

HOPE

A VISION FOR

RHODE ISLAND'S

FUTURE

By BRUCE SUNDLUN

CANDIDATE FOR GOVERNOR

HOPE

A Vision for Rhode Island's Future

By **BRUCE SUNDLUN**
Candidate for Governor

Edited by Greg Feldberg

Special Thanks to:
Marjorie Lee Sundlun
Carol Bova McLaughlin

Cover design by Don Simon

Table of Contents

Introduction Why I Wrote This Book	5
Part 1 Where I Got My Values	8
How I learned about compassion	8
How I learned about duty	10
How I learned about discrimination	11
Fighting corruption as a Justice attorney	13
Kennedy: The leader of my generation	14
My years at The Outlet Company	16
How to run an airline.....	18
My family.....	19
Part 2 War Stories	22
Shot down over Belgium	22
Fighting Nazis with the French Resistance	24
Almost captured at the Swiss border	25
Itching to get out of Switzerland	26
Part 3 My Record	30
Part 4 Programs for Rhode Island	34
The rules of fixing a budget	35
We must fix the State's budget	36
The Straight-Talk Budget Plan	37
Focus on economic development	38
Get State and business working together	39
Train our workers	40
Focus on growth areas	41

Seek investment	42
Help small businesses export	42
Develop a regional economic strategy	43
Protect our children	43
Reform the Training School	46
Expand child day care	47
Clean up the Bay	47
Improve public transportation	48
Cooperate with cities and towns	49
Combat drug use	49
Support our workers	50
Reform Workers' Compensation	51
Care for the elderly	53
Promote ethics in public office	54
Focus on education	54
Make housing affordable	56
Abortion rights	58
Opportunity for everyone	58
Reform our State Police	58
Conclusion	60

Introduction Why I Wrote This Book

This book is about hope. For some, hope is no more than a passive wish for things to get better. For me, it implies confidence and will — an ability to prepare boldly for the future.

I have never been someone who clings to the past, or fears the future. When I see a job that needs to be done, I try to go in and do it. It doesn't matter how big or how small the job is.

In the 1970s, many people had given up on downtown Providence. I was one of the people who didn't want to do that. Joining fellow business leaders, I helped lead efforts to fix up the old Loew's State Theater and restore the Biltmore Hotel, saved the Trinity Repertory Company from bankruptcy, and helped launch the Capital Center Project. Now, downtown Providence is bustling again. This was a big job, one that required a lot of hope.

Last year, I met a young man from Providence named Kenny Higgins. Kenny did not have the advantages many of us have had. Kenny was in his thirties and did not know how to read. Twice a week now, through the efforts of Dorcas Place in Providence, Kenny and I get together and I teach him how. I plan to keep working with Kenny until he can read at the level of a high school graduate. This may be a smaller job than preserving downtown Providence, but it requires the same hope.

The Governor, as the top-ranking public servant in the State, must lead by example. His vision must inspire citizens with confidence. His confidence must inspire them with hope.

I am writing this book because I want you to understand the hope that I hold for our State — as a candidate for Governor

and as a lifelong citizen of Rhode Island.

I suppose there is plenty of cause to *not* be hopeful about our State's future — if one chooses not to be hopeful. We now face what may be the most challenging transition in our history. Our economy is having difficulty providing young men and women the same standard of living their parents had. Twenty-five percent of our children, discouraged, uninspired, are unable to complete high school; too many, caught in a cycle of drug dependency, show little will to succeed. Our companies are struggling against new foreign competition, and our jobs are not improving in quality.

What's worse, in the face of all of these challenges, our State government stands unprepared and uninspired. Our leaders govern by poll and press release, with no apparent vision beyond the next election. The State's budget is mired in deficit because the current administration foolishly exaggerated the amount of money it would be able to raise from revenues.

But there is more cause to be confident than not about the future. Our future, after all, is in our own hands.

The Democratic Party, the Party of hope, should be the leader during Rhode Island's new transition period. It is your Party... the Party which has always related progress in society to sacrifice... the Party which believes that society's problems can best be managed if everyone chips in some of their own time and energy.

A Governor cannot fix everything. If elected, I will call on all of you to help, whether you work in business, industry, government, or public service. It has already become clear that everyone has a role in fixing our State: More and more individual Rhode Islanders are volunteering their time for causes which they know are just. Business leaders are getting more involved in promoting housing, education, and other social needs; as a businessman, I too worked long hours applying my financial skills to help my community in these ways. And not-for-profit leaders are gaining growing respect and help in the pursuit of their diverse ends.

Our State government, with the right leadership, can be a source of strength in uniting these fine efforts toward the common betterment of our State.

In these pages, you can read about my program for Rhode Island. I have a solid plan to get the State's budget under control. I have plans to bring good jobs to Rhode Island, to ease prison overcrowding, to clean our Bay, and to improve every major social program in the State — for our elderly, for our children, for our workers, and for everyone whose circumstances put them in need of our assistance.

I am writing this book so you will understand me, personally and as a candidate. I want you to know about the values which have driven me over a long and eventful life, and the experiences that shaped those values... About how Franklin Delano Roosevelt inspired me to aggressively assist those who are victims of economic depression or hard times... How six months as a fugitive in Nazi-occupied France instilled in me an appreciation for the freedoms and respect for life we cherish in America... How the tyranny of Senator Joseph McCarthy impressed upon me the necessity for political courage... How I used my success in business to improve schools and housing conditions in my home town, the City of Providence... How I learned to manage, and how I learned to lead.

In Part One of this book, I have assembled anecdotes about significant experiences in my life. I have used a separate section, Part Two, to describe my experiences as an American soldier in World War II, because it is a period in my life from which I learned much. Part Three summarizes the accomplishments for which I share the credit with many others, and the causes I have stood for over the years. Finally, Part Four, the real "meat" of this book, charts out my program to bring hope and compassion back to Rhode Island's State government.

I strongly believe that you, the voters, will appreciate this effort to directly communicate my vision and my values, without having them garbled by media reports and thirty-second political spots on radio and television. In these pages, you will learn how my ideas developed over the years — and how I hope to help prepare this State and its citizens for the challenges of the next century.

Part 1 Where I Got My Values

My life has been fortunate in many ways. Our family had a place to live, food to eat, and some money. My parents ran a small jewelry store in Pawtucket until my father finished his law degree. When I was young my father commuted between Providence and Boston for law school.

We lived in an apartment at Morris and Olney Streets on the East Side of Providence. I attended Gordon School, John Howland, Nathan Bishop, and Classical High School. I didn't have a definite ambition in life, but I knew that I had to do well in school in order to succeed. My father was a stern taskmaster. He pushed me pretty hard, and in hindsight I guess I'm glad he did.

When our nation was forced into the Second World War, I enlisted immediately in the Air Force because I had already learned to fly in the Government's Civilian Pilot Training Program. After the war, I began my family and my career.

It would be impossible to attempt to list the principles that have guided me through a long career, first as a lawyer, then as a businessman and community leader. Instead, I have assembled the following stories about the experiences which have affected me most. I believe these stories will give you a good sense of who I am.

