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COUNTY OF LOS ANGELES

CHIEF ADMINISTRATIVE OFFICE

713 HALL OF ADMINISTRATION / LOS ANGELES, CALIFORNIA 90012
974-1101

MEMBERS OF THE BOARD

PETER F. SCHABARUM

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CHIEF ADMINISTRATIVE OFFICER

FACT SHEET

LOS ANGELES COUNTY TELECOMMUTING PROGRAM

Telecommuting is the partial or total substitution of telecommunications, with or without the assistance of computers, for the daily commute to and from work. Telecommuting involves transporting information and ideas through the use of telecommunications technology instead of transporting people to a traditional type of workplace. Employees work at their homes or at satellite offices located near their homes.

Why is Los Angeles County implementing telecommuting?

As one of the largest employers in Southern California, Los Angeles County must take a leadership role in addressing the air quality and traffic congestion problems in our metropolitan area. We must also look for new ways to increase the productivity of our work force, maximize the use of the County's facilities and equipment, and recruit and retain quality employees. We anticipate that within five years several thousand of the County's employees currently working in the civic center will be telecommuting. This will have a significant impact on the air and traffic problems we all face. We plan on achieving a 20% increase in worker productivity through this program, enabling us to provide quality services with a streamlined work force.

What are the advantages of telecommuting for employees?

Employees benefit from reduction in travel expenses and commute time and stress. Employees enjoy an increased flexibility in handling their work/family schedules.

How will Los Angeles County's telecommuting program work?

All County departments have been instructed to identify jobs and select employees suitable for home telecommuting; initial programs were implemented in County departments in September, 1989. Additional programs involving home telecommuters are being implemented each month. Satellite office telecommuting will be investigated for later implementation.

Participants are primarily volunteers. Most telecommute part time, one to three days a week.

Participation is open to both represented and non-represented employees, encompassing a variety of occupations and levels. Selection is based on suitability of jobs, employees and their supervisors for telecommuting.

Initial projects have been or are being implemented in ten County departments:

Superior Court - Eight clerical staff working with juror selection forms use scanner-modem equipment to work from their homes. There was a need to expand staff working on juror selection, but the Court had no space available in which to house additional staff. The Court plans to improve productivity by 25% in the juror selection section through the use of technology and telecommuting.

Department of Community and Senior Citizens Services - Twenty human services contract monitoring and planning staff will do field work and send reports directly to the office from field sites using lap top computers. Another 30 employees will do miscellaneous contract and administrative work from both the field and home. The department anticipates 15% gains in productivity, which will translate into a decrease in staff needed to do the job. The department has made an initial investment of about \$140,000 in computers and telephone lines for the telecommuters.

Probation Department - Ten Deputy Probation Officers and their supervisor doing court reports on adult cases will do their report writing from home, entering information onto a form designed for use with the computer. Currently, these reports are dictated by the Probation Officers and then transcribed by clerical staff. This program will eliminate the need for and cost of transcription services. It will also enable the department to hire additional Deputy Probation Officers for the adult case report function; previously, the department was unable to hire more officers because it did not have the space to house more staff. After the program has been successfully implemented, it will be expanded to encompass more staff. A group of Transcriber-Typists will also be telecommuting.

Auditor-Controller - In the Audit Division, 25 and 30 employees transmit reports from remote audit sites using modems and personal computers to avoid trips into the downtown area. The Auditor's office is in the process of evaluating additional jobs which may be suitable for telecommuting.

Affirmative Action Compliance Office - In this department three individuals will participate one day per week, using their personal computers to work from their homes. Additional staff will use telecommuting to work from home during weekends and hours other than normal business hours. The department expects telecommuting to achieve better use of its limited space, and increased productivity from staff being able to work without the distractions of the office environment and without the stress of the commute to work.

Office of the Assessor - Six clerical employees will do transfer coding work from their homes.

Department of Health Services - Ten employees assigned to contract monitoring and fiscal accounting are working part time at home, connected to the office by modem.

Department of Public Social Services - A number of Bureaus in this department are in the process of developing telecommuting programs. Telecommuting in the Bureau of Program Planning and Development will involve 20% of the employees in that Bureau.

Human Relations Commission - Five employees performing high level staff work are currently telecommuting several days a week.

Department of Public Works - Three employees will telecommute initially in this department. One works on statistics and personnel information; one processes records of the maintenance and installation of traffic signs; the third does drafting work in hydraulic and water conservation engineering.

Numerous other County departments are in the process of evaluating how and where telecommuting can work for them and are expected to develop proposals for telecommuting in the near future.

What kind of jobs and what type employees are suitable for telecommuting?

Most jobs or parts of jobs are suitable for telecommuting. Tasks that are successfully managed in telecommuting programs are those where the individual already works alone handling information, such as writing, reading, telephoning, computer programming, word processing and data entry. Employees who are well suited to telecommuting are self-motivated, conscientious about work time and have a high level of knowledge of the job.

What equipment will an employee need to telecommute?

Equipment needs for telecommuters vary from as little as a phone, paper and pencil to as much as a computer, modem, printer and fax machine.

Who will provide the equipment?

Each department will determine what, if any, equipment it will purchase for the telecommuters or if it wants to assist employees in purchasing equipment. The County has developed an Employee Personal Computer Purchase Plan wherein employees can purchase equipment at a substantial discount.

How will a supervisor know that an employee who is working from his/her home is actually working?

Supervisors are being given training in management by results. Managers of telecommuters must manage by focusing on the employee's expected work product. Frequent communication between the manager and the telecommuter will be required to ensure that tasks and performance expectations are clearly defined. Failure to meet targeted goals is cause to terminate the telecommuting arrangement.

Is telecommuting an answer to an employee's child care or elder care problems?

Telecommuting is not a substitute for child care. Young children provide too many distractions for successful telecommuting. However, telecommuting will help employees with school age children, and it will give employees greater flexibility in managing their work/family schedules. This flexibility will also assist employees in handling elder care problems.

How will a telecommuter keep in touch with his/her office?

Telecommuters arrange with their managers how often they must call their office. While at home, telecommuters are at work; they are simply working at a different location.

What will be the costs of this program?

While departments will have some minimal start-up costs for items such as installation of telephone lines or purchase of modems, we do not anticipate any significant overall cost to the County. The small initial costs departments may incur will be more than matched by the cost savings to the County through employees' increased productivity and reduced absenteeism and eventually through a decrease in the amount

of office space needed by the County. We will be reviewing all departmental requests for additional space to see if we can use telecommuting in lieu of expanding our leased space costs.

How are telecommuters selected?

Departments identify jobs they feel are appropriate for telecommuting. Employees fill out questionnaires which have been developed to assist departments in determining employees whose jobs and personal characteristics make them good candidates for successful telecommuting. To be selected, an employee must have the endorsement of his/her supervisor.

How will the County evaluate the effectiveness of this program?

We are conducting a study to determine how this program has been successful in improving traffic conditions, increasing employees' productivity, and reducing County costs. We will be determining where and for whom telecommuting works best.

What will the County do to prepare employees to be effective telecommuters?

With the assistance of Pacific Bell and Commuter Transportation Services, we are providing training for participants and their managers. Training sessions will cover many areas, including how to successfully telecommute, and how to manage telecommuters. Pacific Bell, Commuter Computer and the County's Chief Administrative Office have staff available to assist telecommuters with any problems which might arise.

For further information about Los Angeles County's telecommuting program, please contact the Policy and Support Division of the Chief Administrative Office, 222 North Grand Avenue, Room 585, Los Angeles, CA 90012, (213) 974-2611.



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LOS ANGELES COUNTY

TELECOMMUTING QUESTIONS

1. How do I know that the telecommuters are really working?

The employee's completed work product is the indicator that he is working. Managers of telecommuters must focus on the quality, quantity and timeliness of the work product, rather than on the process the telecommuter used to achieve the end result. Managers must manage by objectives, rather than by observation. The manager and the employee should together establish the employee's goals and objectives.

2. Will the employees work less if they are working at home unsupervised?

No. Survey results show marked improvements in productivity. Productivity increases because employees have fewer distractions and interruptions, work at their best times, and are less stressed due to the absence of the commute to work.

3. How will managers know how to supervise telecommuters?

Telecommuting presents an opportunity for managers to become better managers. By focusing on the employee's work product, managers will increase their own organizational skills and their own skill at managing by objectives. Managers of telecommuters will be given training on managing remote employees.

4. Won't loyalty to the organization diminish?

No. In actuality, loyalty is likely to improve since employees are happier with their working conditions. Employee morale also improves as a result of telecommuting.

5. Is this program only for employees who use and/or have computers?

No. A computer is not mandatory to be a successful telecommuter. The minimum equipment necessary to participate in the program is a telephone. Many successful telecommuters use only a pencil and paper to perform their duties.

6. How can social interaction be maintained to keep telecommuters from feeling isolated from their colleagues?

There are many techniques for overcoming feelings of isolation.

These include part-time telecommuting, core days in the office and frequent communication by telephone or electronic or voice mail. The telecommuters should be included in all scheduled meetings and events.

7. What are the issues the telecommuters should be aware of? (The County's training program for telecommuters covers these issues.)

Coping with Interruptions: Often friends, neighbors, and family members do not realize that a telecommuter is working. Although an occasional interruption may be welcome, telecommuters must learn to keep interruptions at a minimum.

Working Long Hours: Telecommuters need to be aware of the tendency to work long hours and the need to take regular breaks.

Exercising Self-Control: If telecommuters find themselves procrastinating, they should evaluate their work habits and make necessary changes to ensure productivity.

Designating Space: A designated work area is recommended for telecommuting. A separate work space may mean fewer distractions or interruptions and a higher level of discipline and organization.

Gaining Support: A family's or supervisor's attitude may sometimes be detrimental to a telecommuting arrangement; telecommuters must work to gain the support and understanding of those around them.

8. Are telecommuters eligible for income tax deductions for their home offices?

This is a complex question. We advise individuals to check with their tax accountants to determine the answer for them.

9. What happens if the employee is hurt at home while working?

If the employee is hurt while working, he is covered for worker's compensations, just as if he were at the regular place of business.

10. Is telecommuting a substitute for child or elder care?

No. A telecommuter must focus on his job; he cannot handle demanding child or elder care situations and perform his duties. However, telecommuters are better able to manage their work/ family schedules, because they have greater flexibility in their work hours. In some cases new mothers are able to work on a part time basis, i.e., 20 hours per week while the baby is sleeping, thus allowing the employee to reduce the length of her maternity leave and enabling the department to continue to have the services of that employee.

