

CENTENNIAL
CELEBRATION

California Chamber Gala Centennial Dinner

FACT SHEET

Date & Time: Thursday, March 1, 1990
Reception: 6:30 p.m.
Dinner: 7:30 p.m.

Place: Century Plaza Hotel, Los Angeles
Los Angeles Ballroom

Special Guest: President George Bush

Honored Guests:
(Partial List)

- Governor George Deukmejian
- U.S. Senator Pete Wilson
- Attorney General John Van de Kamp

Entertainment: Dionne Warwick

Dress: Black Tie

Cost: Table of 10 \$5,000
Individual Places \$500

Use of Proceeds:

- Expand Chamber's growing grassroots legislative network in cooperation with 425 local chambers of commerce.
- Move Chamber headquarters to new offices in premier capital location.
- Enhance membership program to double Chamber membership by 1995.

General Information: This will be the outstanding business event of 1990. It will celebrate the Chamber's Centennial and the growth and success of the business community during the Twentieth Century.

About the Chamber: The California Chamber led the recent effort against a proposed split roll tax initiative that would have more than doubled property taxes for California businesses. The Chamber also has been a leading advocate on issues such as workers' compensation reform, adequate transportation funding, civil liability reform, state budget reform and education reform. The Chamber is actively promoting California exports and investment, together with specific proposals to improve California's competitiveness. In addition, the Chamber is actively involved in supporting partnerships between business and education throughout California.



California Chamber of Commerce

HISTORY OF THE CALIFORNIA CHAMBER OF COMMERCE

Pioneers in California's industrial and commercial development during the 1890's and the early 1900's were identified with numerous civic-commercial organizations. Those that performed important and effective spade work were the California State Board of Trade, organized on or about February 20, 1890, and the Home Industry League, established 20 years later on October 21, 1910.

By judicial decree, the Board of Trade became the California Development Board on February 1, 1910. In like manner, the Home Industry League gave way to the California Industries Association on September 15, 1920.

On August 18, 1921, the Secretary of State issued a Certificate of Incorporation to the California Development Association Agriculture and Industry. This incorporation merged the California Development Board and the California Industries Association, thus bringing to existence California's first truly statewide civic-commercial organization designed to provide intelligent, organized help to all worthy statewide efforts.

To better express the purposes of the corporation, the Board of Directors changed the organization's name in 1929 to the California State Chamber of Commerce, Agriculture and Industry. The Board adopted the resolution making the name change at a meeting in Del Monte on March 29. Amended articles of incorporation with the new name were certified by the Secretary of State on September 11, 1929.

On February 1, 1972, the Board voted to change the name to the California Chamber of Commerce.

THE WHITE HOUSE

WASHINGTON

February 22, 1990

MEMORANDUM FOR THE CHIEF OF STAFF

DAVID BATES
ANDREW CARD
JAMES CICCONI
DAVID DEMAREST
MARLIN FITZWATER
BOYDEN GRAY
FRED MCCLURE
BONNIE NEWMAN
ROGER PORTER
SIG ROGICH
BRENT SCOWCROFT
CHASE UNTERMAYER
SUSAN PORTER ROSE
ED ROGERS
JOE HAGIN
JIM WRAY
CHRISS WINSTON
BOBBIE KILBERG
SICHAN SIV

PATTY PRESOCK
LINDA CASEY
WILLIAM KRISTOL
TIMOTHY MCBRIDE
ROSE ZAMARIA
PAUL BATEMAN
RICHARD TREFFRY
DAVID VALDEZ
BILLY DALE
JAY ALLISON
JOHN HERRICK
LAURIE FIRESTONE
PEGGY SWIFT
KIM BRADY
JEAN LAMB
DEB ANDERSON
TONY BENEDI
USSS/PPD OPS
WHCA AUDIO/VISUAL
WHCA OPERATIONS
WHTV
MEDICAL UNIT
PRESIDENTIAL
DOCUMENTS

THROUGH:

SIG ROGICH
ASSISTANT TO THE PRESIDENT FOR
PUBLIC EVENTS AND INITIATIVES

FROM:

JOHN G. KELLER, JR. *JK*
DEPUTY ASSISTANT TO THE PRESIDENT AND
DIRECTOR OF PRESIDENTIAL ADVANCE

SUBJECT:

TRIP OF THE PRESIDENT TO STATEN ISLAND,
NEW YORK; SAN FRANCISCO, LOS ANGELES, AND
PALM SPRINGS, CALIFORNIA ON FEBRUARY 28 -
MARCH 4, 1990

For your use and planning purposes, the attached is a preliminary outline schedule for the Trip of the President to Staten Island, New York; San Francisco, Los Angeles and Palm Springs, California. Please keep in mind that the following information has not been finally approved and is subject to change.

Attachments

PRELIMINARY OUTLINE SCHEDULE

**Staten Island, New York; San Francisco, Los Angeles and
Palm Springs, California**

Wednesday, February 28, 1990

GUEST AND STAFF INSTRUCTIONS:

8:00 am Baggage Call. Please place all
unlocked baggage in Room 89 1/2,
O.E.O.B. at this time.

9:40 am Vans depart West Basement
en route Andrews Air Force Base
Distinguished Visitors Lounge.

9:40 am Those with own transportation
and baggage should arrive
Andrews Air Force Base
Distinguished Visitors Lounge
for check-in.

10:10 am Those with own transportation
should arrive Andrews Air Force
Base Distinguished Visitors
Lounge at this time.

10:25 am MARINE ONE departs White House en route Andrews
Air Force Base.

(Flying Time: 10 Minutes)

10:35 am MARINE ONE arrives Andrews Air Force Base.

10:40 am AIR FORCE ONE departs Andrews Air Force Base en
route Newark, New Jersey.

(Flying Time: 45 Minutes)
(Interchange: No)
(Time Change: None)

11:25 am AIR FORCE ONE arrives Newark, New Jersey.

11:30 am MARINE ONE departs Newark International Airport,
Newark, New Jersey en route Staten Island, New
York.

(Flying Time: 15 Minutes)

11:45 am MARINE ONE arrives TBD Landing Zone, Staten
Island, New York.

11:50 am MOTORCADE departs TBD Landing Zone en route
Shalimar Hall.

(Drive Time: 5 Minutes)

11:55 am MOTORCADE arrives Shalimar Hall.

* STAFF PHOTO
- Closed Press
(12:00 pm - 12:20 pm)

* FUNDRAISING LUNCHEON FOR SUSAN MOLINARI
- Open Press
- Brief Remarks
(12:25 pm - 1:00 pm)

1:05 pm MOTORCADE departs Shalimar Hall en route TBD
Landing Zone.

(Drive Time: 5 Minutes)

1:10 pm MOTORCADE arrives TBD Landing Zone.

1:15 pm MARINE ONE departs Staten Island, New York en
route Newark, New Jersey.

(Flying Time: 15 Minutes)

1:30 pm MARINE ONE arrives Newark International Airport.

1:35 pm
(E.S.T.)

AIR FORCE ONE departs Newark, New Jersey en route
San Francisco, California.

(Flying Time: 5 Hours 45 Minutes)
(Interchange: No)
(Time Change: Back 3 Hours)

4:20 pm
(P.S.T.)

AIR FORCE ONE arrives San Francisco International
Airport, San Francisco, California.

4:25 pm

MOTORCADE departs San Francisco International
Airport en route St. Francis Hotel.

(Drive Time: 20 Minutes)

4:45 pm

MOTORCADE arrives St. Francis Hotel.

* PRIVATE TIME
(4:50 pm - 6:55 pm)

* WILSON STAFF PHOTO
- Closed Press
(7:00 pm - 7:20 pm)

* WILSON FUNDRAISING DINNER
- Open Press
- Brief Remarks
(7:35 pm - 8:05 pm)

8:10 pm

MOTORCADE departs St. Francis Hotel en route
San Francisco International Airport.