HOW I LEARNED ABOUT COMPASSION

I grew up during the Great Depression. My earliest political memories are of discussions with my father about President Franklin Delano Roosevelt and the New Deal. FDR was one of my first heroes. I thought he was a man of style, a real

leader. I guess he was one of the first people who created in me a sense that public service is important. Even my father, a Republican, had to admit that Roosevelt was doing something to help the people who were out of a job, hungry, and losing hope.

During the Depression, we were fortunate that my father could continue his law practice. But my parents were careful to make clear to me that millions of others were not as lucky as we were.

When they took me downtown, I saw men on street corners selling apples. It was a government program. They got a nickel per apple, and that was the money they earned to feed their families. To this day, I can remember them standing on the streets of Providence — men in suits, shirts, ties, hats, and gloves — selling apples. I suppose they'd been bankers or accountants, or had some other white-collar job, and yet there they were, out on the street, selling apples. It was sad to see that they couldn't do the jobs they were trained to do. My father made it very clear to me that this could happen to anybody at any time if the economy went sour, and there wasn't anything you could do about it.

There wasn't any unemployment compensation in those days. There wasn't any welfare, but there were good work programs, like the Citizens Conservation Corps and the Work Progress Administration. Many of the schools in Providence were built during the WPA era, during the '30s, and today they're still fine-looking buildings. I understood then that President Roosevelt's government was creating programs that enabled people to work, and work with dignity. I've always believed that as long as people have a job and are working and earning a living to support their family, they'll have a sense of dignity and well-being.

I remember another great lesson I learned during the Depression. A lady who lived near us had a cook. One night, I saw the cook handing food out of the kitchen window to a man. I went and rang the bell, and told the lady, "You know, the cook is handing food out of the kitchen window." I hadn't meant to be a fink. I thought I was being helpful. I can still remember the look the lady gave me as she said, "Well, we must

do something about that." We headed for the kitchen, and she said to the cook, "I understand you're handing food out of the window to a gentleman outside." The cook was very embarrassed and very angry and said, "Yes." The lady said, "Well, it's very cold outside; why don't you invite your friend inside and serve him at the kitchen table?" That made a lasting impression on me.

More than four decades later, during the Blizzard of '78, I applied what I'd learned that day from my neighbor and her cook. The Blizzard caught many thousands of people by surprise — because it really got going early in the afternoon, after lunchtime. Many of these people sought shelter in The Outlet Department Store. I was president of the company at the time, and I was also stranded by the storm. I asked our staff to distribute blankets and mattresses from our stockrooms and display counters. The store became a major refuge center during the Blizzard, with probably five-hundred employees, customers and other Blizzard victims marooned together.

I learned early on that you have to help people, and I learned early on that the government is a good vehicle for helping people in times of crisis. I don't believe this country could ever have another Great Depression, because we now have certain controls over the national economy and the world economy. But the moral and political lessons I learned during the Great Depression apply whether the economy is in a boom or a bust.

HOW I LEARNED ABOUT DUTY

One of the early positive influences on me was the Boy Scouts. I joined Troop 38 at St. Martin's Church on Orchard Avenue. I learned a lot of practical things in the Boy Scouts, which still stand in good stead today — how to survive in the woods, how to tie knots, first aid, a sense of organization and discipline, respect for a uniform. Much of this knowledge helped save me when I was a fugitive U.S. soldier in Nazi-occupied France.

I think being a Boy Scout was probably my first experience with red-white-and-blue fever, because it was a patriotic organization. The Scouts taught me that patriotism and good

deeds are two sides of the same coin.

John Chafee, now our U. S. Senator, was in the same troop. He and I became a championship signal team. But what I'll always remember most about him from then is that he saved my life once during a Boy Scout outing at Camp Yawgoog. We were out skating on the pond, playing hockey, and I was carrying the puck and not watching where I was skating. Suddenly, I fell through a hole in a weak place in the ice. I came up under the ice and couldn't find my way out. I couldn't get my head above water.

I found out later that all the other kids ran away to find the scoutmaster, who was so far away that by the time he could have returned, I might have drowned. But John Chafee didn't run away. John stayed, laid flat on the ice, and did just what the Boy Scout handbook says — he crawled up to the hole, and, laying flat on the ice, he distributed his weight evenly; then he put his hockey stick down and moved it around. Somehow the hockey stick hit me and he pulled me to the hole and got my head above water.

I tried to lift myself onto the ice. But the ice kept breaking and the hole got bigger and bigger — and I think I almost pulled John in, too. He just told me to calm down and wait until the others came. I can't remember how they got me out, but they did. I have had some serious incidents since then, including being shot down in an airplane in World War II, but I don't think I ever came as close to dying as I did that day in the water.

Years later, when we were both young lawyers, I did have a chance to repay John Chafee for saving my life. I'll say more about that later in this chapter.

HOW I LEARNED ABOUT DISCRIMINATION

My grandfather was an immigrant from Lithuania. He brought his family to America more than a century ago to escape a rash of indiscriminate mob attacks — pogroms — against Jews.

The East Side was different back when I was growing up. And as far as I know, I was the only Jewish student at the Gordon School. I went there from kindergarten to third grade. At the end of the third grade, in 1929, I left and went to John

Howland School. I was always curious why I left. My father, later in life, told me it was because of the Depression, but in early 1929 the Depression hadn't started yet. In retrospect, I believe my parents took me out of that school to escape discrimination.

Two incidents lead me to this conclusion. The Gordon School at that time had a field day, and they used to have athletic events, including a race from one end of the playground to the other. I won the race because I could run faster than the other kids. After I won, the other kids threw me on the ground and beat me up. I didn't quite understand, then, why they did that.

Shortly thereafter, they held their graduation ceremonies, where the whole school would turn out in blue blazers and white pants or skirts. They had some sort of band there, too. I looked forward to the pageantry, and I had my blue blazer and white pants all ready to go. Lo and behold, at the last minute the teachers told me I couldn't march. The reason given was that I didn't know how to keep step. I didn't believe that, then or now, but there was nothing I could do.

I also remember some discrimination at a dancing school. There were certain girls whose parents told them that they shouldn't dance with me. There was also a guy there who was the son of a minister. I heard him make rude remarks about how the dancing school was deteriorating because they let this "kike" in. This was a hard thing for a little kid to hear.

These are some of my personal encounters with bigotry. The world has definitely become more tolerant since then. But the unfortunate cycle remains: Every first wave of immigrants to our State — including the Italians, Irish, and French Canadians of many years ago, and the Portuguese, Hispanics, and Southeast Asians more recently — has faced discrimination and unfair treatment for many years before they could be accepted by the community. African-Americans, whose ancestors for the most part came here against their will, have had a particularly difficult time with discrimination.

Having experienced such blind hatred myself, I sympathize with the needs of today's minorities and recent immigrants. As a businessman, I have always promoted minority

hiring; as a politician, I have always supported Affirmative Action and other programs which aim to provide opportunities to people who might not otherwise have gotten them.