11. Can telecommuting result in reduced use of sick leave?

Yes. An employee working in the regular office usually has to use a half day of sick time to get to a doctor or dental appointment; a telecommuter can take an hour or two off for the appointment and then work that time later in the day or on the weekend, thus not using any sick time. Also, often an employee does not feel well enough to drive to the office, but is able to work some hours at home.

12. Will the need for overtime decrease as a result of telecommuting?

We anticipate that employees' productivity will increase, thus necessitating less overtime.

13. While a job may not lend itself to telecommuting in its entirety, is it possible to restructure the job so that the employee can successfully telecommute?

Yes. Most jobs are suitable for telecommuting part time. An employee can organize his work to combine all the telecommutable tasks (such as reading, writing, data or word processing, and conducting business by telephone) into the days he works at home; he can schedule his meetings for his days in the office.

14. Why is Los Angeles County doing an extensive evaluation of the telecommuting program?

It is necessary that the County document the impacts, both positive and negative, of telecommuting on various County operations. We hope that our data will validate the effectiveness of telecommuting and provide some statistical data which can be cited by other companies considering the use of telecommuting as a work option.

15. How do you manage the employees who are not telecommuting?

It is important to include the non-telecommuters in your planning process. Specific guidelines should be established regarding how the work load is distributed while the telecommuters are telecommuting so as not to overload the non-telecommuters. Also all employees should have a clear understanding of the selection criteria for telecommuters, to minimize feelings of resentment over who was and who was not selected to participate in the program.

1/2/90
questions

COUNTY OF LOS ANGELES TELECOMMUTING PROGRAM

COUNTY OF LOS ANGELES

Size and scope - Los Angeles County is larger in population than 42 states; it has an annual budget of over 9 billion dollars. The County has a work force of 80,000 who work in 39 departments. The County's population is 8.5 million; its boundaries encompass 4,083 square miles - an area 800 square miles larger than the combined area of the states of Delaware and Rhode Island. The County's population accounts for approximately 31% of the total population of the State. The population of the County has increased by 43% since 1960 and by 16% since 1980. County services include justice and public safety (law enforcement, municipal and superior courts, probation), health services (six major hospitals, four comprehensive health centers, and 43 public health centers), social services (for abused and neglected children, public social services and senior citizens services), parks and recreation, two museums, beaches and harbors, property tax assessment and collection. The County's primary source of revenue is property tax. The County has experienced budgetary difficulties since the passage of Proposition 13 in 1978.

WHY TELECOMMUTING NOW?

General Changes in the Work Force:

- Growth in information jobs (60% of jobs in 1990)
- Influx of women into work force
- Increase in dual career/single parent families with resultant stress from work/family conflicts - only 7%-10% of families now fit "Ozzie and Harriet" mold.
- Advances in technology
- Employees commuting long distances to work (average cost of housing in Los Angeles area is \$244,000; commutes of two hours each way not unusual. Long distance telecommuter in Los Angeles County drives from Santa Barbara--105 miles each way.)

Problems Faced by County Which Led to Telecommuting:

- Shortage of funds with increase in demands for services
- Need to expand space - no funding for such expansion
- Need to maximize use of space and equipment
- Need to increase productivity
- Recruitment/retention difficulties
- Need to decrease absenteeism/sick leave usage
- Need to improve management effectiveness to be consistent with County's emphasis on performance based management
- Need to reduce stresses on employees which affect productivity (work/family conflicts, long commutes, elder care/child care)

Air pollution - Regulation XV of the Air Quality Management Plan for the South Coast Air Basin mandates reduction in average vehicle ridership; telecommuting to be used to reduce work trips by local government employees by 20%.

Traffic - Prediction for year 2000 is that average freeway speed will be 17 miles per hour. (In 1988 California had 22.4 million vehicles and 16.6 million drivers, logging 239 billion vehicle miles; by the year 2000, California is anticipating having 23.8 million vehicles and 22 million drivers who are expected to put in 297 billion vehicle miles of travel.) Future projections show a 200% jump in traffic delays in the next ten years. By then, more than 225 million hours each year will be lost in traffic congestion, the equivalent of 25,000 people spending a year in bumper-to-bumper traffic. One hour each way on freeway equals 12 weeks per year. California drivers spend 400,000 hours a day tied up in congestion on urban freeways. Cost of this congestion is \$2.4 million per day or \$600 million per year.

EMPLOYER BENEFITS OF TELECOMMUTING

- Space savings
- Lower office costs
- Increased productivity
- Improved ability to recruit and retain employees
- Improved employee morale
- Better management
- Decreased absenteeism and sick leave

EMPLOYEE BENEFITS OF TELECOMMUTING

- Reduced travel expenses and commute time
- Decreased stress
- Increased flexibility to handle work/family schedules
- Better work environment
- Wider opportunities for the handicapped

COMMUNITY BENEFITS OF TELECOMMUTING

- Diminished traffic congestion
- Improved air quality

STEPS TO PLANNING AND IMPLEMENTING TELECOMMUTING IN LOS ANGELES COUNTY

- Researched the concept of telecommuting
- Consulted with experts in the field of telecommuting
- Obtained top management support

- Supervisor Michael D. Antonovich introduced a motion on January 31, 1989, which was unanimously carried, instructing the Chief Administrative Office to develop a plan to implement telecommuting for County employees and report back within 90 days. The motion read:

"As part of our effort to reimplement the successful 1984 Olympic traffic plan, this Board has established double shifts and flex hour work programs. Another important feature of the Olympic traffic plan was telecommuting, which reduces traffic congestion by allowing employees to work at home.

Private and public organizations are using telecommuting successfully. Pacific Bell, which began allowing employees to work at home during the 1984 Olympics, currently has 1,500 telecommuters.

Telecommuting offers many benefits for the County. These include space savings, lower office costs, diminished traffic congestion, improved air quality, increased productivity, improved ability to recruit and retain employees, and wider opportunities for the handicapped."

- Developed a plan which was submitted and adopted by the County Board of Supervisors on April 3, 1989:

Defined telecommuting, discussed its use in other agencies, recommended implementation in County departments, included implementation schedule, and fact sheet giving benefits to County and employees and describing types of jobs and types of employees suitable for telecommuting.

- Established Guidelines:

Telecommuting is a management program, not an employee benefit.

No additional funds allocated for the program.

Program is decentralized to line departments.

Home telecommuting now; feasibility of satellite offices will be investigated later.

Employees are volunteers; salaries and benefits do not change.

Open to represented and non-represented employees.

Discount computer purchase plan established for County employees.

Departments pay phone costs.

Provision of County equipment to employees telecommuting is decision of the department; encourage use of laptops. Management of the overall County program is the responsibility of the Chief Administrative Office. Employees telecommuting are covered under Workers' Compensation when working in home office.

- Supervisor Antonovich held a press conference in May, 1989 to announce the County's intent to implement telecommuting.
- Formed a Committee to develop program; Committee consisted of staff from CAO, several interested departments, Employee Relations, Data Security, End User Computing, Pacific Bell, Commuter Computer; consulted with Auditor-Controller and County Counsel.
- Chief Administrative Officer advised all departments to implement a telecommuting program. On April 19, 1989, Mr. Richard B. Dixon sent a letter to all Department Heads, "I strongly urge you in light of the current budgetary situation to utilize telecommuting...to reduce your office space requirements and increase the utilization of County equipment." Each department was asked to designate a Telecommuting Coordinator.
- Developed program materials which included a screening survey for employees and supervisors, telecommuters' standards, evaluation surveys and a training handbook.
- Convened a Telecommuting Coordinators' Meeting in June, 1989 at which Mr. Dixon spoke, indicating his strong support for telecommuting. Coordinators were informed of the basic concept of County telecommuting and its benefits; elements of the County program; and progress of early County telecommuting programs.
- Provided orientation to County departmental managers on what is telecommuting, the benefits derived from telecommuting and how to begin their telecommuting programs.
- Provided training for all new telecommuters and their supervisors on how to successfully telecommute, how to organize work and home work space, how to manage telecommuters, ergonomics and supplies.

MAINTAINING AND EVALUATING THE PROGRAM

The Chief Administrative Office will review all requests for renewal or acquisition of leased space for all departments to see if telecommuting can apply.

The County will evaluate the program to measure increases in productivity, absenteeism/sick leave decreases, transportation issues, costs and savings.

The County will continue to conduct meetings with departmental coordinators on a periodic basis to keep the coordinators abreast of the rapid developments in the program.

The Chief Administrative Office will continue to give presentations and training to departments - Top executive managers, middle managers, groups of employees.

EXPANSION OF THE PROGRAM FOR 1990

- Expand the program to more departments and more participants
- Decentralize more of the program - orientations and training -
to the departmental coordinators
- Develop and facilitate forums for the telecommuters
- Work on evaluation of the program

PROBLEMS ENCOUNTERED

- Reluctance of some managers to try new programs
- Union resistance
- Delays in computer programming
- Delays in equipment procurement
- Reluctance of some managers to deal with non-telecommuters

COMMON MISCONCEPTIONS OF TELECOMMUTING

- Substitute for child care/elder care
- Increased costs for employers and employees
- Difficult for managers to supervise remote employees
- Suitable for all jobs/all employees
- Loss of loyalty to organization
- Reduced visibility for promotions
- Isolation of employees

THE TRUTH

Telecommuting can reduce hours of child care needed; can assist with sick child care and emergency elder care situations; pre-school children and very ill elders still need outside care.

Cost savings are realized by both employer and employees.

Managers become better managers.

Ten to 25% of employees in program would mean very successful program - not appropriate for 100%.

Loyalty to organization actually increases; telecommuting becomes a recruitment/retention tool.

Promotions not a problem for part-time telecommuters.

Part-time telecommuters are still very much in touch with their offices.

PROGRESS OF TELECOMMUTING IN COUNTY DEPARTMENTS

The County of Los Angeles currently has about 170 telecommuters; the first group of telecommuters began telecommuting in September 1989. The progress is expanding rapidly. The County anticipates having several thousand telecommuters within five years. This is not a pilot project, but, rather, a new way that County employees work. Many departments, however, have felt more comfortable starting with small pilots. The success of the program is dependent on the support of top management (CAO and departments) and the efforts of the departmental coordinators.

The following County departments have implemented telecommuting:

Community and Senior Citizens - The Department received \$140,000 from the County's Innovation Fund. The Department has 70 participants -- contract monitors, planning professionals, clerical; the time spent telecommuting ranges from occasionally to three days a week. Top executive managers telecommute and use fax machines. Morale in the department has improved dramatically.