(Drive Time: 20 Minutes)

8:30 pm

MOTORCADE arrives San Francisco International
Airport.

8:35 pm
(P.S.T.)

AIR FORCE ONE departs San Francisco, California en
route Los Angeles, California.

(Flying Time: 1 Hour)
(Interchange: No)
(Time Change: None)

9:35 pm
(P.S.T.)

AIR FORCE ONE arrives Los Angeles, California.

9:40 pm MOTORCADE departs Los Angeles International
(P.S.T.) Airport en route Century Plaza Tower.

(Drive Time: 25 Minutes)

10:05 pm MOTORCADE arrives Century Plaza Tower for RON.

Thursday, March 1, 1990

10:00 am MOTORCADE departs Century Plaza en route
Paramount Studios.

(Drive Time: 15 Minutes)

10:15 am MOTORCADE arrives Paramount Studios.

* PUBLIC SERVICE ANNOUNCEMENT
 TAPING - STUDIO TOUR
 - Pool Coverage
 (10:20 am - 11:00 am)

11:05 am MOTORCADE departs Paramount Studios en route
Century Plaza Tower.

(Drive Time: 15 Minutes)

11:20 am MOTORCADE arrives Century Plaza Tower.

* PRIVATE TIME
 (11:25 am - 12:20 pm)

12:25 pm MOTORCADE departs Century Plaza Tower en route
Jimmies Restaurant.

(Drive Time: 5 Minutes)

12:30 pm MOTORCADE arrives Jimmies Restaurant.

* GOP GOVERNOR'S LUNCHEON
 - Closed Press
 - Brief Remarks
 (12:35 pm - 2:00 pm)

2:05 pm MOTORCADE departs Jimmies Restaurant en route
Century Plaza Tower.

(Drive Time: 5 Minutes)

2:10 pm MOTORCADE arrives Century Plaza Tower.

* PRIVATE TIME
(2:15 pm - 6:45 pm)

6:55 pm MOTORCADE departs Century Plaza Tower en route
Century Plaza Main Building.

(Drive Time: 5 Minutes)

7:00 pm MOTORCADE arrives Century Plaza Main Building.

* CHAMBER OF COMMERCE HEAD TABLE STAFF
PHOTO
- Closed Press
(7:05 pm - 7:25 pm)

* CHAMBER OF COMMERCE DINNER
- Open Press
- Dinner
- Remarks
(7:30 pm - 8:30 pm)

8:35 pm MOTORCADE departs Century Plaza Main Building en
route Century Plaza Tower.

(Drive Time: 5 Minutes)

8:40 pm MOTORCADE arrives Century Plaza Tower for RON.

Friday, March 2, 1990

8:00 am MOTORCADE departs Century Plaza Tower en route
Century Plaza Main Building.

(Drive Time: 5 Minutes)

8:05 am MOTORCADE arrives Century Plaza Main Building.

* STAFF PHOTO (TBD)
- Closed Press
(8:08 am - 8:25 am)

* ADDRESS ACADEMY OF TELEVISION ARTS
AND SCIENCES BREAKFAST

- Open Press

- Remarks

(8:30 am - 9:00 am)

9:05 am MOTORCADE departs Century Plaza Main Building en
route Century Plaza Tower.

(Drive Time: 5 Minutes)

9:10 am MOTORCADE arrives Century Plaza Tower.

* PRIVATE TIME

(9:15 am - 10:45 am)

10:50 am MOTORCADE departs Century Plaza Tower en route
Santa Monica Airport.

(Drive Time: 15 Minutes)

11:05 am MOTORCADE arrives Santa Monica Airport.

11:10 am MARINE ONE departs Santa Monica Airport en route
Anaheim Field Landing Zone, Santa Ana, California.

(Flying Time: 35 Minutes)

11:45 am MARINE ONE arrives Anaheim Field Landing Zone.

11:50 am MOTORCADE departs Anaheim Field Landing Zone en
route Santa Ana Bowl.

(Drive Time: 15 Minutes)

12:05 pm MOTORCADE arrives Santa Ana Bowl.

* STAFF PHOTO

- Closed Press

(12:10 pm - 12:25 pm)

* "DRUG USE IS LIFE ABUSE" ANTI-DRUG RALLY

- Open Press

- Remarks

(12:30 pm - 1:30 pm)

1:35 pm MOTORCADE departs Santa Ana Bowl en route El Toro Marine Corps Air Station.

(Drive Time: 15 Minutes)

1:50 pm MOTORCADE arrives El Toro Marine Corps Air Station.

1:55 pm AIR FORCE ONE departs Santa Ana, California en route Palm Springs, California.

(Flying Time: 35 Minutes)

(Interchange: No)

(Time Change: None)

2:30 pm AIR FORCE ONE arrives Palm Springs Regional Airport, Palm Springs, California.

2:35 pm MOTORCADE departs Palm Springs Regional Airport en route Annenberg Residence.

(Drive Time: 20 Minutes)

2:55 pm MOTORCADE arrives Annenberg Residence for RON.

Saturday, March 3, 1990

No Events Scheduled

Sunday, March 4, 1990

9:10 am MOTORCADE departs Annenberg Residence en route Palm Springs Regional Airport.

(Drive Time: 20 Minutes)

9:30 am MOTORCADE arrives Palm Springs Regional Airport.

9:35 am AIR FORCE ONE departs Palm Springs, California
(P.S.T.) en route Andrews Air Force Base.

(Flying Time: 4 Hours 10 Minutes)
(Interchange: No)
(Time Change: Ahead 3 Hours)

4:45 pm
(E.S.T.)

AIR FORCE ONE arrives Andrews Air Force Base.

4:50 pm

MARINE ONE departs Andrews Air Force Base en route
White House.

(Flying Time: 10 Minutes)

5:00 pm

MARINE ONE arrives White House.



CALIFORNIA CHAMBER OF COMMERCE
Education Accomplishments -- 1984 - 1989

Restructuring and reforming the educational system has been a major focus of the business community since the early 1980s. To initiate such efforts in California, the Chamber's education committee has actively promoted business partnerships with schools. Building on the Chamber's successful *Project BET (Business & Education Together)*, which expanded or established more than 300 local chamber of commerce education committees to link business and education, the committee has launched two major efforts to promote goal-oriented partnerships that help to implement systemic changes.

The California Compact is a statewide project modelled loosely after the Boston Compact and the California Academies. Its focus is district-wide partnerships in which the business community makes an agreement, or compact, with the schools, higher education, and other community agencies to participate in specific projects that support student achievement. Target skills and behaviors include attendance rates, test scores, dropout rates, college attendance and job readiness skills. There currently are more than 27 communities participating in the California Compact.

The California Educational Partnership Consortium was launched by the Chamber as a way of linking Project BET with other partnership efforts statewide. Its current focus is on promoting ways that existing partnerships can begin to implement the education restructuring and reform recommendations being made by the California Business Roundtable, the Governor, and the Association for California School Administrators. The Consortium is co-hosting its 1990 seminar with the Chamber and will provide a special session following the annual Legislative Conference for businesses and educators to learn more about making partnerships a tool for reforming the educational system.

#

RESTRUCTURING CALIFORNIA EDUCATION

*A Design for Public Education
in the
Twenty-First Century*

**Recommendations
to the
California Business Roundtable**

SUMMARY

BW Associates

7

PREFACE

The California Business Roundtable, an organization of the Chief Executive Officers (CEOs) of over ninety of California's major corporations, is deeply concerned about elementary and secondary education. The Roundtable believes that the state's future rests on the vitality of its public education system.

In 1983, Roundtable CEOs worked with the reform movement that resulted in California's major education bill, SB-813. Since then, student test scores have shown some improvement, standards have been raised, and morale in the schools appears to be stronger. This progress shows that educators can respond positively to support and to clear signals for change.