FIGHTING CORRUPTION AS A JUSTICE ATTORNEY

After graduating from law school, I went back to Providence to practice law with my father. During that time, J. Howard McGrath, who had previously been Rhode Island's Governor, became Attorney General of the United States. He got me a job in Washington, D.C., in the Criminal Division of the Department of Justice.

I stayed at the Justice Department from 1949 to 1954. I was in Washington during the years Senator Joseph McCarthy was making his wild and random charges, accusing everyone in the government of being a Communist. It was a terrible, terrible time in American politics. Very few people stood up to McCarthy — the political leadership of America, including President Eisenhower, for a long time didn't have the courage or the conviction to do anything about McCarthy.

Conversations in Washington were always very stilted in those days. You carefully monitored who you talked to and what you said, because you didn't want to find yourself before an investigating committee because of some distorted interpretation of something you said — particularly if you were a government employee. I remember a dinner party at the home of future Rhode Island Senator Claiborne Pell during that time. Before dinner, the guests were uncomfortable, with everyone guarding their words. Nuala, his wife, saved us as she invited us into the dining room. "I know you all don't know each other," she said. "But Claiborne and I know you all very well, and you're all *against* Senator McCarthy."

I once had an intensely irritating confrontation with Roy Cohn, McCarthy's sidekick. One day, when I was an assistant United States Attorney, a lawyer came in to see me about a routine extradition case. The attorney had proof that the accused man, supposedly a dope peddler from New York, had not committed the alleged crime. The attorney who had signed the indictment was Roy Cohn, so I called him up and pointed out the discrepancy. Cohn said, "You stupid fool! Extraditions

are routine. Just sign it!" I refused, and told him to sign it himself. Apparently Cohn was trying to get this guy, who was innocent, up to New York, and rough him up in order to get at his brother — who was the real drug dealer. The incident gave me a very close view of Roy Cohn's willingness to deny due process of law for an end which he felt was worth it.

People like McCarthy and Cohn always pose a dangerous threat to the liberties we care about in this country. As a Justice attorney, I learned how our legal and political processes can and should work to prevent their kind from ever gaining too much power.

KENNEDY: THE LEADER OF MY GENERATION

I didn't run for office until the very end of my career. But I have spent a great deal of time with politicians — as a volunteer on political campaigns and in community service organizations like the Providence School Board and the Providence Housing Authority.

Of all my work with politicians, I am most proud of my relationship with President John F. Kennedy. I met Kennedy when he was a Congressman. He was a very handsome young man, and I had a feeling, then, that he would one day become the President of my generation. He worked the tables in Washington the way Rhode Island politicians do now — going from table to table and shaking hands — a habit that did not exist in Washington at that time.

I also developed some sort of a relationship with his brother Bobby from playing touch football on Sundays at a playground in Georgetown, when we were both young lawyers. One Sunday, I was throwing the ball for my team, and this little red-headed man I'd never seen before blind-sided me and knocked me down hard. I commented that this was a touch football game and wasn't meant to be rough. He cracked that I wasn't able to take it, and a few plays later knocked me down again. I told this fellow that if he tried that again he would get hurt, and as soon as I said that, I knew it was only a matter of time before he would blind-side me again. The next play, as I moved around trying to find someone to pass to, I had my eye on this guy. Then I used an old trick that I remember

Redskin great Sammy Baugh used to use — I waited until this fellow was only a few feet away from me, and then I wheeled and threw the ball right in his face with force. He was stunned if not knocked out. When he got up, he tried to rush me, but the other players separated us. They told him I'd warned him, and that he'd gotten what he deserved. Rubbing the blood off his nose, he agreed with them that I was right. This was Bobby Kennedy. Whenever I would see him after his brother John was elected President, Bobby would throw his arm around me and tell whomever he was talking to that I was the only man in Washington who had ever had guts enough to knock him on his rear end. If I saw him alone, he ignored me.

I first came in contact with John Kennedy politically at the 1956 Democratic convention, when I was working for Senator Estes Kefauver of Tennessee as a floor manager. Kefauver won the Vice Presidential nomination and made it onto the ticket with Presidential candidate Adlai Stevenson, former Governor of Illinois. My candidates lost the general election to President Eisenhower, but I got to know Kennedy. The next time around, when it was Kennedy running, his people asked me to work for him.

So in the 1960 campaign I did just that. I made a trip to Rhode Island with him. He got a tremendous reception in front of Providence City Hall, in the area that was later named for him: Kennedy Plaza. After he was elected, I was appointed one of the chairmen of the Inaugural Parade. My job was to organize the "line of march" down Pennsylvania Avenue.

Shortly after the election, President Kennedy appointed me to his Commission on National Aviation Goals. Later, on the recommendation of Rhode Island Senator John O. Pastore, he appointed me to the Board of Directors of the new Communications Satellite Corporation, better known as COMSAT.

COMSAT is a private corporation, created by President Kennedy and charged with building a world-wide satellite communications network. By all accounts, it has been a success. Before COMSAT, there were no commercial communications satellites in the sky. We put our first one up in 1965; today, satellites ring the globe.

Satellites have made the world a smaller, more intimate

place. They have broken down social and economic barriers. Television satellites brought the Vietnam War home to the people, so that they could, for the first time, instantaneously see the horrors of war. In a similar way, satellites accelerated the uprisings in Eastern Europe last year. Satellites have also revolutionized telephone services. Many of us still remember how long it used to take to make an overseas call.

COMSAT's success proves that governments can take the lead in promoting technology to advance the needs of the people and of business at the same time. I am proud to have contributed to its growth. After 27 years on its Board of Directors, I have now served the corporation longer than any other director, officer, or employee.

MY YEARS AT THE OUTLET COMPANY

Thirty years ago, The Outlet Company ran the State's largest department store on Weybosset Street in Providence, as well as its oldest television station, WJAR-TV. In 1958, Joseph "Dody" Sinclair, the grandson of the founder of The Outlet Company, hired me as an attorney to prevent a group of out-of-state financiers from purchasing the company. I hired John Chafee, a rising star in Rhode Island politics, as my associate in that law suit.

This was very big news at the time. Rhode Islanders did not want their familiar department store sold. We were representing the popular side of the battle, and challenging the Rhode Island establishment — the biggest bank in the State, which was trying to sell its share in the company, and the two biggest law firms in the State were both against us. For years and years, it was the biggest civil case in the history of Rhode Island.

This was only a few years before Dody was supposed to inherit a controlling share of the company on his fortieth birthday. In order to demonstrate that he could beat the price the New York financiers were offering, Dody pulled out a check from his pocket — for \$1 million! This would be a deposit on an offering to buy the Outlet stock at a slightly higher price. The judge, who'd been leaning back, staring at the ceiling, was startled. We won that case. I'm convinced that had we lost, the

Outlet would have left downtown Providence 25 years earlier than it did.

After the case closed, Dody changed the management of the company, took control of the Board of Directors, and started to build the company up. I became a Director and for a long time was in charge of acquisitions and mergers. We built Outlet from one store, one television station, and one city, to more than 150 retail stores and 15 stations, with properties all over the United States. We opened new stores in Garden City, the Warwick and Lincoln Malls, and nearby Swansea and South Dartmouth, creating many new jobs.