Department of Public Social Services - There are 38 telecommuters now, 30 more will be added in April, 1990:

Bureau of Planning and Program Development (BPPD) - Phase I involves computers supplied by employees; Phase II involves lap tops and printers supplied by the department. Specific telecommuting tasks include research and preparation of technical program material, planning and development of training information, and conferring with County and State colleagues regarding the impact and application of proposed program changes.

Management Information and Evaluation Division (MIED) - Audit staff (Eligibility Quality Auditors and Program Specialists) visit Bureau of Assistance Payments offices to view selected cases, make home calls, and complete collateral visits. Reports will be prepared at home - initially two days a week; if pilot is successful, audit staff may be able to work off site 90% of the time. Program Specialist staff will be preparing studies, reports, analyses, completing research and other administrative studies - one to three days a week. Fifteen Welfare Fraud Investigators will begin to telecommute soon. The Department has benefited in employee retention as a result of telecommuting.

Health Services - The Department of Health Services has 23,000 employees and has pledged to have 20% of Environmental Management employees telecommuting by 4-1-90 and 40% of employees in administrative headquarters telecommuting or working alternate work schedules by 4-1-90.

Contract Monitoring Unit - Fifty percent of the staff of this Unit are telecommuting; all provide their own computers, modems and answering machines. Space savings have been realized already in this Unit. The manager has been able to turn an office into a training room and has sent back three desks.

Civil Service Advocacy Unit - Staff are telecommuting one day per week. Work at home includes document preparation, field interviews and telephone consultations.

Probation - The Probation Department has several telecommuting programs.

Central Adult Investigation Section - This Section has benefited in space savings as a result of telecommuting. The Section needed more space; it was budgeted for a staff of 100 but only had space for 60. Ten Deputy Probation Officers and one Supervisor will telecommute four days per week to relieve the space congestion.

Transcriber Typists - Eight Transcriber Typists come into the office to pick up and deliver work. Also seven Deputy Probation Officers in the same office assigned to Parole Investigation formerly dictated reports but now input information onto a form which is programmed on their computers. Much needed office space has become available as a result of these telecommuting programs.

Assessor - Originally five clerical staff who do manual coding in Ownership Services began telecommuting three days a week; productivity went up so much in the first month that 15 more staff were added to the program.

Superior Court - Ten full and part time clerical staff in Juror Management Section needed more staff but had no space. Employees review and code prospective juror questionnaire/affidavits using preprogrammed hand-held bar-code scanner to process the affidavits. The data will be keyed or scanned and stored in memory, then transmitted via a dial-up line to a PC located in the Juror Services Division. Part time staff will receive their work at home via a messenger who is a full-time employee.

Public Works - This department has three telecommuters - One works on a computer compiling tables on personnel information and reviewing statistics; the employee uses own computer. One employee processes records of the maintenance and installation of traffic signs; this work is manual. The third does drafting work in hydraulic and water conservation engineering.

Auditor-Controller - Audit staff uses laptops (Department purchased 25 - 30 laptops) and prepare their reports from field or home.

CAO, Office of Affirmative Action, Human Relations Commission, Coroner, Sheriff - all have staff/analyst staff telecommuting. One CAO employee is on extended maternity leave, working 20 hours per week as Research Analyst; she prepares reports on injury frequency and severity and audits third party administrator coding on the workers' compensation data base.

CONCLUSION

FOR TELECOMMUTING TO BE ACCEPTED, NEED VALID BUSINESS REASONS TO DO IT.

GET SUPPORT FROM THE TOP. FIND CHAMPIONS, LEADERS.

PUT IN THE TIME TO DEVELOP THE PROGRAM AND MATERIALS.

TAILOR THE PROGRAM TO THE CULTURE OF THE ORGANIZATION.

PUBLICIZE THE PROGRAM.

MARKET THE PROGRAM.

TRAIN THE TELECOMMUTERS.

EVALUATE THE PROGRAM.

FINE-TUNE.

2/8/90

Denver

PROFILE OF TELECOMMUTERS

Gender: 68% female, 32% male

Seventy-six percent drive alone; 14% carpool; 1% vanpool; 5.3% take the bus, and 4% do a mixture.

Average commuting distance to work is 19 miles; according to Commuter Transportation Services (CTS) survey, in 1988 it was 15 miles.

Average commuting time to and from work is 75 miles; CTS survey in 1988 was 55 minutes.

Equipment: 48% use computers.

Frequency: Majority (42%) will telecommute 2 days a week; 7% telecommute 4 to 5 days per week.

Marital Status: Majority are married, 55%. Twenty-five percent are single, the rest are divorced or widowed.

Children: 46% of those who are married, divorced, or widowed have children at home. Approximately one-third of all telecommuters have children under 18 at home.

Tenure with the County: Average years is 15.

Household income: Majority (34%) earn \$25,000 to \$50,000 a year. Only 14% had household income less than \$25,000.

Attitudinal: Per initial surveys

Distractions: The telecommuters did not expect family or friends to distract them while working at home and felt it would not be difficult to keep home and work separate.

Staying with the County as a result of the telecommuting program: Most of the telecommuters said that they would not look for another job as long as they could telecommute. A small group (12%) said they might still look for another job.

Relationship with supervisor: Most of the telecommuters said that they did not know whether the relationship between them and their supervisors would change as a result of telecommuting.

Almost all of the telecommuters said that their boss has a positive attitude towards telecommuting.

The telecommuters did not think telecommuting would result in a loss of identification with the County.

THE PRESIDENT HAS SEEN

THE WHITE HOUSE
WASHINGTON

1000 FEB 26 PM 7:35

February 26, 1990

INFORMATION

MEMORANDUM TO THE PRESIDENT

THROUGH: CHRISS WINSTON

FROM: MARK LANGE

SUBJECT: Remarks for the California Chamber
of Commerce Dinner

*I know we
don't have
change this, but I like
think people like hearing
more about foreign affairs
This is fine
I've added*

I. SUMMARY

On Thursday, March 1, you will make remarks at the California Chamber of Commerce's Gala in honor of their centennial year. After a photo opportunity, you are scheduled to speak, with a TelePrompter, at 7:40 p.m. The audience will be made up of 1200 California business leaders, some state and local politicians, and their guests.

II. DISCUSSION

This dinner commemorates the 100th year of the CA Chamber of Commerce and it is the first anniversary party they have ever had. Most of the people attending are major corporate CEOs, and honored guests at this black-tie affair include Governor George Deukmejian, U.S. Senator Pete Wilson, California Attorney General John Van de Kamp, State Treasurer Thomas Hayes, Assembly Speaker Willie L. Brown, Jr. and Senate Republican Leader Ken Maddy.

Celebration and fun are the order of the evening! After you speak and depart, dinner will be served, followed by a surprise visit by a Disney marching band, drill team, and cheerleaders. As a finale, singer Dionne Warwick will be entertaining.

(Lange/Cawley)
February 26, 1990
6:15 P.M.
[CALCOMM.DOC]

PRESIDENTIAL REMARKS: CALIFORNIA CHAMBER OF COMMERCE
CENTENNIAL DINNER GALA
CENTURY PLAZA HOTEL, LOS ANGELES
THURSDAY, MARCH 1, 1990
7:40 P.M.

((Thank you, Governor Deukmejian. It's great to be back in California -- and to be invited to such a wonderful party!

You know, when we landed at the airport, I was deeply touched to see a red carpet rolled out. A twenty-one gun salute. Balloons. Confetti. Truly moving.

But then I looked around, and realized it was the L.A. Coliseum Commission, welcoming Al Davis back from a visit to Oakland... [note: They're working on him to keep the Raiders in L.A., rather than moving them back to Oakland.]

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But something that really impresses me about California is the West Coast's will to survive -- even triumph -- in adversity. New ways to cope spring up, no matter **what** kind of disaster strikes. Somebody told me there's even a new support group in Malibu, called "Parents Without Perrier."))

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Your heritage was borne by those with the imagination and courage to press westward. After the century of shared progress you celebrate tonight -- from sailing ships to silicon chips -- you're **still** the state that sets the pace. Breaks the barriers. And defines the future.

The gold rush never really ended in California. It just took on new and truer colors. From the green abundance of your agriculture, to the black gold in the earth, the silver screen, and the wealth of the blue Pacific.

The list of California's first-place rankings reads like the What's What of American Business. Number one in aerospace, construction, and exports... in businesses owned by women, and by black and Hispanic Americans... in numbers of college graduates, scientists, engineers, Nobel Laureates, patents and Ph.D.s: **California leads America. And America leads the world.**

But California business isn't just first class -- it's world class. Home to over forty Fortune 500 firms, a dynamic job-creating small business sector, and a gross **state** product that outside of America ranks among the top five **nations**.

So if California is the rock-solid edifice of America's economic strength, the California Chamber should be a room with a view. With a vision for the future. Where decisions are made, and actions taken, that will lead the rest of the country in the coming century.

You understand that California's economic prospects don't depend simply on natural resources -- or your geographic position

on the Pacific Rim. What will **truly** lead California to success in the new century is her people -- and the way they do business.

As our economy continues to grow and labor markets continue to tighten, businesses like yours will need to turn to sources of talent once left untapped. Youth at risk, who need to see the connection between school and work. The underskilled, who need training. Older and more experienced workers, who need new skills. The disabled, who need only a chance to prove their abilities. And dual-career families, who need flexible, creative child care solutions.

Flexible workplace policies will allow you to find and keep the best talent. And one of the most promising of these new business frontiers is telecommuting: taking advantage of new technology to enable your people to work at home, one or two days

a week. *Clearly this exciting concept will not apply to many businesses or to many types of employees but consider:*
A typical 20 minute roundtrip commute to work over the

course of a year adds up to two very stressful 40 hour **weeks** lost on the road. But if only **five percent** of the commuters in L.A. County telecommuted **one day** each week, they'd save 205 **million** miles of travel each year -- and keep 47,000 tons of pollutants from entering the atmosphere. Not a bad deal.

Especially if you consider that here in California, it's been shown that productivity goes **up** for telecommuters -- an average of 20 percent or more. In this Administration, we've started a nationwide pilot project in telecommuting for Federal employees.

So I'd like to commend Governor Deukmejian for encouraging telecommuting -- as well as companies like U.S. West, Pacific Bell, and the Traveler's, who are experimenting with it. Because it means more than a better bottom line. It also means saving energy, improving air quality, and preserving the environment we all share.

That's a measure of the enlightened management here in California: Along with looking inward, for better ways to run your operations, **you're also looking outward** -- as active partners in your communities.

After the oil spill at Huntington beach, businesses donated supplies, employees, food, helicopters and heavy equipment to the clean-up -- in an impressive community-wide volunteer effort, at **every** level. In the same way, after the San Francisco earthquake, companies donated millions of dollars, tons of supplies, and thousands of hours of employee time.