The Roundtable expects the passage to the 21st Century to be challenging, a time of both opportunities and difficulties. As our country shifts to the information age and global competition, the K-12 education system will be confronted with even greater social demands and technological change. The CEOs are committed to working with educators to develop an outstanding education system to meet these challenges. They funded this project to recommend how this goal could be achieved.

The proposals presented here are the product of a six-month process in which Berman, Weiler Associates (BW) met with educators, political leaders, legislative members and staff, community leaders, and citizens concerned with education. Using ideas gleaned from these discussions plus concrete examples of effective practices throughout the country and the world, BW formulated this report's recommendations.

The recommendations propose bold but practical steps to strengthen and redesign public education. They build on strengths in the current system and on steps now underway to improve California education. Taken together, they represent a vision of a new education system geared to the needs of the 21st Century.

The recommendations are comprehensive, though they do not cover some areas in need of major reform (for example, the financing of public education, the construction of new school facilities, issues of collective bargaining, business-education partnerships, and social services outside of the education system). Subsequent volumes in this series may treat these and other topics.

The Roundtable is publishing this report now to stimulate discussion and serve as one basis for Californians to agree on an agenda for change. The CEO's plan to solicit responses to the ideas presented here, meet with concerned groups throughout the state, and contribute to the formulation of governmental and non-governmental actions for implementing needed reform.

This report summarizes a more detailed volume, *Restructuring California Education: A Design for Public Education in the 21st Century*, which reviews the current status of the public K-12 education system, discusses future trends, presents ideas for redesigning the public schools, and suggests key features of concrete policies to implement the proposals. The Appendix to that report provides details on the policies and their implementation, and presents plans for phasing in the proposals over a ten-year transition period.

X

THE FUTURE IS IN OUR HANDS

California has an historic opportunity. Over the next decade, the state's economy is likely to produce a surplus of challenging jobs. Exciting careers in a global economy will be possible, and the present cycle of poverty, underemployment, welfare and crime could be broken.

Education is the key to realizing this bright future. As the country shifts to an information society, California's competitiveness will depend on the problem-solving, initiative, creativity, and cooperation of all segments of the workforce. Rather than stopping with either rudimentary literacy or the accumulation of specialized facts, workers in all occupations, as well as professionals, will need to learn throughout their lives. And all youth—whether from middle-class or from poor, non-English speaking, and "minority" backgrounds—will need to receive an education that enables them to participate fully in the active society of the 21st Century.

This opportunity poses extraordinary challenges for California's public elementary and secondary school system. The knowledge and skills of today's average student are far below that needed for the future. Most students simply are not equipped to succeed in the coming job market. Almost half leave school as dropouts or as high school graduates who are barely literate, and are at great risk of becoming part of California's underemployed and unemployable.

And matters may get worse. K-12 enrollment will increase a phenomenal 142,000 students per year over the next ten years. In light of this forty percent expansion, will the public schools as presently organized be able to maintain their current level of performance, let alone rise to the level of excellence needed for the future?

And how will the greatly increased demand for teachers be met, given enrollment growth, today's teacher shortages, increased retirements, and the difficulty public schools now have in attracting and retaining teachers?

Enrollment growth also could mean a staggering financial burden. If expenditures per pupil remain constant, funding for public schools will double to over \$40 billion in ten years; if the level is increased to match New York's expenditures per pupil (as some have advocated), spending on public K-12 education could exceed \$65 billion by the close of the century. Will Californians be willing to support these large budgets for an education system that is not keeping pace with the needs of the future?

These economic, demographic, and financial realities lead to an inescapable conclusion:

Small improvements are no longer acceptable. To meet the challenge of the 21st Century, California education needs to operate at a new plateau of student performance, teacher productivity, and cost-effectiveness.

CALIFORNIA TOMORROW?

With over one-third of its students dropping out, California's school system now ranks 44th in the nation. Without great improvement, well over a million students will have left before graduation between now and the year 2000; another fifty thousand high school graduates per year will be barely literate, adding to California's five million functionally illiterate adults. But even these numbers understate the problem. Most of the future's enrollment increase will be students from poor, single-parent, and minority backgrounds—a population truly "at-risk" in the current system.

⑨

NEW STRUCTURE, INCENTIVES AND ATTITUDES ARE NEEDED

Continued tinkering with the public schools will not solve the profound difficulties facing educators. The problem is not a lack of money, or an absence of dedicated and competent teachers. More money, higher standards, and minor improvements will at best result in small gains. The problem is the system itself.

Designed originally for a different student population, a more coherent family and social structure, and a less complex knowledge-base and employment situation, the current educational system has *inherent limitations* preventing educators from responding effectively to a rapidly changing world.

Some limitations have arisen from overly restrictive state laws and regulations; others from a growing imbalance in authority between districts and schools; and still others from management and teaching practices that have become obsolete as knowledge has expanded exponentially and the responsibilities placed on schools have grown.

Beneath all these rules, regulations, and ingrained practices lies a set of attitudes—that teachers and administrators cannot be trusted; that some students, particularly from poor, non-English speaking, and minority backgrounds, cannot or do not want to learn; that parents and communities should not be part of the educational process.

If California is to achieve the breakthroughs needed in student performance, teacher productivity and cost-effectiveness, limitations that prevent innovation must be removed. New attitudes that promote excellence, experimentation, and full participation of parents, teachers, and administrators must become the norm.

Current effective improvement efforts must be extended and reinforced, and California must gradually but deliberately move toward a new system based on different operating principles. The box below recommends principles for restructuring the public schools. The facing page offers an overview of this report's proposals for realizing these principles.

PRINCIPLES FOR A NEW EDUCATION SYSTEM

Performance-based

Students, teachers, administrators, schools, and districts should be evaluated according to their performance and held accountable for results.

School Autonomy

Principals and teachers should have the authority and support to provide quality education attuned to community needs and characteristics.

Parental Choice and Flexible Alternatives

Parents should be able to choose schools and schooling appropriate to their children, including small-school, flexible environments in which parents are actively involved.

Incentives and Innovation

Teachers and administrators should have incentives for high performance, productivity, efficiency, and the use of modern technologies.

Professionalism

Teaching should be an honored, respected and well-paid profession in which teachers are compensated according to their ability, experience and responsibilities.

Pluralism

The learning gap between poor minority and other children should be eliminated, and ethnic, linguistic, and cultural diversity should be treated as a strength.

10

THE RECOMMENDATIONS

1. EXPAND AND FOCUS SCHOOLING

- A. Establish primary schooling for all students
- B. Focus and consolidate elementary and secondary education on core academics
- C. Institute a post-10 student option of specialized education

2. ESTABLISH ACCOUNTABILITY BASED ON PERFORMANCE AND CHOICE

- A. Set student performance goals, institute state-wide exit tests, and deregulate schooling
- B. Strengthen school performance reports and intervene in failing schools
- C. Support parental choice of expanded school options

3. ESTABLISH SCHOOL AUTONOMY, AND EMPOWER PARENTS, TEACHERS, PRINCIPALS

- A. Provide schools with discretionary budget funding and authority
- B. Involve parents, community members and teachers in school governance
- C. Expand teacher responsibilities and promote team approaches to instructional management

4. MODERNIZE INSTRUCTION

- A. Redirect staff development to advance implementation of effective practices
- B. Enable all schools to integrate technology into instruction and management
- C. Promote adoption of flexible educational programs

5. STRENGTHEN THE TEACHING PROFESSION

- A. Establish multi-tiered teaching system with higher salary rates
- B. Upgrade process of becoming a teacher
- C. Assure continuing high professional standards

6. CAPITALIZE ON DIVERSITY

- A. Build school capacity to provide English language acquisition
- B. Assure foreign language proficiency for all children
- C. Establish critical and minority teacher shortage program



THE VISION:

The Evolution of A New Education System

If implemented, the recommendations would inaugurate a new era for public education. Tomorrow's system would give schools more autonomy and make performance the driving force for improvement. Parent, student, and teacher choice and accountability would accompany greater local autonomy, stimulating excellence in all schools and for all students.