In 1976, I became President and Chief Executive Officer of The Outlet Company. By this time we were a major player in both the retail and the communications industries. As President, I worked to expand the communications side further. We purchased television station KOVR-TV in Sacramento, California in 1979 for \$65 million cash, which was then the highest price ever paid for a television station in the United States.

But when we assumed that large debt load, it soon became clear that we were going to have to sell off *something*. Interest rates were already soaring over 20 percent, which brought us more debt than we had planned to absorb. We just didn't have the capital to fund both operations. We were going to have to make a choice between the retail and the broadcasting sides of the company. The broadcasting stations were more significant and profitable within their industry than the retail stores were in theirs, so the Board of Directors decided we had to sell the retail divisions. That board included Louis Fazzano, a Director of Economic Development under Governor DiPrete, as well as Fred Frost, Stanley Grossman, David Henderson, and Dody Sinclair — all Rhode Islanders.

We sold The Outlet Department Stores to United Department Stores in 1980. By then, the Outlet was the only department store remaining in downtown Providence. Shepard's had failed, the Boston Store had failed, Gladdings had failed. The entire retail market had shifted to the malls in Warwick. Under the sales agreement, United was required to make it a top priority to keep the downtown store open. I hoped and believed that United Department Stores might have a better

shot at keeping the store going than we did.

But in 1981 and 1982, the United States went into a sharp recession, and many retail companies went bankrupt. United was one of them.

So more than two years after United bought The Outlet Department Stores, they went bankrupt and closed the stores. They did this despite a clause we had put in the contract requiring them to use their best efforts to always keep the downtown store open.

It's too bad that the Outlet couldn't stay in business. For years, it was more than just a store to Rhode Islanders. It touched everyone in the State in some way. Employees loved the store, and many young people paid for college by working there part time. But the retail business had left downtown Providence for good, as it had left major city centers all over the United States.

It hurt me to see the Outlet close, because it was a big part of my life. I miss it as much as anybody.

HOW TO RUN AN AIRLINE

After I left active duty with the Air Force, I kept flying with the Air Force Reserves as a squadron commander at Hanscom Field in Bedford, Massachusetts, and at Andrews Air Force Base near Washington. The principal duties of the Washington squadron were to drop paratroopers in Fort Campbell, Kentucky; to supply U.S. installations in Bermuda; and to deliver high-priority classified cargo to the Atomic Energy Commission's bases in Nevada.

During the Cuban Missile Crisis in 1962, we flew 'round the clock for several days, carrying paratroopers to staging areas in Florida. Soon afterward, I was transferred to the legislative liaison division in the Office of the Secretary of the Air Force. While I was there, I met Brigadier General O. F. Lassiter.

In 1964, Lassiter retired from the Air Force to start a new all-jet charter service company. His idea was to fly business travelers in the small jets which were just then becoming available commercially. He asked me to help organize the new company, which was called Executive Jet Aviation, Inc., and to arrange financing for it. Much of the financing came from what

later became the Penn Central Railroad. But regrettably, General Lassiter did not prove to be a good manager and lost \$21 million for the railroad. So, in 1970, the trustee of the Penn Central's shares removed General Lassiter as President and installed me to try to save the company.

Within six months, I had the company at just about break-even. We turned Executive Jet around by imposing sound business controls on spending and making severe reductions in the overhead expenses. We sharply reduced the executive staff, but I'm proud to say that we kept nearly all of the pilots and mechanics. All expenses not directly related to flying airplanes were essentially eliminated.

Executive Jet remained alive and profitable. It actually did 50 percent of all of the business jet charter flying in America.

MY FAMILY

My wife Marjorie and I were married in 1985. She has been my support and my inspiration for the past five years.

Marjorie was born in Geneva, New York, a city she still loves and visits often. I've had the chance to really get to know some of her old friends from St. Francis DeSales High School there, and they are a wonderful group. They still have fond memories of growing up in the town, and speak often about what a great place it was to grow up.

After graduating from high school, Marjorie moved to New York City, where she worked for Lord & Taylor and Eastern Airlines before she got into the broadcasting business. She became personnel director of Petry Television, supervised their finance department, and became an early expert in the use of computer systems, particularly in how to use them to track advertisements on broadcast stations.

I met Marjorie while the Outlet was doing business with Petry Television. Five years later, she came to the Outlet as coporate director of training for both broadcasting and retailing, a position well-suited to her unique background.

Later, she became director of community activities and was very active in a number of community and charity projects throughout Rhode Island. She served as vice chairwoman of the Rhode Island State Council on the Arts, and was heavily

involved in a Department of Education program that worked to improve Special Education programs in Rhode Island. She also served as a volunteer with the Department for Children and Their Families, as well as with the Attorney General's office.

In addition to those things, she somehow found time to work with the Big Brothers organization, the Providence Performing Arts Center, and on two of Senator Pell's reelection campaigns. During this time she also bought her first home. It was on Grotto Avenue in Providence, and she did much of the restoration and rehabilitation of the place herself.

Marjorie eventually left the Outlet and after some time off was hired by Stephen and Allen Hassenfeld to be Director of Community Affairs at Hasbro. She held this position after we were married and right through the 1988 campaign.

When it comes to campaigning, Marjorie is the best in the family. I have always been somewhat introverted, and I've always been reluctant to walk right up to people and shake hands. In 1986, some people thought this was arrogance, but it was really shyness. Today, thanks in large part to Marjorie, I feel much more comfortable out on the campaign trail.

Marjorie has a knack for campaigning — she has a natural warmth and a feeling for people that is obvious to everyone who meets her.

I have learned a lot about campaigning from Marjorie. But I've also learned a lot about people from her, too.

Marjorie has two wonderful children, Mark and Kimberly Santelia. Mark is a very handsome young man, a natural computer genius and a skilled commercial diver, as well as a good athlete. At the moment he is holding down two jobs, one at Peaberry's on the East Side, and the other as a bartender on the late shift at City Lights restaurant in Providence.

Kimberly is a student at CCRI and also holds down two jobs. She works with Mark at Peaberry's and for Speedy Gourmet as well.

I also have three wonderful sons from my first marriage. Tracy is the oldest; he's the President of the Metropolitan Athletic Congress in New York City. He is married to the former Isabel Carmichael, a world-class runner and editor.

Stuart is with Sundlun and Company, working out of New York City. Peter is a commercial pilot, flying out of Richmond, Virginia. Peter married Karen Fitz-Patrick in April, 1989.

We get together whenever we can, but it's never often enough.

I'm very proud of them all.

Part 2 War Stories

I'm proud of my war record. Even when I was young, the idea of serving my country in the military was something that attracted me. And I had always wanted to be a pilot. Freshman year in college, I signed up for the Civilian Pilot Training program, a program which President Roosevelt created to prepare the nation for war. So, when the war started, I already had a pilot's license.