But some of the challenges your communities face will demand long-term, consistent, collective effort. Work involving worthy sacrifice -- but with profound, long-term results.

To make sure our educational system gives our kids the skills they need to thrive in the future, new partnerships between schools and businesses need to be expanded. Projects to improve schools -- like the California Compact -- show great promise, and deserve all the help you can give them. In fact, I understand there are already over 3,000 educational partnerships here in California -- from multi-million dollar projects for

sweeping reform, to Adopt-a-School programs, to low-cost volunteer efforts. Our schools need your time and talents. If you're already involved, keep at it. If you're not, this is your decade to do it.

And where the most troubling challenge to our communities is concerned -- the enslavement of illegal drugs -- your members can help us turn the tables against the dealers, forever. So-called "casual" users and their money keep these merchants of death in business. So anyone who still considers drugs a victimless diversion needs to hear this: You shame yourselves and your country. America now condemns what has too long been condoned. We've \\ had \\ enough.

We need to make it very clear to every American that if you do drugs, you don't get hired. Many of you already do pre-employment drug screening. Let me encourage all of you: If a recreational drug user asks you for a job, **Just \\ say \\ no**.

Many of you are also involved with the nation-wide Partnership for a Drug Free America, and getting far-reaching results. But let me **also** encourage you to get involved with local efforts, **at street level**.

On every block, in every town and every city in America, there should be a home or a business willing to serve as a **safe-house for kids** -- where they can go for help. For information about drugs. For refuge from dealers. Or just for the comfort of a caring, listening heart. **Ladies and gentlemen, our kids need our help.**

That will mean a lot to your communities. But there's one thing more, that we should consider for the sake of the world community. We've all watched -- with wonder and delight -- the transformations that took place in Eastern Europe during the Revolution of '89.

It is in **this** decade, as the political dust settles, that much of the real work begins. So many are struggling to regain their footing now. **And now is the time for America to do quiet but crucial work.**

Every business and community organization in California and across the country -- business leagues, Rotaries, Elks, clubs of **every** kind -- all can find ways to help the people of Eastern Europe make the transition to market economies.

In this, your National Chamber is on the right track. You and your members should consider donating some time and expertise to the emerging businesses now struggling in Eastern Europe.

Whatever your specialty -- strategic planning, marketing, inventory, line operations -- **it is needed now, in Eastern Europe.** *at closer to home try Panama - on after the transfer of power* Find a sister city there -- or a business that would benefit from what you know of free enterprise and free markets -- and put your talents to work. **Today there is an unprecedented opportunity -- and an urgent need -- for American business leaders to lead the world toward free enterprise.**

You know, back in 1890, there were a lot of newspaper articles suggesting that California was in decline -- or as one observer put it, "in a state of decadence." The critics claimed

*Paraguay
Nicaragua
Salvador
place -
help
Nicaragua*

that industry and agriculture were struggling. And it looked like the gold had all been rushed.

Well, you know what happened. California became a world-class economic super-power. Today you are called upon -- and privileged as few have been before -- to bring the world new and unprecedented prosperity.

Show the world that commerce has conscience. That prosperity has purpose, *and that ^{any} definition of a successful life must include serving others.*

In your own businesses -- in your communities -- and in the community of nations: gather strength. \\\

And use it, to help people. \\\

Let me wish this chamber a very happy 100th birthday! God bless you. And God bless the great state of California.

#

POTUS
3/1/90

CALIFORNIA CHAMBER OF COMMERCE CENTENNIAL DINNER GALA
LOS ANGELES / THURSDAY, MARCH 1, 1990 / 7:40 P.M.

((THANK YOU, GOVERNOR DEUKMEJIAN. IT'S GREAT TO BE
BACK IN CALIFORNIA -- AND TO BE INVITED TO SUCH A
WONDERFUL PARTY!

YOU KNOW, WHEN WE LANDED AT THE AIRPORT, I WAS
DEEPLY TOUCHED TO SEE A RED CARPET ROLLED OUT. A
TWENTY-ONE GUN SALUTE. BALLOONS. CONFETTI. TRULY
MOVING.

BUT THEN I LOOKED AROUND, AND REALIZED IT WAS THE
L.A. COLISEUM COMMISSION, WELCOMING AL DAVIS BACK FROM
A VISIT TO OAKLAND...

OF COURSE, ON THE WAY OVER HERE I DID ENCOUNTER A
FEW DEMONSTRATORS. ONE PROTESTER, FROM U.C.L.A., WAS
SHOUTING "U.S. OUT OF PANAMA. U.S. OUT OF EL SALVADOR.
AND U.S.C. OUT OF LOS ANGELES."

BUT SOMETHING THAT REALLY IMPRESSES ME ABOUT CALIFORNIA IS THE WEST COAST'S WILL TO SURVIVE -- EVEN TRIUMPH -- IN ADVERSITY. NEW WAYS TO COPE SPRING UP, NO MATTER WHAT KIND OF DISASTER STRIKES. SOMEBODY TOLD ME THERE'S EVEN A NEW SUPPORT GROUP IN MALIBU, CALLED "PARENTS WITHOUT PERRIER."))

WELL, WHAT BRINGS ME HERE TONIGHT IS THE SAME APPEAL THAT BROUGHT SO MANY TO CALIFORNIA A CENTURY AGO. A SENSE THAT SOMETHING POWERFUL IS HAPPENING HERE.

YOUR HERITAGE WAS BORNE BY THOSE WITH THE IMAGINATION AND COURAGE TO PRESS WESTWARD. AFTER THE CENTURY OF SHARED PROGRESS YOU CELEBRATE TONIGHT -- FROM SAILING SHIPS TO SILICON CHIPS -- YOU'RE STILL THE STATE THAT SETS THE PACE. BREAKS THE BARRIERS. AND DEFINES THE FUTURE.

THE GOLD RUSH NEVER REALLY ENDED IN CALIFORNIA. IT JUST TOOK ON NEW AND TRUER COLORS. FROM THE GREEN ABUNDANCE OF YOUR AGRICULTURE, TO THE BLACK GOLD IN THE EARTH, THE SILVER SCREEN, AND THE WEALTH OF THE BLUE PACIFIC.

THE LIST OF CALIFORNIA'S FIRST-PLACE RANKINGS
READS LIKE THE WHAT'S WHAT OF AMERICAN BUSINESS.
NUMBER ONE IN AEROSPACE, CONSTRUCTION, AND EXPORTS...
IN BUSINESSES OWNED BY WOMEN, AND BY BLACK AND HISPANIC
AMERICANS... IN NUMBERS OF COLLEGE GRADUATES,
SCIENTISTS, ENGINEERS, NOBEL LAUREATES, PATENTS AND
PH.D.S: CALIFORNIA LEADS AMERICA. AND AMERICA LEADS
THE WORLD.

BUT CALIFORNIA BUSINESS ISN'T JUST FIRST CLASS --
IT'S WORLD CLASS. HOME TO OVER FORTY FORTUNE 500
FIRMS, A DYNAMIC JOB-CREATING SMALL BUSINESS SECTOR,
AND A GROSS STATE PRODUCT THAT OUTSIDE OF AMERICA RANKS
AMONG THE TOP FIVE NATIONS.

SO IF CALIFORNIA IS THE ROCK-SOLID EDIFICE OF
AMERICA'S ECONOMIC STRENGTH, THE CALIFORNIA CHAMBER
SHOULD BE A ROOM WITH A VIEW. WITH A VISION FOR THE
FUTURE. WHERE DECISIONS ARE MADE, AND ACTIONS TAKEN,
THAT WILL LEAD THE REST OF THE COUNTRY IN THE COMING
CENTURY.

YOU UNDERSTAND THAT CALIFORNIA'S ECONOMIC PROSPECTS ARE STRONG, THANKS TO YOUR NATURAL RESOURCES -- AND YOUR GEOGRAPHIC POSITION ON THE PACIFIC RIM. LET ME ADD IT'S FITTING THAT I'LL BE MEETING IN CALIFORNIA THIS WEEKEND WITH PRIME MINISTER KAIFU OF JAPAN.

BUT WHAT WILL TRULY LEAD CALIFORNIA TO SUCCESS IN THE NEW CENTURY IS HER PEOPLE -- AND THE WAY THEY DO BUSINESS.

AS OUR ECONOMY CONTINUES TO GROW AND LABOR MARKETS CONTINUE TO TIGHTEN, BUSINESSES LIKE YOURS WILL NEED TO TURN TO SOURCES OF TALENT ONCE LEFT UNTAPPED. YOUTH AT RISK, WHO NEED TO SEE THE CONNECTION BETWEEN SCHOOL AND WORK. THE UNDERSKILLED, WHO NEED TRAINING. OLDER AND MORE EXPERIENCED WORKERS, WHO NEED NEW SKILLS. THE DISABLED, WHO NEED ONLY A CHANCE TO PROVE THEIR ABILITIES. AND DUAL-CAREER FAMILIES, WHO NEED FLEXIBLE, CREATIVE CHILD CARE SOLUTIONS.

FLEXIBLE WORKPLACE POLICIES WILL ALLOW YOU TO FIND AND KEEP THE BEST TALENT. AND ONE OF THE MOST PROMISING OF THESE NEW BUSINESS FRONTIERS IS TELECOMMUTING: TAKING ADVANTAGE OF NEW TECHNOLOGY TO ENABLE YOUR PEOPLE TO WORK AT HOME, ONE OR TWO DAYS A WEEK. CLEARLY THIS EXCITING CONCEPT WILL NOT APPLY TO EVERY BUSINESS OR EVERY KIND OF EMPLOYEE, BUT CONSIDER:

A TYPICAL 20 MINUTE ROUNDTrip COMMUTE TO WORK OVER THE COURSE OF A YEAR ADDS UP TO TWO VERY STRESSFUL 40 HOUR WEEKS LOST ON THE ROAD. BUT IF ONLY FIVE PERCENT OF THE COMMUTERS IN L.A. COUNTY TELECOMMUTED ONE DAY EACH WEEK, THEY'D SAVE 205 MILLION MILES OF TRAVEL EACH YEAR -- AND KEEP 47,000 TONS OF POLLUTANTS FROM ENTERING THE ATMOSPHERE. SO TELECOMMUTING MEANS SAVING ENERGY, IMPROVING AIR QUALITY, AND QUALITY OF LIFE. NOT A BAD DEAL.