STUDENTS would be expected to learn much more and learn in depth. They would leave the education system with the core skills, knowledge, and attitudes needed for a full and productive life. They would emerge with high self-esteem and confidence that they can succeed.

Students who can advance quickly would be given the opportunity to do so. Pupils from poor, minority families would be treated the same as all other students. Rather than being assigned to a cycle of remediation, failure, and dropping out, they would be held to high expectations. Along with all other children, they would receive the support they need to live up to their potential. Non-English speaking children would be expected to master English, and be given appropriate early training to allow them to do so; English-speaking children would acquire a second language, and their training would start early.

Students also would be more responsible for their education. They would be promoted when they master material, not because they have simply attended the required classes. Once having mastered core material, they would have the opportunity to select education that will advance their career ambitions.

PARENTS would play a vital role in their children's education. They would have the right to choose schooling, and exercise influence over schools. Parents would be given the information and authority to hold schools accountable for delivering high quality education. And they would be expected to contribute to their school and their children's learning starting at the very outset of schooling.

TEACHERS would be able to create and choose educational programs that fit their students' needs and their own styles. They would be responsible for employing new, effective instructional methods with the help of advanced technology. They would be encouraged and expected to evolve more flexible concepts of how instruction is delivered.

New teachers would be better trained, existing teachers would receive staff development as an integral part of their jobs, and all teachers would have the time to develop their skills and creativity. Teachers would be treated as professionals, paid more, and expected to pass exacting evaluations to demonstrate their professionalism.

But not all teachers would have the same responsibilities. Some would participate in school supervision and decision-making, and hold more responsibility for planning and directing the efforts of others. Paraprofessional assistant teachers would be integrated into schools to aid instruction—and make it more efficient. Teachers would work in collaborative teams rather than continue their present isolation. Together they would be responsible for the learning of each student.

(12)

SCHOOLS and PRINCIPALS would have the budgetary and legal authority to develop effective, efficient, and flexible programs. They would be able to buy the services they need to improve their productivity and the quality of learning.

Small schools would be created within larger schools. Instead of today's largely uniform institutions, each school and school-within-a-school would have a distinctive educational philosophy and identity. The flavor and spirit of the typical public school would be comparable to the very best private or public schools.

The principal would operate in partnership with teachers to implement a shared vision for the school, and they would make decisions collegially.

Most schools would operate on a year-long schedule, and create course schedules that make efficient use of staff and student time. Some classes might be large, given only twice a week, and employ long-distance learning technologies; others classes might be small and intensively focused; still others might be arranged for individual learning.

This freedom at the school site would be balanced by performance-based measures to allow parents, districts, and, in the last resort, the state to hold schools accountable for productive operations and high levels of student learning.

DISTRICTS would, as now, have the responsibility to monitor and facilitate school operations. This essential role would be strengthened because districts would reduce their current role in directing schools' educational programs. Even more so than today, districts would assist parents in holding schools accountable, and in providing quality control of school programs.

Districts would be suppliers of services to schools in competition with other suppliers. They (and schools) would form consortia with other districts, post-secondary institutions, and private companies to facilitate research, development, and training of teachers and administrators in innovative instruction methods and technologies.

Districts would continue to hire tenured and classified employees, and conduct negotiations over pay and working conditions. But districts would not have the final say about school assignments—this would be a school-level prerogative. Moreover, schools would be able to hire paraprofessional assistant teachers, and other non-tenured or classified staff.

THE STATE (that is, the legislature, the State Board of Education, and the State Department of Education) would be concerned with performance, not with the education process. It would set goals for education, develop means for measuring the how well schools meet these goals, disseminate information about their performance, take a proactive role in stimulating R&D and training, and provide an adequate level of financing.

The state would work with teachers to set standards for the teaching profession, and assure quality control. The state also would intervene in failing schools, and help them to develop and become outstanding—or not permit them to continue.

CALIFORNIA BUSINESS ROUNDTABLE

(B)

FACT SHEET: SB 1274

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The California Business Roundtable strongly supports Senator Gary Hart's SB 1274, as amended, a major demonstration project to restructure K-12 education in California. The support for this legislation is in keeping with the Roundtable's advocacy efforts for education reform, beginning in 1979 and continuing with its current "Operation Education" statewide educational restructuring project.

The Bill promotes innovation and creativity through a process of grants to school districts or district consortia. It allows for greater decision-making authority of school-wide goals and objectives for parents, classroom teachers, school-level administrators and other school staff, and it requires parental involvement in the education of their children. The Bill also calls for staff development consistent with local restructuring goals and with SB 1882 (Morgan-Hart), which sets forth the framework for school-wide training and development. There is also a requirement for certified school personnel in decisions regarding curriculum and instruction, selection and assignment of staff, and school discretionary budgets.

Key elements of SB 1274 include:

o Demonstration Grants - Appropriate from the general fund monies to promote regional demonstrations of education restructuring over five years in these areas:

1. Expanded Pre-school - Extend pre-school services to four-year-olds and those older from low income families not currently served. Selection of this element will be given higher consideration with additional funds in the application process.



"Operation Education" Fact Sheet
Page Two

2. Student Achievement - Through early college admissions, specialized schools and programs, internships, and business or community apprenticeships, expand student opportunities and practical experiences particularly for students in Grades 11 and 12.

3. Parental Involvement - Encourage innovations such as schools within schools and open enrollment within districts, allowing students and parents greater flexibility in planning a child's educational path.

4. Assist New Teachers - Consider reduced instructional load and enhanced opportunities and support for new teachers.

5. Improve Student/Teacher Ratios - For core subject matter areas, promote greater access for students to certificated personnel.

6. Capitalize on Teacher Professionalism - Differentiating roles and responsibilities among instructional personnel in order to provide more effective instruction for student and more opportunities for staff development, such as mentoring.

7. Broaden the Learning Experience - Provide more diverse learning experience through approaches such as team teaching and development of cross-discipline lessons.

8. Focus on the Learning Environment - Be innovative and provide exceptions to standard teacher lectures and traditional learning formats.

o Insuring Program Flexibility - Key to the success of the demonstration project is its allowance for innovation and creativity and its focus on improving of low performing schools:

1. Low Performing Schools - Allows school districts with low performing schools to restructure these schools by providing targeted support, assistance and intervention rather than using the previous (above-referenced) eight elements.

2. Focus on Quality - First priority for funding demonstrations will be on the basis of the quality of the proposal with secondary consideration given for proposals to implement two or more of the suggested elements, as well as consideration given for already successful implementation of some elements of the proposal or new elements of innovation not cited.

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"Operation Education" Fact Sheet
Page Three

3. Encourage Community Involvement - Greater decision-making authority granted to parents, teachers, and school-level administrators is a goal of the demonstration.

4. Staff Development - Provide for enhanced staff development in accordance with SB 1882 (Morgan-Hart).

5. Voluntary Participation - School districts or consortia of districts may voluntarily apply for demonstration grants whose selection will be by the State Board of Education in consultation with the Superintendent of Public Instruction and selected leaders of teachers, parents, administrators and business.

6. Labor Representation - Requires proposals to be submitted jointly by districts or consortia and collective bargaining representatives of certified employees.

o Addressing Key Concerns - Amendments to the original Bill focus on key concerns raised during legislative hearings.

1. No Mandates - Provides that no group of more than two elements is required for application with waiver of all elements for quality proposals.

2. Grant Variances - Allows the State Board of Education to vary grant amounts depending upon the nature and magnitude of proposed restructuring.