We heard early on a Sunday afternoon that Pearl Harbor had been attacked. Monday morning, I drove to Westover Field in Springfield, Massachusetts, and enlisted in the Air Force. Just over a year later, after being trained to fly a B-17, I got a crew and we flew to Nebraska to get our plane, Damn Yankee; then we went to Maine, and finally to England, where we would be flying bombing missions over Germany.

I still remember my crew — talk about All-American! My co-pilot was from Chicago, the navigator was from Connecticut, the bombardier was a Brooklyn cop, the top gunner was an Oklahoma farm boy, the radio operator was from the Pennsylvania coal mines, the ball gunner was a Hollywood movie extra, the waist gunners were from North Carolina and Washington State, and the tail gunner was from New Jersey.

SHOT DOWN OVER BELGIUM

When I arrived in England with my crew, it was the height of the air war over Germany. We didn't have any fighter protection in those days, because we didn't have any fighters which could fly that far. The Germans used to wait for us, and the U.S. Eighth Air Force group lost a lot of planes and many

HOPE

good men to German counterattacks. The group we were in flew more than 100 missions before a single crew reached 25 missions without getting shot down.

We were shot down on our thirteenth mission, over Nazi-occupied Belgium, on December 1, 1943. We lost two engines to flak and became a straggler — in other words, we couldn't keep up with our formation. Then the fighters attacked us. The only evasive action you can take in that situation is to go down. When we got down to 3,000 feet I rang the bell and ordered the crew to bail out. Six of us survived — the five others were captured, and they served as Prisoners-Of-War for the rest of the war. I was the lucky one.

I was the last to bail out. When my parachute opened, I reached up to steady myself by grabbing hold of the risers. Soon my feet hit the ground. I landed in the same field with my plane, in a village called Snelleghem. The people on the ground later told me that my parachute caught at tree-top height.

After I landed, I ran for a couple of miles until I couldn't run anymore. I had to find a place to hide. Rather than go into a barn or other obvious place, I thought that the best place to hide was in plain sight. So as I was walking by a field, I noticed the ruts were a bit deep. I went to the middle of the field and lay down. While I was lying down, I heard some shouts. They were German, or so I figured. I had taken German classes in school, so I think I was right. My guess about hiding in plain sight turned out to be a good one; they didn't find me.

I later arrived at a farmhouse. I was covered in mud, and because I was wounded, I had some blood on me. I had my .45 revolver in my hand, so when the woman inside the house opened the door, I scared the hell out of her. Anyway, she took me in and cleaned off my wounds. My right shoulder and arm were covered with shrapnel but she was able to brush most of it off.

Eventually I made my way to a village at the French-Belgian border. The next morning at dawn, I merely crossed the border with the workers from the village who worked in France. Everyone just flashed their papers, and the guards just waved you by.

I spent the next several months making my way across France and down to the Pyrenees Mountains in order to get into Spain. I got across France by becoming a devout Catholic and a pretty good bicycle thief. In France there are churches everywhere. I would arrive in a village and go to the church and tell them exactly who I was: an American officer. The priest would always help me find a place to stay.

On most mornings, I'd get up at six o'clock and go to the marketplace. At seven o'clock the women would show up on their bicycles to pick up produce from the farmers. When they went inside the bakery to get bread, I took a bicycle and pushed off. I could make about 30 or 40 miles a day, and at four o'clock I'd dump the bicycle and go do the same thing all over again. All bicycles in France had little license plates, so I figured the bike would get back to its owner sooner or later.

When I got to the border of Spain, I was unable to cross the mountains there because the snow was too deep. At that time I read in the paper — I'd picked up a bit of French by then — that the Germans were bringing in artillery and aircraft against the French Resistance along the eastern border of France, adjacent to the Swiss frontier. I figured there had to be some Resistance fighters there, so I turned back across France, using the same church-and-bicycle routine, in order to sign up with the Resistance.

FIGHTING NAZIS WITH THE FRENCH RESISTANCE

I joined the Resistance near a city called Belfort in eastern France, adjacent to the Swiss frontier. At this time the Germans were moving troops out of northern Italy, through northern France to Normandy. In the Resistance, we had been harassing German campsites at night, not so much to fight soldiers as to destroy trucks and burn gasoline supplies, to make it difficult for the Germans to move.

Of course, the Resistance had a great advantage because the Germans, with typical German methodicity, would lay out these campsites so that one unit could use them one night, and the next unit could use them the next night. The Resistance people became thoroughly familiar with these campsites, while the Germans, who were always there for only one night, were

totally unfamiliar with them.

But the Germans eventually got tired of this harassment. They sent a group of Cossack troops in — White Russians who were fighting for the Germans under a controversial general named Andrei Vlasov. Vlasov's objective, I guess, from the reading I've done since the war, was to free Russia from the Bolsheviks. But in the process, the Germans used him, and he was ultimately executed by the Soviets after the war.

Vlasov had a very simple way of suppressing the Resistance. He would roll into a village and grab the first 10 women and children he saw, and shoot them. The first day he did this, he got out a bullhorn and said, look, I don't like doing that, nobody would, but my job is to suppress the Resistance and I will do this every day at noon somewhere until the Resistance is suppressed.

He did this for two days in a row, and the Resistance crumbled. The French people in my unit advised me to go immediately to Switzerland, because they said it was only a matter of hours before someone would turn me in to the Germans. So I pushed off to Switzerland.

ALMOST CAPTURED AT THE SWISS BORDER

The Germans had what they called a *Zone Interdit*, or Forbidden Zone, so you really had three lines to cross to get to Switzerland: you had to cross the line at the *Zone Interdit*, you had to cross the frontier, and then you had to cross the Swiss line on the other side.

I used my usual method of going to the church and asking a priest to help me. The priest brought in a guide who agreed to take me and another American soldier across that night. But there was also a young French couple who wanted to cross the frontier. The woman was pregnant and this guide said he wouldn't take four people, especially a pregnant woman. She started to cry, and worry about her baby. So I said I wouldn't mind staying one extra night. But the guide said he'd first take us to his brother's house for the night. So we left the church — me, the guide, and the other soldier — with the guide's young son. The guide said there was a German checkpoint on the road, and he thought it would be better if we went up into the

woods around the checkpoint and back onto the road. We had to climb a high bank and then we were walking on top of it, with the road down below.

Then, all of a sudden, the guide's son stopped and said, "Somebody's there." I looked, and about 25 yards ahead of us, there were two German soldiers. We stopped. The Germans raised their rifles and said, "Halt!" and I just peeled off down the hill — running, rolling, and falling. I got away. The rest of them were captured.

I was a very good runner in those days, so I ran as far as I could until I got winded. Then I climbed halfway up the bank on the other side and laid down in the woods, catching my breath and listening. Eventually I heard dogs barking, and I decided it was time to move again.

This was a Saturday night. It was dark and it was overcast, and I really didn't know in what direction I was going. I didn't have a compass. I was just trying to put as much distance as I could between me and the sound of those dogs.