THIS ADMINISTRATION IS PROFOUNDLY COMMITTED TO PROTECTING THE ENVIRONMENT WE ALL SHARE. THAT'S WHY I'M PLEASED TO SAY TODAY THAT WE'VE REACHED AN AGREEMENT WITH A BI-PARTISAN GROUP OF SENATE LEADERS, FOR ENVIRONMENTALLY AGGRESSIVE AND ECONOMICALLY SOUND REVISIONS TO THE CLEAN AIR ACT. IT'S A NEW APPROACH TO CLEAN AIR, THAT WILL PERMANENTLY REDUCE EMISSIONS THAT CAUSE ACID RAIN; GREATLY REDUCE THE THREAT FROM AIR TOXINS; AND BRING CLEAN, HEALTHY AIR TO EVERY CITY IN AMERICA --INCLUDING L.A. \\\

I KNOW THAT MANY OF YOUR COMPANIES ARE INVOLVED IN FORWARD-LOOKING STEWARDSHIP EFFORTS FOR OUR PRECIOUS ENVIRONMENT. THAT'S A MEASURE OF THE ENLIGHTENED MANAGEMENT HERE IN CALIFORNIA: ALONG WITH LOOKING INWARD, FOR BETTER WAYS TO RUN YOUR OPERATIONS, YOU'RE ALSO LOOKING OUTWARD -- AS ACTIVE PARTNERS IN YOUR COMMUNITIES.

AND WE ALL KNOW THAT SOME OF THE CHALLENGES YOUR COMMUNITIES FACE WILL DEMAND LONG-TERM, CONSISTENT, COLLECTIVE EFFORT. WORK INVOLVING WORTHY SACRIFICE -- BUT WITH PROFOUND, LONG-TERM RESULTS.

TO MAKE SURE OUR EDUCATIONAL SYSTEM GIVES OUR KIDS THE SKILLS THEY NEED TO THRIVE IN THE FUTURE, NEW PARTNERSHIPS BETWEEN SCHOOLS AND BUSINESSES NEED TO BE EXPANDED. PROJECTS TO IMPROVE SCHOOLS -- LIKE THE CALIFORNIA COMPACT -- SHOW GREAT PROMISE, AND DESERVE ALL THE HELP YOU CAN GIVE THEM.

IN FACT, I UNDERSTAND THERE ARE ALREADY OVER 3,000 EDUCATIONAL PARTNERSHIPS HERE IN CALIFORNIA -- FROM MULTI-MILLION DOLLAR PROJECTS FOR SWEEPING REFORM, TO ADOPT-A-SCHOOL PROGRAMS; TO LOW-COST VOLUNTEER EFFORTS. OUR SCHOOLS NEED YOUR TIME AND TALENTS. IF YOU'RE ALREADY INVOLVED, KEEP AT IT. IF YOU'RE NOT, THIS IS YOUR DECADE TO DO IT.

AND WHERE THE MOST TROUBLING CHALLENGE TO OUR COMMUNITIES IS CONCERNED -- THE ENSLAVEMENT OF ILLEGAL DRUGS -- YOUR MEMBERS CAN HELP US TURN THE TABLES AGAINST THE DEALERS, FOREVER. SO-CALLED "CASUAL" USERS AND THEIR MONEY KEEP THESE MERCHANTS OF DEATH IN BUSINESS. SO ANYONE WHO STILL CONSIDERS DRUGS A VICTIMLESS DIVERSION NEEDS TO HEAR THIS: YOU SHAME YOURSELVES AND YOUR COUNTRY. AMERICA NOW CONDEMNS WHAT HAS TOO LONG BEEN CONDONED. WE'VE \\HAD \\ENOUGH.

MANY OF YOU ALREADY DO PRE-EMPLOYMENT DRUG SCREENING. LET ME ENCOURAGE ALL OF YOU: WE NEED TO MAKE IT VERY CLEAR, TO EVERY AMERICAN, THAT IF YOU DO DRUGS, YOU DON'T GET HIRED.

THOSE OF YOU WHO ARE INVOLVED WITH THE NATION-WIDE PARTNERSHIP FOR A DRUG FREE AMERICA ARE GETTING FAR-REACHING RESULTS. BUT LET ME ALSO ENCOURAGE YOU TO GET INVOLVED WITH LOCAL EFFORTS, AT STREET LEVEL.

ON EVERY BLOCK, IN EVERY TOWN AND EVERY CITY IN AMERICA, THERE SHOULD BE A HOME OR A BUSINESS WILLING TO SERVE AS A SAFE-HOUSE FOR KIDS -- WHERE THEY CAN GO FOR HELP. FOR INFORMATION ABOUT DRUGS. FOR REFUGE FROM DEALERS. OR JUST FOR THE COMFORT OF A CARING, LISTENING HEART. LADIES AND GENTLEMEN, OUR KIDS NEED OUR HELP. \\\

THAT WILL MEAN A LOT TO YOUR COMMUNITIES. BUT THERE'S ONE THING MORE, THAT WE SHOULD CONSIDER FOR THE SAKE OF THE WORLD COMMUNITY. WE'VE ALL WATCHED -- WITH WONDER AND DELIGHT -- THE TRANSFORMATIONS THAT TOOK PLACE IN EASTERN EUROPE DURING THE REVOLUTION OF '89.

WE GREET THE TRIUMPH OF DEMOCRACY LIKE A MIRACULOUS DAWN THAT MIGHT SOMEHOW CAST THE WHOLE WORLD IN ITS LIGHT AT ONCE. BUT IT IS NOT ORDAINED -- AND WILL NOT BE THE WORK OF MIRACLES. IT MUST BE THE WORK OF THE NEWLY LIBERATED PEOPLES THEMSELVES. AND IT MUST BE AMERICA'S WORK.

FORTY YEARS AGO A WORLD WOUNDED BY WAR WAS REBUILT WITH AMERICA'S LEADERSHIP. IN THIS DECADE, NATIONS IMPOVERISHED BY IDEOLOGY AND RAVAGED BY DICTATORSHIP -- IN EASTERN EUROPE, IN LATIN AMERICA -- ARE ALSO READY TO BE REBORN AND REBUILT, WITH THE TOOLS OF FREE ENTERPRISE. THE WISDOM OF FREE MARKETS. AND THE SKILLS OF AMERICAN BUSINESS.

AS THE POLITICAL DUST SETTLES, THE REAL STRUGGLE BEGINS. THE CRY FOR DEMOCRACY, THE REDEMPTION OF THE INDIVIDUAL VOICE, IS ONLY THE FIRST STEP. AS I SAID IN MY STATE OF THE UNION ADDRESS, DEMOCRACY IS A CORNERSTONE OF FREE SOCIETIES, THAT MUST BE JOINED WITH COMPETITION. OPPORTUNITY. PRIVATE INVESTMENT. STEWARDSHIP. AND OF COURSE, LEADERSHIP.

NOW IS THE TIME FOR AMERICA TO PROVIDE THAT LEADERSHIP. TO DO HER QUIET BUT CRUCIAL WORK, TO HELP LAY THE CORNERSTONES OF FREE SOCIETIES -- AND TO WIDEN THE CIRCLE OF FREEDOM.

WE CAN RELY ON WHAT WE KNOW. WE KNOW THAT PROSPERITY PRESERVES PEACE. THAT THE TROUBLED WATERS OF POLITICAL TURMOIL ARE CALMED BY ECONOMIC GROWTH. AND THAT OUR ECONOMIC INFLUENCE CAN BE A FORCE FOR GREAT GOOD.

WE ARE USING THAT INFLUENCE AT THE INTERNATIONAL LEVEL, MARSHALLING ASSISTANCE FOR NATIONS MAKING A COURAGEOUS BREAK WITH THE PAST. WE'RE PROVIDING DIRECT U.S. AID. AND WE'RE WORKING WITH THE CONGRESS AND WITH OTHER NATIONS TO DO MORE FOR FLEDGLING DEMOCRACIES. BUT AMERICA'S LEADERSHIP IN THE WORLD DOES NOT DEPEND SOLELY ON GOVERNMENT INITIATIVES. OUR INFLUENCE IS PROFOUND BECAUSE OUR PRIVATE SECTOR HAS ALSO SHOWN LEADERSHIP. AND WE NEED YOUR ENGAGEMENT AGAIN TODAY.

EVERY BUSINESS AND COMMUNITY ORGANIZATION, HERE IN CALIFORNIA AND ACROSS THE COUNTRY -- BUSINESS LEAGUES, ROTARIES, CLUBS OF EVERY KIND -- ALL CAN FIND WAYS TO HELP THE PEOPLE OF EASTERN EUROPE AND CENTRAL AMERICA, AS THEY MAKE THE TRANSITION TO MARKET ECONOMIES.

IN THIS, YOUR NATIONAL CHAMBER IS ON THE RIGHT TRACK. CONSIDER DONATING SOME TIME AND EXPERTISE TO THE EMERGING BUSINESSES NOW STRUGGLING IN EASTERN EUROPE. WORK WITH OUR NEIGHBORS TO THE SOUTH -- IN PANAMA, AND IN NICARAGUA AS THE TRANSFER OF POWER TAKES PLACE.

WHATEVER YOUR SPECIALTY -- STRATEGIC PLANNING, MARKETING, INVENTORY, LINE OPERATIONS -- IT IS NEEDED NOW. FIND A SISTER CITY OR A BUSINESS THAT WOULD BENEFIT FROM WHAT YOU KNOW OF FREE ENTERPRISE AND FREE MARKETS -- AND PUT YOUR TALENTS TO WORK. TODAY THERE IS AN UNPRECEDENTED OPPORTUNITY -- AND AN URGENT NEED -- FOR AMERICAN BUSINESS LEADERS TO LEAD THE WORLD TOWARD FREE ENTERPRISE.

YOU KNOW, BACK IN 1890, THERE WERE A LOT OF NEWSPAPER ARTICLES SUGGESTING THAT CALIFORNIA WAS IN DECLINE -- OR AS ONE OBSERVER PUT IT, "IN A STATE OF DECADENCE." THE CRITICS CLAIMED THAT INDUSTRY AND AGRICULTURE WERE STRUGGLING. AND IT LOOKED LIKE THE GOLD HAD ALL BEEN RUSHED.

WELL, YOU KNOW WHAT HAPPENED. CALIFORNIA BECAME A WORLD-CLASS ECONOMIC SUPER-POWER. TODAY YOU ARE CALLED UPON -- AND PRIVILEGED AS FEW HAVE BEEN BEFORE -- TO BRING THE WORLD NEW AND UNPRECEDENTED PROSPERITY.

SHOW THE WORLD THAT COMMERCE HAS CONSCIENCE. THAT PROSPERITY HAS A PURPOSE. AND THAT ANY DEFINITION OF A SUCCESSFUL LIFE MUST INCLUDE SERVING OTHERS.