3. Recognizing Success - Ties restructuring to existing successful structures such as school site councils, school improvement programs, school-level staff development, etc.

4. Phase-Ins - Allows for phase-in of schools within a selected district into the restructuring.

o Funding

1. Levels - The bill calls for \$7.5 million of first-year funding for planning and the process of proposal submissions by qualified applicants; 250,000 students will be included in the first-year demonstration project. Second-year funding for program implementation is estimated at \$50 million when the five-year demonstration would begin.

2. Selection - The State Board of Education, appointed by the Governor, will select the districts to participate in the demonstration program.

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"Operation Education" Fact Sheet
Page Four

It is the intent of the California Business Roundtable to continue working toward passage of SB 1274 in a form that allows for the greatest measure of support and participation by all parties affected by the measure.

The importance of this legislation to the ongoing national, state and local debate on educational restructuring cannot be overstated.

Ogilvy & Mather/West

5757 Wilshire Boulevard
Los Angeles, California 90036
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CALIFORNIA BUSINESS ROUNDTABLE

MESSAGE FROM THE CHAIRMAN

OUR PURPOSE

The California Business Roundtable, established in 1976, is a nonpartisan organization dedicated to improving the overall economic climate in California. Composed of principal officers of some 90 major companies in the state, the California Business Roundtable:

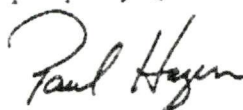
- Encourages members to maintain a perspective beyond their own industries, to assert their positions on important issues and to support basic principles that preserve the free enterprise system in California.
- Maintains and establishes standards of performance that enhance business credibility and public confidence.
- Aids and encourages established organizations to stimulate and implement corporate programs responsive to emerging regulatory and legislative issues.

The California Business Roundtable is a unique institution in our State. We are composed of principal officers from among the largest business enterprises in California. Our members are directly involved in the major public policy issues affecting the California business environment, and our aim is to provide leadership from the business community on these important issues of concern to all Californians.

By directly involving major business leaders with a limited set of key statewide issues, the California Business Roundtable

provides a tremendous opportunity for constructive impact. We tackle the ongoing challenges facing our State — the need for quality education, adequate transportation, and sound public finances — as well as issues which demand special attention from time to time, such as tort reform, workers' compensation reform, and affordable medical care for our citizens. California is a bellwether state. To the extent we can make intelligent public policy choices here, we also have a significant influence on national policy actions.

As we enter our 15th year, we do so with the spirit of shared goals and mutual respect that has always been a California Business Roundtable hall mark. Our State's unique natural and human resources, advanced technology, and strategic location create exciting opportunities for the Roundtable. With our two distinguishing features — the direct involvement of business leaders and a focus on the highest priority public policy issues — we will continue to take an active role to ensure California's future prosperity. ☺



Paul Hazen
Chairman
California Business Roundtable
November 1989

EDUCATION TASK FORCE

The primary focus of our education task force is a major restructuring of the California K through 12 public education system, to ensure every student an opportunity to participate as a productive citizen in the economy and life of California. In cooperation with other businesses, parent, community and education groups, our key objective is the passage of legislation that would create statewide restructuring demonstration projects. As an important part of this effort, the California Business Roundtable will help to implement these restructuring concepts through team efforts at the state, district and local levels.

Ogilvy & Mather/West

5757 Wilshire Boulevard
Los Angeles, California 90036
Tel: 213-930-6606

20 February 1990

Mark Lange
White House Communications

Hi Mark:

*mean a view
taken for the future*
It's a small world! I understand, from a conversation with Carolyn Cawley, that you are in the process of putting together the President's remarks for the California Chambers of Commerce Centennial Dinner next week in Los Angeles and that you have requested some information on the California Business Roundtable.

The following pages should provide a variety of background on the Roundtable's very pro-active involvement in education reform in California, including its role in sponsoring a major piece of legislation in Sacramento. Please let me know if further information would be useful.

You may have heard that I left DOL and moved to L.A. last Spring. Since July, I have been working for Ogilvy & Mather doing, among other things, public relations for the California Business Roundtable's "Operation Education" program.

I keep reading about you and from time to time think I hear something in one of the President's speeches that sounds like one of your talented touches. Am sure the DOL speechwriting days must seem like a vacation in comparison.

Give me a call if I can help further with the March 1 event or with anything else for that matter (office: 213/930-6561; home: 213/475-1684). And please say hello to David Demarest for me.

Warmest regards,

Debbie
Debbie Purcell

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MEMBERS OF THE CALIFORNIA BUSINESS ROUNDTABLE

AT&T
Advanced Micro Devices, Inc.
American President Companies, Ltd.
ARCO
Avery
Bank of America
Basic American Foods
Bechtel Group, Inc.
Bergen Brunswig Corp.
J.G. Boswell Company
Broad, Inc.
CalFed Inc.
Carter Hawley Hale Stores, Inc.
Chevron Corporation
The Clorox Company
Coast Savings & Loan Assn.
Community Psychiatric Centers
Consolidated Freightways, Inc.
Del Monte Foods, USA
DHL Airways, Inc.
Di Giorgio Corporation
FMC Corporation
Farmers Group, Inc.
Fireman's Fund Insurance Cos.
First Interstate Bancorp
Fluor Corporation
General Electric Company
GTE California Inc.
Gibson, Dunn & Crutcher
Great Western Financial Corp.
Hewlett Packard Company
Hilton Hotels Corporation
Homestake Mining Company
Hughes Aircraft Company
IBM Corporation
Industrial Indemnity Company
The Irvine Company
Jacobs Engineering Group, Inc.
Earle M. Jorgensen Company
Kaiser Foundation Health Plan, Inc.
KaiserTech Ltd.
Levi Strauss & Company
Litton Industries, Inc.
Lockheed Corporation
The Luckman Partnership, Inc.
Lucky Stores, Inc.
Macy's California
McKesson Corporation
Mervyn's
Metropolitan Life Insurance Co.
National Medical Enterprises, Inc.

(3)

The Newhall Land and Farming Company
Northrop Corporation
Occidental Petroleum Corporation
Pacific Gas & Electric Co.
Pacific Enterprises
Pacific Mutual Life Insurance Co.
Pacific Telesis Group
Raychem Corporation
Rockwell International
Safeway Stores, Inc.
San Diego Gas & Electric
San Jose Mercury News
Santa Fe Southern Pacific Corp.
Security Pacific Corporation
C.J. Segerstrom & Sons
Shaklee Corporation
Southern California Edison Co.
Syntex Corporation
TRW Inc.
Thrifty Corporation
Ticor Title Insurance
The Times Mirror Company
Transamerica Corporation
Unocal Corporation
Varian Associates, Inc.
Wells Fargo Bank
Westinghouse Electric Corporation
Whittaker Corporation

Chamber for school for future life than BET program to (4) improve
studies
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OPERATION EDUCATION NEWS

California Business Roundtable

January/February 1990
 Volume Two, Number One

FIRST STATE EDUCATION SUMMIT HELD

The need to decrease adult illiteracy and expand efforts to recruit minorities into the teaching profession was among the host of recommendations which emerged from California's first education summit held in Sacramento, in mid-December.

The two-day event was attended by 300 participants, many of them teachers and school administrators. Convened by Superintendent of Public Instruction Bill Honig, with a supporting grant from the Pacific Telesis Foundation, the summit's purpose was to develop a comprehensive game plan for the 1990s that would help every school in the state undertake reform and restructuring.

Meeting in seven workshops, participants -- who also included school board members, policy makers, business and community leaders, parents, and several high school students -- debated such issues as accountability for the quality of programs and changing student assessment; reducing adult illiteracy; and implementing a more sophisticated curriculum with emphasis on science and math. Other workshops assessed the need to better prepare high school students for the transition from school to work and college; teacher preparation and recruitment; integrating services and organizing schools and communities to deliver better programs to help students at risk of failure; and restructuring the roles of teachers, principals, and district office staff to place more authority and accountability for student performance at the school site.