Now, I'm not much of a believer in miracles, but there was a moment when the sky opened up with a hole, and in that hole, if you can believe it, beautifully framed, was the Big Dipper. The two bottom stars of the Big Dipper point to the North Star. If you've got the Big Dipper and those two stars pointing, then you know which direction north is. So I just turned east and started moving as far and as fast as I could.

ITCHING TO GET OUT OF SWITZERLAND

Eventually, I came to a great big concrete road which I figured must be in Switzerland, because there weren't any roads like that in France. I just followed the road and reached a fairly decent-sized town. I went into the cemetery to see where the people were born and buried, and it said Bure, a village on the western side of Switzerland.

Instead of sticking around, I figured I'd make my way to Porrentruy, which was a big city quite far from the frontier. I was nervous that if the Swiss picked me up that close to the border, they might escort me back to the frontier and tell me to go back into France. I didn't want to do that. I kept going most of the night, and when I got to Porrentruy I called the Ameri-

can Embassy. I told the duty officer on the line that I had just escaped to Switzerland, and was in Porrentruy at this hotel, and gave him my name and serial number, my parents' address, and my Air Force unit in England, and said I'd appreciate it if he'd notify all those people and if he'd send somebody to pick me up immediately.

But the next thing I knew, the Swiss police arrived and arrested me and took me into custody. A few days later, I was transferred to an internment camp. It was quite a League of Nations there. There were Yugoslavs, Italians, French, English, Indians from India, and three Americans. I was kept there for three weeks and then released to an American internment camp at a place called Glion. We stayed in a little hotel there. As the ranking officer, I was automatically in charge of the 21 Americans at the hotel.

But, after a couple of weeks there, I got upset. All we were doing was going to the beach in the morning, playing tennis in the afternoon, and going out with girls at night. I figured this wasn't the kind of a war I had signed up for. I wanted to get out of Switzerland, and back into action.

In the meantime, we had heard stories that Italian partisans were very active across the lake. I found out that all partisan activities were being run by an Italian Count in the Italian Embassy in Bern, so against all regulations I hopped a train and went to Bern to talk to him. The gentleman was charming. I said, "Listen, I've got 21 guys who are really well-trained, and we'd like to get back into this war and join those Italian partisans across the lake." The Count said, "Well, don't you know that all of our activities are run by a countryman of yours? Mr. Dulles — Allen Dulles." I had never heard the name.

I didn't want to talk to Mr. Dulles, because I wasn't supposed to be outside my camp. But the Count got Dulles on the phone, and Dulles sent two Marines to pick me up and escort me out of the Italian Embassy. They took me to see Mr. Dulles, who turned out to be a nice pipe-smoking white-haired man. With him there was a little bald-headed ramrod fellow who quickly introduced himself as General Barnwell Rhett Legge, from South Carolina, went to the Citadel, and was professional

Army.

General Legge immediately began to chew me out. "What the hell are you doing?" he asked. "We have a couple of people around, one's called Marshall and the other's called Arnold, and they're running this war reasonably well and I don't think they need your help at all."

I said, "General, I'm not going to stay in this country. Unless you lock me up, you can't keep me in this country. As soon as I get out of this room I'll just walk off. I've been in France for six months, and I can get back to France and I can survive in France, the same way I've done."

"Well, you'll be court-martialed," the General said.

"General, I don't mean to be disrespectful," I said. "But I can't think of anything better to have on my record than a court-martial because I tried to escape from Switzerland to get back into the war."

Mr. Dulles intervened at that point. "How would you like to work for me in my office?"

I said, "I don't know what your office is. Or who you are."

"It's sort of an intelligence activity. Somebody who's had your experience could be very helpful to me. There aren't too many Americans who've been wandering around occupied France for six months and who know how to exist in an occupied territory."

So I worked for Allen Dulles with the Office of Strategic Services, the predecessor of the Central Intelligence Agency, from May until August, 1944. He was arranging the surrender of the German troops in northern Italy, which was a big accomplishment. I helped him a little bit by operating as a courier between him and the Resistance leaders and German officers with whom he was dealing in Italy. Once again I used the technique of stealing bicycles and asking for help in churches — it worked in Italy just as well as it worked in France.

The night before the invasion of the south of France, I went back to France to help on an air base at a place called Amberieu. Basically my job was to climb to the mountaintop overlooking this air base and to act as an air traffic controller to the P-47s that were flying up from the Mediterranean at treetop height. I would see them and tell them where to turn so they could put

the airport out of commission.

I stayed up in the mountain until I saw an American column coming up the road. I then trudged down off the mountain and came out of the woods hollering. The guy in the front jeep shot towards me with his tommy gun, and I hit the dirt. Then I surrendered.

They were not very pleased to see me. They didn't like strangers walking out of the woods in American uniforms, and they didn't buy my story about being shot down, evading capture for months, serving in the French Resistance, and working for the American Embassy in Bern, Switzerland. It was a lot for them to swallow. They put me under pretty close guard and shipped me down to a military headquarters in Caserta, Italy, where my identity was verified.

They flew me back to England and I rejoined my old unit. But they wouldn't let me fly anymore out of England, because I'd been shot down once. They said if I was shot down a second time, I would not enjoy the protection of the Geneva Convention, and the Germans could assume I was a spy and shoot me. I never quite followed that theory, but that's what they said.

At any rate, they sent me back to the States, and I ended up moving out to the Pacific and flying in the Pacific for the rest of the war. I flew a lot of missions there; I really don't remember how many. We did everything from ferrying airplanes to bombing missions. It was easier than it had been in the air war over Germany, since the Japanese no longer had much of an air force to challenge us with. When the war ended, I was eligible to go home early since I'd been in a certain number of combat missions and had been decorated with the Distinguished Flying Cross, an Air Medal and cluster, and a Purple Heart.

As I said at the beginning of this chapter, I'm proud of my days with the Air Force. I've been back to France to visit several of the families and priests who helped me survive those difficult days when I was a fugitive. I was glad to see them. Their courage in the face of the Nazis was remarkable, and it was reassuring to see that they had safely made it through the war. They were driven by hope for the future at a time when many were hopeless.

Part 3 My Record

I'm not a politician, I'm a businessman. Business taught me how to manage an organization responsibly. In the following pages, you can see how I have applied that experience to preserve the financial health of institutions as diverse as the City of Providence and Trinity Repertory Company.

In this chapter, you may learn about the things I have tried to do and the political positions I have taken. By seeing what I care about, you can judge for yourself what kind of Governor I will be.

Saving the City of Providence from budget crisis. On the Providence Review Commission, on which I served as Vice Chairman and Chairman, we revamped the City's purchasing and personnel procedures during the early 1980s, required the City to report its financial situation to the Commission every month, and convinced the City Council, to approve a needed tax increase. The result was a balanced budget, a much improved system of accountability, and reduction of the deficit from \$34 million to \$6 million.