IN YOUR OWN BUSINESSES -- IN YOUR COMMUNITIES -- AND IN THE COMMUNITY OF NATIONS: GATHER STRENGTH. \\\

- 13 -

AND USE IT, TO HELP PEOPLE. \\\

LET ME WISH THIS CHAMBER A VERY HAPPY 100TH
BIRTHDAY! GOD BLESS YOU. AND GOD BLESS THE GREAT
STATE OF CALIFORNIA.

#

WHITE HOUSE STAFFING MEMORANDUM

DATE: 2/27/90 ACTION/CONCURRENCE/COMMENT DUE BY: ---

SUBJECT: PRESIDENTIAL REMARKS: CALIFORNIA CHAMBER OF COMMERCE

	ACTION FYI			ACTION FYI	
VICE PRESIDENT	☐	☒	MCCLURE	☐	☒
SUNUNU	☐	☒	NEWMAN	☐	☐
SCOWCROFT	☐	☐	PORTER	☐	☒
DARMAN	☐	☒	ROGICH	☐	☒
BATES	☐	☒	UNTERMAYER	☐	☐
CARD	☐	☒	ROGERS	☐	☒
CICCONI	☐	☒	WINSTON	☒	☒
DEMAREST	☐	☒	PINKERTON	☐	☒
FITZWATER	☐	☒	PETERSMEYER	☐	☒
GRAY	☐	☒	BENNETT	☐	☒
HAGIN	☐	☐	BOSKIN	☐	☒

REMARKS:

The attached has been forwarded to the President.

RESPONSE:

See page 51 D² wants this
line deleted, replace with
another phrase, too Alancy R.

James W. Cicconi
Assistant to the President
and Deputy to the Chief of Staff
Ext. 2702

THE WHITE HOUSE
WASHINGTON

1990 FEB 26 PM 7:35

February 26, 1990

INFORMATION

MEMORANDUM TO THE PRESIDENT

THROUGH: CHRISS WINSTON *W*
FROM: MARK LANGE *L*
SUBJECT: Remarks for the California Chamber
of Commerce Dinner

I. SUMMARY

On Thursday, March 1, you will make remarks at the California Chamber of Commerce's Gala in honor of their centennial year. After a photo opportunity, you are scheduled to speak, with a TelePrompter, at 7:40 p.m. The audience will be made up of 1200 California business leaders, some state and local politicians, and their guests.

II. DISCUSSION

This dinner commemorates the 100th year of the CA Chamber of Commerce and it is the first anniversary party they have ever had. Most of the people attending are major corporate CEOs, and honored guests at this black-tie affair include Governor George Deukmejian, U.S. Senator Pete Wilson, California Attorney General John Van de Kamp, State Treasurer Thomas Hayes, Assembly Speaker Willie L. Brown, Jr. and Senate Republican Leader Ken Maddy.

Celebration and fun are the order of the evening! After you speak and depart, dinner will be served, followed by a surprise visit by a Disney marching band, drill team, and cheerleaders. As a finale, singer Dionne Warwick will be entertaining.

(Lange/Cawley)
February 26, 1990
6:15 P.M.
[CALCOMM.DOC]

1990 FEB 26 PM 7:35

PRESIDENTIAL REMARKS: CALIFORNIA CHAMBER OF COMMERCE
CENTENNIAL DINNER GALA
CENTURY PLAZA HOTEL, LOS ANGELES
THURSDAY, MARCH 1, 1990
7:40 P.M.

((Thank you, Governor Deukmejian. It's great to be back in California -- and to be invited to such a wonderful party!

You know, when we landed at the airport, I was deeply touched to see a red carpet rolled out. A twenty-one gun salute. Balloons. Confetti. Truly moving.

But then I looked around, and realized it was the L.A. Coliseum Commission, welcoming Al Davis back from a visit to Oakland... [note: They're working on him to keep the Raiders in L.A., rather than moving them back to Oakland.]

Of course, on the way over here I did encounter a few demonstrators. One protester, from U.C.L.A., was shouting "U.S. out of Panama. U.S. out of El Salvador. And U.S.C. out of Los Angeles." [big rivalry between U.C.L.A. & U.S.C.]

But something that really impresses me about California is the West Coast's will to survive -- even triumph -- in adversity. New ways to cope spring up, no matter ~~what~~ kind of disaster strikes. Somebody told me there's even a new support group in Malibu, called "Parents Without Perrier."))

Well, what brings me here tonight is the same appeal that brought so many to California a century ago. A sense that something powerful is happening here.

Your heritage was borne by those with the imagination and courage to press westward. After the century of shared progress you celebrate tonight -- from sailing ships to silicon chips -- you're still the state that sets the pace. Breaks the barriers. And defines the future.

The gold rush never really ended in California. It just took on new and truer colors. From the green abundance of your agriculture, to the black gold in the earth, the silver screen, and the wealth of the blue Pacific.

The list of California's first-place rankings reads like the What's What of American Business. Number one in aerospace, construction, and exports... in businesses owned by women, and by black and Hispanic Americans... in numbers of college graduates, scientists, engineers, Nobel Laureates, patents and Ph.D.s: **California leads America. And America leads the world.**

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So if California is the rock-solid edifice of America's economic strength, the California Chamber should be a room with a view. With a vision for the future. Where decisions are made, and actions taken, that will lead the rest of the country in the coming century.

You understand that California's economic prospects don't depend simply on natural resources -- or your geographic position

on the Pacific Rim. What will truly lead California to success in the new century is her people -- and the way they do business.

As our economy continues to grow and labor markets continue to tighten, businesses like yours will need to turn to sources of talent once left untapped. Youth at risk, who need to see the connection between school and work. The underskilled, who need training. Older and more experienced workers, who need new skills. The disabled, who need only a chance to prove their abilities. And dual-career families, who need flexible, creative child care solutions.

Flexible workplace policies will allow you to find and keep the best talent. And one of the most promising of these new business frontiers is telecommuting: taking advantage of new technology to enable your people to work at home, one or two days a week.

A typical 20 minute roundtrip commute to work over the course of a year adds up to two very stressful 40 hour ~~weeks~~ lost on the road. But if only five percent of the commuters in L.A. County telecommuted one day each week, they'd save 205 million miles of travel each year -- and keep 47,000 tons of pollutants from entering the atmosphere. Not a bad deal.

Especially if you consider that here in California, it's been shown that productivity goes up for telecommuters -- an average of 20 percent or more. In this Administration, we've started a nationwide pilot project in telecommuting for Federal employees.

So I'd like to commend Governor Deukmejian for encouraging telecommuting -- as well as companies like U.S. West, Pacific Bell, and the Traveler's, who are experimenting with it. Because it means more than a better bottom line. It also means saving energy, improving air quality, and preserving the environment we all share.

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After the oil spill at Huntington beach, businesses donated supplies, employees, food, helicopters and heavy equipment to the clean-up -- in an impressive community-wide volunteer effort, at **every** level. In the same way, after the San Francisco earthquake, companies donated millions of dollars, tons of supplies, and thousands of hours of employee time.

But some of the challenges your communities face will demand long-term, consistent, collective effort. Work involving worthy sacrifice -- but with profound, long-term results.

To make sure our educational system gives our kids the skills they need to thrive in the future, new partnerships between schools and businesses need to be expanded. Projects to improve schools -- like the California Compact -- show great promise, and deserve all the help you can give them. In fact, I understand there are already over 3,000 educational partnerships here in California -- from multi-million dollar projects for

sweeping reform, to Adopt-a-School programs, to low-cost volunteer efforts. Our schools need your time and talents. If **you're already involved, keep at it.** If you're not, this is your decade to do it.

And where the most troubling challenge to our communities is concerned -- the enslavement of illegal drugs -- your members can help us turn the tables against the dealers, forever. So-called "casual" users and their money keep these merchants of death in business. So anyone who still considers drugs a victimless diversion needs to hear this: You shame yourselves and your country. America now condemns what has too long been condoned. **We've \\ had \\ enough.**

We need to make it very clear to every American that if you do drugs, you don't get hired. Many of you already do pre-employment drug screening. Let me encourage all of you: If a recreational drug user asks you for a job, **[Just \\ say \\ no.]**

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On every block, in every town and every city in America, there should be a home or a business willing to serve as a **safe-house for kids** -- where they can go for help. For information about drugs. For refuge from dealers. Or just for the comfort of a caring, listening heart. **Ladies and gentlemen, our kids need our help.**

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Let me wish this chamber a very happy 100th birthday! God bless you. And God bless the great state of California.

#

WHITE HOUSE STAFFING MEMORANDUM

DATE: 2/23/90 ACTION/CONCURRENCE/COMMENT DUE BY: 2/26/90 NOON

SUBJECT: PRESIDENTIAL REMARKS: CALIFORNIA CHAMBER OF COMMERCE

	ACTION	FYI		ACTION	FYI
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GRAY	☒	☐	BENNETT	☒	☐
HAGIN	☐	☐		☐	☐

REMARKS:

Please forward any comments directly to Chriss Winston, Rm. 122, x2930, no later than NOON, Monday, February 26, with a copy to my office. Thank you.

RESPONSE:

FINE AS WRITTEN — NO COMMENT.

-David Tell for WTB.

James W. Cicconi
Assistant to the President
and Deputy to the Chief of Staff
Ext. 2702

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(Lange/Cawley)
February 23, 1989
11:45 A.M.
[CALCOMM.DOC]

1990 FEB 23 PM 12:36

PRESIDENTIAL REMARKS: CALIFORNIA CHAMBER OF COMMERCE
CENTENNIAL DINNER GALA
CENTURY PLAZA HOTEL, LOS ANGELES
THURSDAY, MARCH 1, 1990
7:40 P.M.

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So if California is the rock-solid edifice of America's economic strength, the California Chamber ¹⁵ ~~should~~ be a room with a view. With a vision for the future. Where decisions are made, and actions taken, that will lead the rest of the country in the coming century.

You understand that California's economic prospects don't depend simply on natural resources -- or your geographic position

on the Pacific Rim. What will **truly** lead California to success in the new century is her people -- and ~~the way~~ the way they do business.

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check
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Bell, and the Traveler's, who are experimenting with it. Because it means more than a better bottom line. It also means saving energy, improving air quality, and preserving the environment we all share.

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now word?

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And use it, to help people. \\\ *I call it prosperity with a purpose.*

Let me wish this chamber a very happy 100th birthday! God bless you. And God bless the great state of California.