Nearly every workshop produced recurring themes:

- o The work year for school personnel should be lengthened to provide more time for training

(continued on page 6)

BUSINESS AND EDUCATION MOVE INTO THE 1990s

In the coming year the California Business Roundtable will be intensifying efforts to promote education restructuring. Sam Ginn, chief executive officer of the Pacific Telesis Group and new chair of the Roundtable's Education Task Force, is spearheading a drive to make education reform a top political policy objective for California.

"All corporations are in the business of education, especially those integrally involved with technology," says Ginn. "The demand for critical skills by most organizations means we simply cannot afford a public education system which fails to adequately prepare the majority of students for the world of work. Improving student performance against measurable standards must be our state's first priority."

According to Ginn, the Roundtable's agenda for 1990 will have a dual focus: promoting legislation which would provide funding for demonstration projects in school reform, and encouraging more corporations to combine their influence and dollars to support school improvement programs.

The legislation involved is Senate Bill 1274. For the past months, the

Roundtable's Education Task Force has been working with educators and legislators to refine SB 1274, an innovative piece of bipartisan legislation introduced by State Senator Gary K. Hart (D-Santa Barbara). The bill would establish a five-year demonstration program in selected schools throughout the state, giving school districts, in cooperation with businesses, community colleges, and other local organizations an opportunity to design their own approach to reform based on recommendations outlined in the Roundtable's 1989 report, "Restructuring California Education." Targets of the measure include providing preschool education to all children, increasing parental involvement in pupil placement, decreasing teacher workloads, increasing teacher-student contact, and providing college classroom and intern experiences for 11th and 12th grade students.

The development of more public/private education projects is also a Roundtable priority. While several corporations already sponsor individual efforts, Ginn hopes that businesses will be willing to take a more active role at the community level by helping schools

(continued on page 6)

SCHOOL REFORMS SUPPORTED BY MOST AMERICANS

Americans are more receptive to tradition-shattering changes in the policies that govern public schools and would accept higher taxes to pay for it, according to a recent Gallup Poll.

Findings of the 21st Annual Gallup Poll on the public's attitudes toward public schools indicate that 64 percent of those questioned said they would pay higher taxes to improve the quality of public schools in poorer communities. This is up significantly from 58 percent in 1983.

The same survey found that 70 percent favored requiring public schools to conform

to national achievement standards and goals, including a national curriculum. Reducing class sizes was supported by 75 percent of the respondents, with 68 percent saying they would be willing to pay higher taxes to make that possible. And 60 percent favored allowing pupils and their parents to choose which public schools in their communities youngsters will attend. After-school and summer programs were favored by 71 percent.

Experts note that these findings represent a substantial increase from earlier surveys, signaling new public momentum for education reform.

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American President Companies, Ltd.
ARCO

Avery

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Basic American Foods
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Bergen Brunswig Corp.
J.G. Boswell Company

Broad, Inc.

CalFed Inc.

Carter Hawley Hale Stores, Inc.

Chevron Corporation

The Clorox Company

Coast Savings & Loan Assn.

Community Psychiatric Centers

Consolidated Freightways, Inc.

Del Monte Foods, USA

DHL Airways, Inc.

Di Giorgio Corporation

FMC Corporation

Farmers Group, Inc.

Fireman's Fund Insurance Cos.

First Interstate Bancorp

Fluor Corporation

General Electric Company

GTE California Inc.

Gibson, Dunn & Crutcher

Great Western Financial Corp.

Hewlett Packard Company

Hilton Hotels Corporation

Homestake Mining Company

Hughes Aircraft Company

IBM Corporation

Industrial Indemnity Company

The Irvine Company

Jacobs Engineering Group, Inc.

Earle M. Jorgensen Company

Kaiser Foundation Health Plan, Inc.

KaiserTech Ltd.

Levi Strauss & Company

Liton Industries, Inc.

Lockheed Corporation

The Luckman Partnership, Inc.

Lucky Stores, Inc.

Macy's California

McKesson Corporation

Mervyn's

Metropolitan Life Insurance Co.

National Medical Enterprises, Inc.

The Newhall Land and Farming

Company

Northrop Corporation

Occidental Petroleum Corporation

Pacific Gas & Electric Co.

Pacific Enterprises

Pacific Mutual Life Insurance Co.

Pacific Telesis Group

Raychem Corporation

Rockwell International

Safeway Stores, Inc.

San Diego Gas & Electric

San Jose Mercury News

Santa Fe Southern Pacific Corp.

Security Pacific Corporation

C.J. Segerstrom & Sons

Shaklee Corporation

Southern California Edison Co.

Syntex Corporation

TRW Inc.

Thrifty Corporation

Floor Tide Insurance

The Times Mirror Company

Transamerica Corporation

Unocal Corporation

Varian Associates, Inc.

Wells Fargo Bank

Westinghouse Electric Corporation

Whittaker Corporation

PARTNERSHIPS THAT MAKE A DIFFERENCE

The past year has brought a significant increase in programs in California among businesses and schools. A survey by the Far West Laboratory in San Francisco reports that there are now over 3,000 different educational partnerships in the state. Over 54 percent of these are Adopt-a-School efforts. Other initiatives include advisory committees, volunteer programs, education foundations, and information clearinghouses.

Most of the partnerships are concentrated in the Los Angeles and San Francisco Bay areas and range in effort from a multi-million dollar project to promote sweeping school improvements, to the simple provision of computer equipment for a single classroom.

The partnership experience can provide useful lessons. By working together on common goals, administrators, teachers, businesspeople, and parents are making needed improvements to local schools. Corporations learn more about the issues and constraints facing schools, and schools are exposed to new approaches to strategic planning and management techniques, as well as a more up-to-date picture of the workplace. Collaboration can also open wider doors.

Cornell Maier, former chairman of Kaiser Aluminum and a member of the California Business Roundtable's Education Task Force, believes one of the most significant ways business can help schools is in the areas of workplace preparedness and reaching at-risk youth. "Partnerships which emphasize the linkages between schools and real jobs can play a critical role in helping keep our young people from dropping out of school," says Maier.

Maier, along with several other Roundtable members is also active with the California Compact. The California Compact is developing a new leadership model for addressing the preparation of California's multi-cultural workforce. As a first step the California Compact is developing a new inclusive model to enhance the current policy debates on educational reform, including SB 1274.

One of the more promising compacts is in Huntington Beach. There, a core committee of 20 education representatives and 20 representatives from business and the local community meet bimonthly to promote an ambitious agenda which includes facilitating greater parent participation in high-percentage minority enrolled schools, enhancing student counselling, and expanding a "teaching for thinking" program in area schools.

Another comprehensive compact, known as the Capitol Link Compact, was inaugurated last fall in Sacramento. It consists of four programs: "LinkEDges," a computer base of local businesses interested in supporting education projects; the "Capitol Educational Consortium," a group of educators willing to coach students for college; a Job and College Program which provides at-risk students with mentors who help in basic skills and encourage them to go to college; and "Teachers for Tomorrow," which will target prospective teachers while still in high school, offering them financial and academic support through college.

A planning guide and a practical handbook issued by the California Compact encourages businesses to take the lead in defining education standards for entry-level jobs, to provide management assistance and training to school administrators, and give preferential hiring to high school graduates who maintain a certain grade point average and attendance level.

But as Cornell Maier notes, the first step begins with greater involvement. "Twenty years ago, 68 percent of school board members were business people; today only 18 percent are," says Maier. "We need to see more policies and practices established by California businesses, both large and small, that encourage employees to participate as volunteers, mentors, and school board members in education improvement efforts. The challenge ahead will be to launch a new generation of school-business partnerships that can harness substantial support for all California's students."