Getting the Providence School Department's budget under control. When I joined the Providence School Board in 1985, the budget was a mess. Every year, parents would assemble to protest cuts in various programs. We created a new budget subcommittee, with myself as chairman. We initiated zero-based budgeting and took over the development of the budget. From that day to this, the Providence School Department budget has operated smoothly and without parent objections. The quality of education in the City has gotten better, and the

administration of the School Department has been greatly improved under Superintendent Joe Almagno. I chaired the search committee that chose Joe, and am now chairing the committee that will pick his successor.

Saving potential drop-outs through early intervention. The Providence School Board helped reduce the drop-out rate by 15 percent by shifting the emphasis from high school and middle school to an early intervention program, concentrating on grades K through three. If youngsters receive, early on, the encouragement they need, they are much less likely to drop out of school later on.

Creating opportunities for minorities. In the Rhode Island Urban Project, we developed the TIMES² (Times Squared) program, which provides specialized mathematics education to minority students who show an aptitude in engineering. The Urban Project, of which I eventually became chairman, is an organization of leading businesses which aims to provide education, housing, and job opportunities for minorities. When I was at The Outlet Company, we were leaders in hiring ethnic minorities throughout the company and in all of our affiliates.

Improving government-business relations. As a businessman, I have spent much effort to improve relations between government and business here in Rhode Island. When I was President of the Greater Providence Chamber of Commerce, I urged people in the business world to get more involved in the political life of the State and to get to know their State Reps and Senators. We required Chamber Directors to spend two or three days each legislative session lobbying for legislation at the State House. We encouraged political contributions, and organized "fire drills," which brought large groups of business people to the State House in a show of force to lobby legislators.

Rejuvenating Downtown Providence. The Capital Center Project has added 60 acres to downtown Providence, built an attractive new train station, and rejuvenated the old train station. I am proud to have been part of the group of business

and government leaders who created this project, and I have been a member of the Capital Center Commission from the beginning.

Saving the old Loew's State Theater from the wrecking ball. Outlet Company was part of a group of seven companies that got together to create the Providence Performing Arts Center in 1978. We also obtained government support from Mayor Cianci of Providence and Governor Garrahy. I'm still PPAC's President, 12 years later. We saved what was an old landmark movie house and turned it into a first-class theater, a theater which has hosted shows like *Annie*, *Les Misérables*, and *Fiddler on the Roof*. The theater has added a great deal to the cultural improvement of Downtown Providence. It has also generated a good deal of income for the City.

Restoring the Biltmore Hotel. I also helped put together a group of investors to restore the Biltmore Hotel, which had been closed for five years. I felt that the hotel, like the old Loew's State Theater, was an important landmark of the City's past. By restoring its former vitality, I believe we significantly improved the downtown area.

Launching satellites. The Communications Satellite Corporation (COMSAT, which I referred to earlier) has been the single leading force in the world communications revolution. I am proud to have been involved in its leadership since the very beginning.

Bringing the Trinity Square Repertory Company to solvency. Trinity Rep, Rhode Island's nationally renowned theater, was close to bankruptcy a decade ago. After I joined as a Trustee, we installed new management, controlled expenses, and within a few years we were able to pay off its debt. By 1989, it had a \$2.5 million net worth.

Helping the Newport Art Museum. In 1988, the Newport Art Museum was in trouble. It had annual deficits and was using up its endowment at a fast rate. It did not have a climate-

controlled facility, without which a first-class museum cannot operate today. The board asked me to become President, and we have since put the museum into the black, have increased the endowment, and in October 1990, will finish construction of a beautiful climate-controlled addition to the museum's Cushing Gallery.

Building affordable housing. As Chairman of the Providence Housing Authority, I have helped direct efforts to turn run-down apartments into decent and affordable homes. The PHA has modernized Hartford Park and Manton Heights. It has programmed rebuilding the Roger Williams Housing Project in South Providence, with tenant participation. We have restored Chad Brown and are building 240 units of attractive scattered-site housing throughout Providence.

Getting tough on drug offenders. As a delegate to Rhode Island's 1986 Constitutional Convention, I proposed a Constitutional amendment that permitted judges to deny bail to serious drug offenders. That amendment was passed by the Convention and approved by the voters. It remains today as part of our State Constitution, and has proved a very effective tool in dealing with drug offenders.

Fiscal Reforms. In 1990, the General Assembly passed into law two reforms I had long urged publicly. These included a limitation that the state could not spend more than 98 percent of its revenue projection, and the creation of a Rainy Day Fund. The other 2 percent will go into this fund. I recommend that it stay there until the amount equals 7 percent of the state budget, or about \$100 million.

The second reform was a requirement that the state publish a quarterly financial report, so we do not run into unexpected hidden deficits like the DiPrete Administration did in 1990.

Part 4 Programs for Rhode Island

I don't wait around when there's a job to be done. Many political leaders adhere to a crisis-oriented style of management — that is, they make nice speeches, but do nothing until there's a crisis. That has never been my way of running an organization.

In fact, my campaigns for Governor in 1986 and 1988 first raised many of the issues which we must again address in 1990. The budget crisis, the Jamestown Bridge, the Department for Children and Their Families, prison overcrowding, illiteracy, trash hauler contracting — I offered solutions to these concerns before the Governor even realized they were problems. Some of my solutions have even been borrowed by the Governor; some still need to be implemented.

The sad fact is, too many of these problems have now reached the crisis stage. A new type of political leader must intervene to solve them. This is something I've been hearing out on the campaign trail, from many of you, for months. People are telling me they've had enough of politics as usual. Now, they want a chief executive who can bring some business sense to government.

I didn't make my career in politics. My greatest successes have been in business and community service. I'm confident that my lifetime of business experience is what you are looking for to return your government to a sound financial footing.

The following programs could be subtitled with our old Boy Scout motto: "Be Prepared." I firmly believe that we *can* avoid the sticky problems that have cemented so many political leaders to the status quo. All it takes is the ability to make

definite plans for the future, and the will to put them into action.

THE RULES OF FIXING A BUDGET

Getting budgets under control is not a complicated job. First, you control your expenses. Second, you develop a budget plan, and stick to it. Third, you build up cash reserves, so when the inevitable downturn or emergency comes, you will have protection.

You may have noticed that none of these three rules involve the revenue side of the budget. That is because you can't do much about revenues, whether in a business or a government enterprise — you can't create sales easily in business, just as you can't create tax revenues easily in government.

The best you can do with revenues is predict them conservatively. If you over-estimate how much money you're going to have, you will be in real trouble when it doesn't come in. As I will explain later, this is one of the most serious mistakes our current Governor made, causing today's fiscal disaster.

It may seem surprising that so many administrators are unable to apply these basic rules. I believe that many of them simply don't like to control expenses. They like to spend money. The following story is meant to illustrate that a little bit of sound management can rescue any sinking budget.

In 1981, the City of Providence was found to have a \$34 million deficit. Its fiscal and personnel administrations were totally out of control. The City was unable to pay its vendors, nobody knew what bills had been paid. Checks were stashed in practically every desk drawer in City Hall! There weren't any records as to whom the city owed money. And departments all over the City government were making purchases without any coordination or record-keeping.

In frustration, Mayor Cianci created a citizens committee, which came to be known as the Providence Review Commission. As a local business leader, I was invited to serve as Vice Chairman, and later Chairman, of the Commission.