#

THE WHITE HOUSE

WASHINGTON

February 26, 1990

MEMORANDUM FOR CHRISS WINSTON

FROM:

JIM PINKERTON

SUBJECT:

California Chamber of Commerce Draft

Naturally, we are especially pleased with the passages on telecommuting. We believe that this is a breakthrough speech on a subject that has tremendous resonance. That resonance lies in the way that the idea of telecommuting manages to combine aspects of the competitiveness issue with a kinder, gentler approach. Overall, the draft is good: wide-ranging and yet sufficiently cohesive.

pg. 1, para. 5, line 5 "Parents without Perrier."

✓ A line that succeeds in being clever and funny.

2,2 "From the green abundance [etc.]...."

✓ This chromatic image is particularly vivid and effective.

✓ 3,1,2 Typo: the words "the way" appear twice.

3,2-5 Again, these are passages which we believe will strike a chord among millions of people, particularly the urban women who pioneered the telecommuting trend that is now sweeping the country.

We have only two particular comments:

First, rather than pinpoint the estimated rise in productivity to the particular figure given in the draft of 20%, we recommend just saying "a significant increase."

*2/26 Austin: 20%
"But" 20%
is okay - M.A.*

Second, the President could take credit for OPM's pilot project, e.g.: "And in this Administration, through my Director of the Office of Personnel Management, Connie Newman, we have undertaken a nationwide pilot project in

(more)

telecommuting for Federal employees."

4,4,2 "Work without much immediate payoff..."

✓ This seems a bit too negative. We suggest rephrasing, e.g., "Work involving worthy sacrifice...."

5,1,2 "...this is your year."

✓ Instead of "your year", which sounds not quite right to us, we suggest something like "your opportunity."

6,4 This graf serves as a very effective call to action.

7,3 "And use it, to help people."

This sentence acts as a kind of gentle grace note to the preceding graf and it's strong closing words: "gather strength." An effective and deft touch.

###

WHITE HOUSE STAFFING MEMORANDUM

DATE: 2/23/90

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REMARKS:

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RESPONSE:

James W. Cicconi
 Assistant to the President
 and Deputy to the Chief of Staff
 Ext. 2702

(Lange/Cawley)
February 23, 1989
11:45 A.M.
[CALCOMM.DOC]

1990 FEB 23 PM 12:36

PRESIDENTIAL REMARKS: CALIFORNIA CHAMBER OF COMMERCE
CENTENNIAL DINNER GALA
CENTURY PLAZA HOTEL, LOS ANGELES
THURSDAY, MARCH 1, 1990
7:40 P.M.

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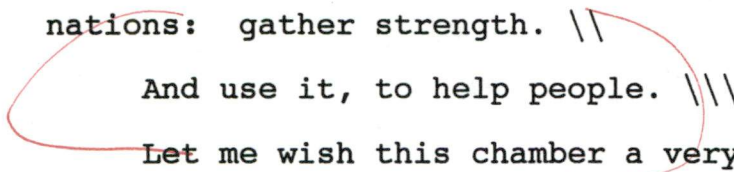
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RESPONSE:

Why does this speech make no effort to sell or highlight the R&D budget, the requested increase for space, the cap gains tax, the Pres's investment in science education, or any other current Administration initiative on which we need support and in which this audience might be interested?

James W. Cicconi
Assistant to the President
and Deputy to the Chief of Staff
Ext. 2702

B. Shady
X 4844

(Lange/Cawley)
February 23, 1989
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The list of California's first-place rankings reads like the What's What of American Business. Number one in aerospace, construction, education, exports... in businesses owned by women, and by black Americans... in numbers of college graduates, scientists, engineers, Nobel Laureates, patents and Ph.^D's: **California leads America. And America leads the world.** ✓

But California business isn't just first class -- it's world class. Home to over forty Fortune 500 firms, a dynamic job-creating small business sector, and a gross **state** product that outside of America ranks among the top five **nations**.

So if California is the rock-solid edifice of America's economic strength, the California Chamber should be a room with a view. With a vision for the future. Where decisions are made, and actions taken, that will lead the rest of the country in the coming century.

You understand that California's economic prospects don't depend simply on natural resources -- or your geographic position

on the Pacific Rim. What will truly lead California to success in the new century is her people -- and the way the way they do business.

As labor markets get tighter, businesses like yours will need to turn to sources of talent once left untapped. Youth at risk, who need to see the connection between school and work. The underskilled, who need training. Older and more experienced workers, who need new skills. The disabled, who only need a chance to prove their abilities. And dual-career families, who need flexible, creative child care solutions.

Flexible workplace policies will allow you to find and keep the best talent. And one of the most promising of these new business frontiers is telecommuting: taking advantage of new technology to encourage your people to work at home, one or two days a week.

A typical 20 minute roundtrip commute to work over the course of a year adds up to two very stressful 40 hour **weeks** lost on the road. But if only **five percent** of the commuters in L.A. County telecommuted **one day** each week, they'd save 205 **million** miles of travel each year -- and keep 47,000 tons of pollutants from entering the atmosphere. Not a bad deal.

Especially if you consider that here in California, it's been shown that productivity goes **up** for telecommuters -- an average of 20 percent or more.

So I'd like to commend Governor Deukmejian for encouraging telecommuting -- as well as companies like U.S. West, Pacific

Bell, and the Traveler's, who are experimenting with it. Because it means more than a better bottom line. It also means saving energy, improving air quality, and preserving the environment we all share.

That's a measure of the enlightened management here in California: Along with looking inward, for better ways to run your operations, **you're also looking outward** -- as active partners in your communities.

After the oil spill at Huntington beach, businesses donated supplies, employees, food, helicopters and heavy equipment to the clean-up -- in an impressive community-wide volunteer effort, at **every** level. In the same way, after the San Francisco earthquake, local companies donated millions of dollars, tons of supplies, and thousands of hours of employee time.

But some of the challenges your communities face will demand long-term, consistent, collective effort. Work without much immediate payoff -- but with profound, long-term results.

To make sure our educational system gives our kids the skills they need to thrive in the future, new partnerships between schools and business need to gain more momentum. Projects to improve schools -- like the California Compact -- show great promise, and deserve all the help you can give them.

In fact, I understand there are already over 3,000 educational partnerships here in California -- from multi-million dollar projects for sweeping reform, to Adopt-a-School programs, to low-cost volunteer efforts. Our schools need your time and

talents. If you're already involved, keep at it. If you're not, this is your year.

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We need to make it very clear to every American that if you do drugs, you don't get hired. Many of you already do pre-employment drug screening. Let me encourage all of you: If a recreational drug user asks you for a job, **Just \\ say \\ no.**

Many of you are also involved with the nation-wide Partnership for a Drug Free America, and getting far-reaching results. But let me **also** encourage you to get involved with local efforts, **at street level.**

On every block, in every town and every city in America, there should be a home or a business willing to serve as a **safe-house for kids** -- where they can go for help. For information about drugs. For refuge from dealers. Or just for the comfort of a caring, listening heart. **Ladies and gentlemen, our kids need our help.**

That will mean a lot to your communities. But there's one thing more, that we should consider for the sake of the **world**

community. We've all watched -- with wonder and delight -- the transformations that took place in Eastern Europe during the Revolution of '89.

It is in **this** decade, as the political dust settles, that much of the real work begins. So many are struggling to regain their footing now. **And now is the time for America to do quiet but crucial work.**

Every business and community organization in California and across the country -- business leagues, Rotaries, Elks, clubs of **every** kind -- all can find ways to help the people of Eastern Europe make the transition to market economies.

In this, your National Chamber is on the right track. You and your members should consider donating some time and expertise to the emerging businesses now struggling in Eastern Europe. **Whatever your specialty -- strategic planning, marketing, inventory, line operations -- it is needed now, in Eastern Europe.** Find a sister city there -- or a business that would benefit from what you know of free enterprise and free markets -- and put your talents to work. **Today there is an unprecedented opportunity -- and an urgent need -- for American business leaders to lead the world toward free enterprise.**

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Well, you know what happened. California became a world-class economic super-power. Today you are called upon -- and privileged as few have been before -- to bring the world new and unprecedented prosperity.

Show the world that commerce has conscience. In your own businesses -- in your communities -- **and** in the community of nations: gather strength. \\

And use it, to help people. \\\

Let me wish this chamber a very happy 100th birthday! God bless you. And God bless the great state of California.

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870-3967

THE WHITE HOUSE
WASHINGTON

Date:

2/26/90

TO:

Chico Winstan

FROM:

CLARK KENT ERVIN
Office of National Service
x6266

C
KS



Action



Your Comment



Let's Talk



FYI

Attached are our comments on the
draft of POTUS' speech to the
Calif. chamber.

(Lange/Cawley)
February 23, 1989
11:45 A.M.
[CALCOMM.DOC]

1990 FEB 23 PM 12:36

PRESIDENTIAL REMARKS: CALIFORNIA CHAMBER OF COMMERCE
CENTENNIAL DINNER GALA
CENTURY PLAZA HOTEL, LOS ANGELES
THURSDAY, MARCH 1, 1990
7:40 P.M.

((Thank you, Governor Deukmejian. It's great to be back in California -- and to be invited to such a wonderful party!

You know, when we landed at the airport, I was deeply touched to see a red carpet rolled out. A twenty-one gun salute. Balloons. Confetti. Truly moving.

But then I looked around, and realized it was the L.A. Coliseum Commission, welcoming Al Davis back from a visit to Oakland... [note: They're working on him to keep the Raiders in L.A., rather than moving them back to Oakland.]

Of course, on the way over here I did encounter a few demonstrators. One protester, from U.C.L.A., was shouting "U.S. out of Panama. U.S. out of El Salvador. And U.S.C. out of Los Angeles." [big rivalry between U.C.L.A. & U.S.C.]

But something that really impresses me about California is the West Coast's will to survive -- even triumph -- in adversity. New ways to cope spring up, no matter **what** kind of disaster strikes. Somebody told me there's even a new support group in Malibu, called "Parents Without Perrier."))

Well, what brings me here tonight is the same appeal that brought so many to California a century ago. A sense that something powerful is happening here.

special

90 FEB 26 P3:41

Your heritage was borne by those with the imagination and courage to press westward. After the century of shared progress you celebrate tonight -- from sailing ships to silicon chips -- you're **still** the state that sets the pace. Breaks the barriers. And defines the future.

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On every block, in every town and every city in America, there should be a home or a business willing to serve as a **safe-house for kids** -- where they can go for help. For information about drugs. For refuge from dealers. Or just for the comfort of a caring, listening heart. **Ladies and gentlemen, our kids need our help.**

That will mean a lot to your communities. But there's one thing more, that we should consider for the sake of the world

I have often said "From now on in America, any definition of a successful life must include serving others." Well, from now on in America, a successful business is not one that just makes good products or provides quality service. But a successful business is one that does its part to make its community better than he would have been without it.

community. We've all watched -- with wonder and delight -- the transformations that took place in Eastern Europe during the Revolution of '89.