For a copy of "A Handbook for the California Compact," contact Carol Abbott, Office of Intersegmental Relations, at 916/323-6262.

Operation Education News is published bimonthly in Los Angeles for the California Business Roundtable. Its purpose is to stimulate discussion about the need for education restructuring now, and to build broad-based support for accomplishing this goal. Guest opinion pieces, as well as information on state education concerns, upcoming conferences, and new initiatives are invited. Call the Operation Education toll-free number 800/222-0213 to let us know of education "stakeholders" who should receive the newsletter.

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*Fax no. White House
(202) 456-6218*

February 20, 1990

Dear Carolyn Cawley,

Sorry, but I was unable to find a letter from an immigrant to California for the 1900's, although I spent an afternoon checking. Our correspondence is not indexed by date, nor by content, except for our gold rush letters. If it had been the 1850's it would have been easy. I hope that you can select some quotes from the enclosed, especially from page 2 and 3 maybe?

Best wishes and regards,

*Annegret Ogden*Annegret Ogden
Reference Librarian

P.S. Please let me know if the President used the article.

The lines are fainter unto me in pleasant places.
Yes, I have a goodly heritage.

PSALMS XVII. 6.

THE GOODLY HERITAGE

OF

CALIFORNIANS.

BY JOSEPH NIMMO, JR.

1837-1904

October 15, 1894.

25648
Bancroft Library

THE GOODLY HERITAGE OF CALIFORNIANS.

How the Heralds of Discontent are Soiling the Fair
Name and Fame of California.

Ten years ago, when I was engaged in writing a governmental report in regard to the commercial and industrial interests of the Pacific Coast, I became convinced that a bright future awaited California; but from time to time during the last three years I have read in papers and in pamphlets published in that State most dolorous accounts in regard to its present condition and prospects. The impression conveyed by those statements has been that California may possibly be in a state of decadence. Last August, at a place of summer resort, I met a distinguished and highly cultivated citizen of California, who engaged my attention with a jeremiad on the conditions which, according to his view, are fast strangling the industrial life out of the people of that State, and especially those engaged in fruit-raising and the production of wine. He was quite emphatic in the statement that California is suffering chiefly from extortionate and practically prohibitory freight charges for the transportation of its products to the States east of the Rocky Mountains. With the information then before me, if I had been a purchaser of securities, I would not have given more than twenty-five cents on the dollar for California State bonds.

But the case as presented to me was so bad that it excited my doubts, so I decided to investigate the matter, my attention during the last twenty-five years having been largely devoted to the study of the commercial and industrial interests of our country. I at once applied for exact data upon the

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subject to the Secretary of State, and the Railroad Commission of California, the Southern Pacific Company, the United States Census Office, and other available sources of information. The results of such inquiries have convinced me that all the stories which I have heard are not only gross misrepresentations, but an essential feature of a campaign of pessimism and discontent which aims at political success through outrageous perversion of the truth. In other words, I have secured evidence which affords indubitable proof of the fact that California is the banner State of progress among the States of the Union. And now, as the result of my efforts, I invite attention to the following statement of facts:

POPULATION.

According to the United States Census the population of California increased from 1880 to 1890 as follows:

Population in 1880.....	864,694
" " 1890.....	1,208,130
Increase	343,436
Increase, per cent.....	40

The increase of population in the entire United States from 1880 to 1890 was only 25 per cent, as against 40 per cent in California.

WEALTH.

Next I invite attention to the census figures as to the wealth of California.

Total value of real and personal property of California:

In 1880.....	\$1,343,000,000
" 1890.....	2,533,733,627
Increase	1,190,733,627
Increase, per cent	88

The average rate of increase of wealth throughout the United States was only 49 per cent, as against 88 per cent in California. This is a grand exhibit of progress.

MANUFACTURES.

Next I inquired as to the condition of California with respect to manufactures. The census of 1890 gives the following information upon that subject:

Wages paid in 1880.....	\$21,065,905
" " " 1890.....	51,538,780
Increase	\$30,472,875
Increase, per cent.....	145

This increase for California is three per cent above that for the entire United States during the decade of the most marvelous development of manufactures in the history of industry throughout the world.

Then I turn to the value of the products of manufacture of California in 1880 and in 1890, as given in the Census report.

Value of products of manufacture of California:

In 1880.....	\$116,218,973
" 1890.....	213,403,996
Increase	\$97,185,023
Increase, per cent.....	83

The rate of increase for the United States was only 75 per cent, as against 83 per cent for California.

There is a feature of California's manufacturing industries to which I would particularly invite attention. The increased value of the products of manufacture was 83 per cent, while the increased amount paid in wages was 145 per cent. This is a splendid exhibit for labor. It gives the lie to a vast amount of base misrepresentation which is being palmed off by demagogues upon the laborers of California for the purpose of deceiving them out of their votes during the present campaign of discontent.

Next I turn to—

AGRICULTURE.

The value of products of agriculture in California was, according to the United States Census—

In 1880.....	\$59,721,425
In 1890.....	87,033,290
Increase	\$27,311,865
Increase, per cent.....	46

The percentage of increase in the value of farm products in the entire United States was only 11 per cent., as against 46 per cent in California. Surely this is cause for joy and thanksgiving to Californians.

I turn next to the increase in the value of the farming lands of California, including fences and buildings. This is shown as follows:

In 1880.....	\$262,051,282
In 1890.....	697,116,630
Increase	\$435,065,348
Increase, per cent:	166

The average rate of increase in the value of farming lands, fences and buildings in the United States was only 32 per cent, as against 166 per cent in California. This is a splendid exhibit of progress.

There is a feature of the last two results which deserves special notice. The increase in the value of farm products from 1880 to 1890 was 46 per cent, while the increased value of farming lands was 166 per cent. This clearly bespeaks an abiding faith in the enormous possibilities and future development of agriculture in California. As hereinafter shown, the development of the last four years (since the census of 1890, for 1889, was taken) have fully justified that faith.

FRUIT AND WINE.

It is well known that the agricultural prosperity of California is largely due to the raising of fruit and the production of wine. The growth of these industries is exhibited somewhat in detail as follows:

The development of wealth in the leading fruit and wine counties of California from 1880 to 1890 is clearly exhibited in the following census data:

VALUE OF LANDS, FENCES AND BUILDINGS OF CERTAIN FRUIT AND WINE PRODUCING COUNTIES OF CALIFORNIA IN 1879 AND IN 1889.

COUNTIES.	CENSUS OF 1880.	CENSUS OF 1890.
Butte.....	\$8,610,124	\$18,811,260
Contra Costa.....	6,713,578	14,373,890
Fresno.....	4,403,152	46,755,740
Los Angeles.....	12,099,120	51,115,820
Napa.....	7,515,875	16,959,880
Placer.....	1,885,275	8,599,370
San Bernardino.....	3,346,223	30,377,240
San Diego.....	2,876,357	18,509,270
Santa Barbara.....	3,471,893	15,064,470
Santa Clara.....	15,320,619	38,954,590
Solano.....	9,717,669	25,801,950
Sonoma.....	16,950,760	32,905,290
Ventura.....	2,734,959	13,116,520

In no other section of the country has there been such a rapid increase of wealth in agriculture and in affiliated industries. It is a marvel of the age. Beyond all question this phenomenal development has been due almost entirely to the fact that the agricultural resources of California have been brought into direct communication with eastern markets through the speedy and cheap transportation of her products afforded by the various transcontinental railroads. This is demonstrable beyond all doubt.

The following facts in regard to the value of the fruit and wine products of the State for the year 1893 are furnished by offices of the National Government:

VALUE OF THE FRUIT AND WINE PRODUCT OF CALIFORNIA IN 1893.