It is in **this** decade, as the political dust settles, that much of the real work begins. So many are struggling to regain their footing now. **And now is the time for America to do quiet but crucial work.**

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In this, your National Chamber is on the right track. You and your members should consider donating some time and expertise to the emerging businesses now struggling in Eastern Europe. **Whatever your specialty** -- strategic planning, marketing, inventory, line operations -- **it is needed now, in Eastern Europe.** Find a sister city there -- or a business that would benefit from what you know of free enterprise and free markets -- and put your talents to work. **Today there is an unprecedented opportunity -- and an urgent need -- for American business leaders to lead the world toward free enterprise.**

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And democracy's
beacon is shining
6 not just in Eastern Europe,
but all around the
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Show the world that commerce has conscience. In your own businesses -- in your communities -- and in the community of nations: gather strength. \\\

And use it, to help people. \\\

Let me wish this chamber a very happy 100th birthday! God bless you. And God bless the great state of California.

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THE WHITE HOUSE

Office of the Press Secretary
(Los Angeles, California)

For Immediate Release

March 1, 1990

REMARKS BY THE PRESIDENT
TO CALIFORNIA CHAMBER OF COMMERCE
AT CENTENNIAL DINNER GALA

Los Angeles Room
Century Plaza Hotel
Los Angeles, California

7:50 P.M. PST

THE PRESIDENT: Thank you, Governor Deukmejian for those kind words. It's great to be back in California -- and to be invited to such a wonderful party. I got to L.A. yesterday, and they told me I'd be appearing before the movers and shakers. (Laughter.) I thought they were talking about people, not houses. But nevertheless. (Laughter.)

Steve, I want to congratulate you as the dinner chairman. And to Chairman Stanley Wainer, thank you, sir, for inviting me here tonight.

You know, when we landed at the airport, I was deeply touched to see a red carpet rolled out -- 21-gun salute, balloons, confetti. Truly moving. And then I looked around and realized it was the L.A. Coliseum Commission welcoming Al Davis back from Oakland. (Laughter and applause.)

Some of you all were up in San Francisco, some of the members of the Chamber, and last night we had some demonstrators there. And on the way over here I did encounter a few demonstrators. One protester from UCLA was shouting, "U.S. out of Panama. U.S. out of El Salvador. USC out of Los Angeles." (Laughter.)

But something that really impresses me about California is the West Coast's will to survive -- even triumph -- in adversity. New ways to cope spring up, no matter what kind of disaster strikes. Somebody told me there's even a new support group in Malibu, called "Parents Without Perrier." (Laughter.)

What brings me here tonight, though, is the same appeal that brought so many to California a century ago. A sense that something powerful is happening here in this state.

Your heritage was borne by those with the imagination and courage to press westward. After the century of shared progress that you celebrate tonight -- from sailing ships to silicon chips -- you're still the state that sets the pace. Breaks the barriers. And defines the future.

The gold rush never really ended in California. It just took on new and truer colors. From the green abundance of agriculture, to the black gold in the earth, the silver screen, the wealth of the blue Pacific.

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But California in business isn't just first-class -- it's

MORE

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world-class. Home to over 40 Fortune 500 firms, a dynamic job-creating small business sector, and a gross state product that the Duke referred to -- my friend, George Deukmejian -- that outside of America ranks among the top five nations.

So if California is the rock-solid edifice of America's economic strength, the California Chamber should be a room with a view. With a vision for the future. Where decisions are made and actions taken that will lead the rest of the country in the coming century.

You understand that California's economic prospects are strong, thanks to your natural resources and your geographic position on the Pacific Rim. Let me add it's fitting that I'll be meeting in California tomorrow and for the weekend with Prime Minister Kaifu of Japan. We have very important business to do with Japan. And these will be important meetings -- I think they're fitting that they be held in California.

But what will truly lead California to success in the new century is her people -- and the way they do business. As our economy continues to grow and labor markets continue to tighten up, businesses like yours will need to turn to sources of talent once left untapped. Youth at risk, who need to see the connection between school and work. The underskilled, who need training. Older and more experienced workers, who need new skills. The disabled, who need only a chance to prove their abilities. And dual-career families, who need flexible, creative child care solutions.

Flexible workplace policies will allow you to find and keep the best talent. And one of the most promising of these new business frontiers is telecommuting: taking advantage of new technology to enable your people to work at home one or two days a week. Clearly this exciting concept will not apply to every business or every kind of employee, but consider:

A typical 20 minute roundtrip commute to work over the course of a year adds up to two very stressful 40 hour weeks lost on the road. But if only five percent of the commuters in L.A. County telecommuted one day each week, they'd save 205 million miles of travel each year -- and keep 47,000 tons of pollutants from entering the atmosphere. (Applause.) So telecommuting means saving energy, improving air quality, and quality of life. Not a bad deal.

This administration is profoundly committed to protecting the environment that we all share. That's why I'm pleased to say that today we've reached an agreement with a bipartisan group of leaders in the United States Senate, for environmentally aggressive and still economically sound revisions to the Clean Air Act. It's a new approach to clean air that will permanently reduce emissions that cause acid rain; greatly reduce the threat from air toxins; and bring clean healthy air to every city in America, including this important city, Los Angeles. (Applause.)

I know that many of your companies -- many represented right here tonight -- are involved in forward-looking stewardship efforts for our precious environment. That's a measure of the enlightened management here in California. Along with looking inward for better ways to run your operations, you're also looking outward as active partners in your communities.

And we all know that some of your communities face -- will demand long-term -- the problems -- long-term, consistent, collective effort. Work involving worthy sacrifice, but with profound, long-term results.

To make sure our educational system gives our kids the skills they need to thrive in the future, new partnerships between schools and, yes, businesses need to be expanded. Projects to improve schools, like the California Compact, show great promise and deserve all the help you possibly can give them.

MORE

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In fact, I understand there are already over 3,000 educational partnerships here in California -- from multimillion dollar projects for sweeping reform, to Adopt-a-School programs, to low-cost volunteer efforts. Our schools need your time and talents. And if you're already involved, keep at it. And if you're not, this is your decade to do it.

And where the most troubling challenge to our communities is concerned -- the enslavement of illegal drugs -- your members can help us turn the tables against the dealers, turn them forever. So-called casual users and their money keep these merchants of death in business. So anyone who still considers drugs a victimless diversion needs to hear this: You shame yourselves and you shame your great country. (Applause.) And America now condemns what has too long been condoned. The country has had enough. And I believe we can and will win this battle against drugs. (Applause.)

Many of you and your businesses already do pre-employment drug screening. Let me encourage all of you: We need to make it very clear to every American, that if you do drugs, you don't get hired. (Applause.)

Those of you who are involved with the nationwide Partnership for a Drug Free America are getting far-reaching results. But let me also encourage you to get involved with local efforts, at street level.

On every block, in every town, in every city in America, there should be a home or a business willing to serve as a safe house for kids, where they can go for help. For information about drugs. For refuge from dealers. Or just for the comfort of somebody who cares, of a caring, listening heart.

As I think of my job, I often think an important priority -- our kids need our help. And that will mean a lot to your communities. But there's one thing more that we should consider for the sake of the world community. We've all watched with wonder and delight the transformations that took place in Eastern Europe during the Revolution of 1989. We greet the triumph of democracy like a miraculous dawn that might somehow cast the whole world in its light at once. But it is not ordained and will not be the work of miracles. It must be the work of the newly liberated peoples themselves. And it must be America's work.

Forty years ago a world wounded, rent asunder by war, was built with America's leadership. In this decade, nations impoverished by ideology and ravaged by dictatorship -- in Eastern Europe, in Latin America -- are also ready to be reborn and rebuilt with the tools of free enterprise, the wisdom of free markets, and the skills of American business.

As the political dust settles, the real struggle now begins. The cry for democracy, the redemption of the individual voice is only the first step. As I said in my State of the Union address, democracy is a cornerstone of free societies that must be joined with competition. Opportunity. Private investment. Stewardship. And, of course, leadership.

Now is the time for our country, for America to provide that leadership. To do her quiet but crucial work to help lay the cornerstones of free societies -- and to widen the circle of freedom.

We can rely on what we know. We know that prosperity preserves peace. That the troubled waters of political turmoil are calmed by economic growth. And that our economic influence can be a force for great good.

We are using that influence at the international level, marshaling assistance for nations making a courageous break from their totalitarian past. We're providing direct U.S. aid. And we're working with the Congress and with other nations to do more for these exciting fledgling democracies. But America's leadership in the

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world does not depend solely on government initiatives. Our influence is profound because our private sector has shown the leadership. And we need your engagement again today.

Every business and community organization, here in California and across the country -- business leagues, Rotaries, clubs of every kind -- all can find ways to help the people of Eastern Europe and Central America as they make this transition to market economies.

In this, your national chamber is on the right track. Consider donating some time and expertise to the emerging businesses that are now struggling in Eastern Europe. Work with our important friends and neighbors to the south, in Panama and now in Nicaragua, as the transfer of power takes place.

Whatever your specialty -- strategic planning, marketing, inventory, line operations -- it is needed now. Find a sister city or a business that would benefit from what you know of free enterprise and free markets -- and put your talents to work. Today there is an unprecedented opportunity -- certainly an urgent need -- for American business leaders to lead the world toward free enterprise.

You know, back in 1890, there were a lot of newspaper articles suggesting that California was in decline -- or as one observer put it, "in a state of decadence." The critics claimed that industry and agriculture were struggling. And it looked like the gold had all been rushed.

You know what happened. You know the history. California became a world-class economic superpower. Today you are called upon and privileged as few have been before -- to bring the world new and unprecedented prosperity.

Show the world that commerce has conscience. That prosperity has a purpose. And that any definition of a successful life really must include serving others.

In your own businesses -- in your communities and in the community of nations gather strength. And use it to help people.

I am privileged to be President of the United States at this terribly exciting time in not only our history, but in the history of freedom and democracy around the world. Let me just say, I feel that all of you in this room have an important part to play in this new decade in helping solidify the freedom that people have struggled for, the democracies that they revere, and the future they deserve.

Let me wish this chamber a very happy 100th birthday. Thank you for inviting me. God bless you. And God bless the United States of America. Thank you very, very much. (Applause.) Nice to be with you. Sorry to eat and run like this, but I'm still on Eastern Time. (Applause.)

END

8:07 P.M. PST