Fruit.....	\$27,589,787
Wine and brandy, about	7,000,000
	\$34,589,787

The value of the exports of fruit and wine from California to foreign countries during the year ended June 30, 1893,

TRANS.

amounted to \$1,309,181. This was less than four per cent of the fruit and wine product of the State, and indicates that over 96 per cent of such products are consumed in the United States, very much the larger part of which was shipped overland by rail to eastern markets. I have recently noticed that large amounts of California fruit have been exported to Europe from the port of New York, such fruit having been brought across the continent in train loads by the transcontinental railroads.

The distinguished but dolorous citizen of California to whom I referred in the beginning of this article was very strenuous in the attempt to inculcate the idea that the fruit-raising industry of California is being greatly depressed and in some particular instances absolutely repressed by the extortionate charges imposed by the railroads for the transportation of fruits to the States east of the Rocky Mountain range. This struck me as being incredible. I replied, "Why, that appears very strange, for you can go a few steps from this hotel where we are now stopping and purchase all sorts of California fruit, in the natural state, dried and preserved. That can be done to-day in every town and village in this country. You can also purchase California wines and brandy at almost every store in the country dealing in such goods." Such was not the case ten or fifteen years ago. The fact clearly indicates an enormous development of commerce in California during that period, and, as is well known, it is almost entirely an overland commerce by rail.

This whole matter is clearly presented in the following data in regard to shipments and freight charges, kindly furnished to me at my request by officers of the Southern Pacific Company.

The growth of the transcontinental fruit traffic, according to the authority just cited, has been as follows:

SHIPMENT OF FRUIT EAST BY RAIL FROM CALIFORNIA TERMINALS—IN POUNDS.

YEAR.	GREEN FRUIT.	DRIED FRUIT.	RAISINS.
	Pounds.	Pounds.	Pounds.
1873.....	2,896,530	None.	None.
1883.....	19,222,580	3,097,950	295,050
1893.....	149,040,480	76,402,740	67,268,720

The following table shows the reduction in rail rates on fruit and wine, between California points and Chicago, for the years 1873, 1883 and 1894:

RATES PER 100 POUNDS.			
YEAR.	GREEN FRUITS, ORANGES, LEM- ONS, &c.	DRIED FRUITS.	WINE.
1873.....	\$2.50	\$2.25	\$2.00
1883.....	2.00	2.00	1.50
1894.....	1.25	1.00	1.00

These rates for 1894 are lower than the rates for such traffic in any other country on the globe.

According to my best information, the value of property employed in the wine industry of California now amounts to about \$100,000,000, and the value of fruit lands, buildings and machinery employed in fruit-packing amounts to about \$350,000,000.

The eastern dealers in dried and preserved fruits of California whom I have consulted speak in the highest terms of such fruit, also of California wines. One of these, an Italian merchant, who has been engaged in the fruit business all his life, says "California fruit is the finest fruit in the world." These dealers seem also to regard the freight charges on

California products as entirely reasonable. In this connection I would mention the fact that the Interstate Commerce Commission, with its doors wide open to the reception of complaints, in its last annual report declared that during the year past it was called upon to pass formal judgment in only sixteen cases of unjust discrimination in interstate traffic in the entire United States, and found not a single case of exorbitant interstate rates in the whole country—not even in California. This seems to refute the statements circulated as to exorbitant transcontinental rates.

SAN FRANCISCO.

I observe from the statements before me that the city of San Francisco has not kept pace in commercial movements with the State at large. This has given rise to complaints and forebodings which I think are not justified by the facts in the case. The increased prosperity of the State has been due mainly to a commerce which moves directly east from the interior by rail. But I am confident that in the course of two or three years a resultant commerce will spring up between San Francisco and all parts of the State. The commercial forces of real and personal wealth in San Francisco are controlled by men of great commercial knowledge and acumen. Their capital backed by enterprise must continue to control the commerce of the Pacific Slope, as surely as New York will continue to be the commercial and financial centre of the eastern side of the continent. What appears to be needed in San Francisco is a readjustment of commercial methods to new commercial conditions. I cannot believe that the merchants and other intelligent business men of San Francisco are going to lie supinely on their backs and give themselves up to thoughts inspired by the new political doctrine of discontent. Of course California has felt the effects of the general business depression of the last eighteen months. But that very depression has been mainly the result of gross political misrepresentation on the part of the heralds of unrest and discontent. Their statements are absolutely refuted by the indisputable facts which I have presented.

From 1860 to 1890 the population of the United States doubled, its wealth increased fourfold, the value of the products of its manufactures increased fivefold, the amount paid in wages in manufactures increased sixfold and the foreign commerce of the country increased nearly threefold. The wealth per capita of the country increased from \$514 in 1860 to \$1,038 in 1890 and the average annual earnings of laborers in manufactures increased from \$289 to \$484.

The railroad mileage of the United States increased from 31,286 miles in 1861 to 170,607 miles in 1893, and the internal commerce of the country correspondingly increased. As already indicated, the State of California has outstripped the other States of the Union in the substantial evidences of progress which characterize her industry.

During this wonderful period of progress a war for the preservation of the Union, costing up to the present time over eight thousand million dollars was conducted to a successful conclusion.

But in the face of these foregoing evidences of prosperity, of progress and of power a political party has sprung out of the spirit of unrest and of discontent. Its teachings have led to the cry of calamity in several States east of the Rocky Mountains as well as in California. I am convinced that it is just such teachings which have misled the people of this country in regard to the real state of affairs in California. The populist element to which I have referred denies all good achieved through policies under which this country has realized unprecedented prosperity, and now ask the people of this country to accept policies and to adopt expedients hatched in the prolific brain of malcontent political empyrics. It is too late in the day for the inculcation of such doctrines. The sturdy men who reclaimed the Pacific Coast and built there great and prosperous commonwealths had infinitely more cause for adopting a policy of discontent than have their descendants and followers of to-day. I fear the learned and distinguished citizen of California, whose statements to me was the chief inspiration of this article, has been misled by the spurious logic of a set of political teachers whose dogmas are

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based upon a falsification of the facts of history and upon such absurd misrepresentations of the conditions which control the present and determine the future of California as these which I have attempted to expose.

RECAPITULATION.

According to the United States Census figures, California exhibited during the ten years from 1880 to 1890 a phenomenal growth in population, in wealth, in manufactures and in agriculture, such increase being in each particular very much in excess of the corresponding increase for the entire United States. The data now available also clearly proves that California has fully maintained her relative rate of progress during the four years which have elapsed since the census of 1890 was taken.

The men of '49 and their successors in the early '50s braved many dangers and difficulties, but they found on the Pacific Coast inexhaustible mineral resources, a hospitable climate and a fertile soil. Science and art have since overcome the desert and the mountain ranges and brought them and their posterity in close communication with the best markets in all the world.

Surely the Californian of to-day has abundant reason to exclaim, in the language of the psalmist of Israel, "The lines are fallen unto me in pleasant places; yea, I have a goodly heritage."

JOSEPH NIMMO, JR.

WASHINGTON, D. C., October 15, 1894.

Drugs

BUSINESS PARTICIPATION in current problems:

Partnership for a Drug Free America

The Director for the Partnership has no state breakdown; her lists are by company/agency type (IE: ad agency etc). She will try to get me a list of California participants by midday Tuesday. For now, she says that California people have been INSTRUMENTAL in their campaign. One of the founding fathers of the Partnership is from a CA ad agency. Also, the Fried Egg commercial (their most popular) came from a CA agency.

Houses w/ As - on every block, a house w/ a Death window
a business
w/ into, help, a voice
someone to talk to.

Just-bitten red
Schoolhouse on prairie

letter from a pioneer.

STOP THE PRESSES ...

① US PATENT OFFICES:

Their records don't go back that far (re: state breakdown).

They have this:

1890: total # of patents issued in US: 26,292

1989: 8,508 patents issued for California.

Since 1964, CA has led the nation in # of patents issued.