We didn't do anything more sophisticated than follow the simple rules I mentioned at the beginning of this chapter. We developed a comprehensive financial program and created the

new position of City Finance Director. Jerome Baron, former finance director for the City of Waterbury, Connecticut, was appointed to the position and is still there today. As I mentioned earlier, we required the City to report its financial situation to the Commission every month; we strengthened personnel procedures; and, to escape the cash crunch, we convinced the City Council to approve a tax increase.

Our efforts were successful. We straightened out the budget so well that when Mayor Cianci ran for reelection two years later, it wasn't even an issue in the campaign.

I don't really remember when it was that I first learned how to fix a budget. I guess I learned early on, in law school, that the most important thing is to recognize a problem, organize a plan to solve it, and then make sure you implement that plan.

Controlling a budget is just a matter of discipline.

WE MUST FIX THE STATE'S BUDGET

Over the last two years, Rhode Islanders have watched in dismay as their state government has gone broke. Today, a Governor who once boasted of a \$100 million surplus now finds himself in deep financial trouble. He is raising taxes and making cuts in state services that hurt many of the people who need help most.

What did the Governor do wrong? This is not a difficult question to answer. First, for five years, he spent money at a rate unequaled in Rhode Island history. Since the Governor took office in 1985, the State's budget has grown by more than a half-billion dollars, or 56 percent.

But when this year's budget was planned, the Governor saw that he had a problem. Responsible revenue projections showed he wasn't going to be able to continue his spending spree. At this point, most responsible managers would have reduced spending.

Unfortunately, the Governor was not a responsible manager. Instead of slowing the rate of expenses, he just increased his revenue projections. This past fiscal year, the Governor said he anticipated they would increase by over 12 percent.

But nothing in America was going to grow 12 percent last year, and nothing did. In New England, only the Governors of

Rhode Island and Connecticut predicted double-digit growth last year — the other Governors were far more conservative and realistic. The economies of the New England states are interdependent, and should grow at approximately the same rate. If the Governors of two states were predicting far more growth than the others, you can be confident that both were being unrealistic in their revenue projections.

What happened? Neither state came anywhere near its projected revenue increases. As a result, in Connecticut, Governor O'Neill had to raise taxes over \$800 million. He has decided not to run for reelection.

In Rhode Island, state revenues increased only about three percent during Fiscal Year 1990. Thus, the Governor's \$100 million surplus in Fiscal Year 1988 quickly became a \$100 million deficit this year.

To make up for this two-year-old fib, the Governor is raising our taxes. But he's not just raising taxes to cover expenses. He's raising taxes so he can continue spending our money at the irresponsible rate to which he has grown accustomed.

I have taken a preliminary look at the DiPrete sales tax increase to seven percent, which, after two years, reverts to six percent. With leadership and sound management, I will do my utmost to return the tax to six percent sooner, hopefully by January, 1991, when I will take office.

THE STRAIGHT-TALK BUDGET PLAN

In order to get us out of this mess, I have proposed the **Straight-Talk Budget Plan** for the State of Rhode Island.

The plan has two main components. First, it will eliminate the kind of foolishly optimistic revenue projections that have put the current Administration, and Rhode Island, in trouble this year. Second, it will keep spending at a reasonable level, while saving money for emergency use.

To keep revenue projections in line with reality, I am proposing the formation of a Responsible Budget Group. This seven-member panel, comprised of independent and respected members of Rhode Island's banking, business, labor, and academic communities, will review the revenue projections rec-

commended by the Governor for the upcoming fiscal year.

After the revenue projections have been agreed to, the State government will then be limited to spending 98 percent of that figure in the next fiscal year. Any revenues over the 98 percent amount will go to one of two places:

First, any unspent revenue will be placed in a Rainy Day Account reserved for emergencies that are caused by economic depression, recession, or natural disasters beyond the control of State government.

Second, when the Rainy Day Account equals seven percent of projected revenues for the current fiscal year, any excess funds may be applied to that year's expenses.

In addition, I believe State government should report quarterly to its citizens the status of the State's budget. Public corporations are required to file reports with the Securities and Exchange Commission. Our State government, whose budget is equal in size to many of Rhode Island's biggest corporations, should do the same. The quarterly report would reflect actual results for the year to date, any variances from that budget, and the previous year's figures for the same time period.

When I announced my candidacy for governor, I said it was time for Rhode Island to get down to business. This plan is designed to restore discipline and sound management to our State government. My proposal has much in common with the plan which is now helping the State of Delaware. This Delaware Plan has been endorsed by the Rhode Island Public Expenditure Council.

I only hope that this proposal can serve as a sound first step toward returning rational management to Rhode Island's State budget.

FOCUS ON ECONOMIC DEVELOPMENT

Once the State's budget is balanced, a major short-term financial headache will be taken care of. In the long run, however, we must do much more.

Unless strong measures are taken soon, the future of Rhode Island's economy will continue to look bleak. As of May 1990, our manufacturing wages were average \$9.39 per hour, compared to a New England average of \$11.02. That's a difference

of \$1.63 an hour.

By the broadest measure of earnings, the average personal income per capita, Rhode Island also lags behind New England. In 1989, it was \$18,061 compared to \$21,509 for New England as a whole.

We must reverse these widening gaps.

The only way to improve our standard of living is to create *new, highly skilled jobs* which will pay *higher wages*. This is especially imperative because of the loss of 10,200 goods-producing jobs in Rhode Island between May 1988 and May 1990. The total loss of jobs during that period was 2,900.

An aggressive economic development program must be put into place which will join government and business in pursuit of the following goals: 1) Improving the skills of our workers; 2) Focusing on growth industries in which Rhode Island has a natural advantage; 3) Seeking investment by major companies; and, 4) Helping Rhode Island small businesses export products.

The following sections describe in detail my programs for accomplishing these goals.

GET STATE AND BUSINESS WORKING TOGETHER

The aims of business and government are very different. The former is charged with making money; the latter is charged with finding ways of improving conditions for citizens. But the interests of business and government intersect so frequently that it makes sense to talk about what they can accomplish together.

The government needs businesses because they provide jobs, and the quality of those jobs has a lot to do with the standard of living of its citizens. Businesses need government to create a positive climate for their trade.

Working together, government and business can accomplish things which neither could accomplish alone.

I have already described two examples. COMSAT is one. Another is when the City of Providence was having financial troubles a decade ago. The city sought help from a group of community and business leaders, including myself. We applied the rules we had learned in business to help put the City

on solid financial ground.

Another example is the Capital Center Project. The federal government had plans to renovate the railroad tracks which then ran through downtown Providence. Ron Marsella — who was then executive director of the Providence Foundation, an affiliate of the Greater Providence Chamber of Commerce — had the idea that the tracks could be *moved* for about the same cost as they could be renovated. This would create 60 acres of land downtown and remove the 19-foot-high barrier that had divided the City into two parts.

I would call Marsella a political entrepreneur — someone in government with a good idea and the energy to see it through. He sought my help as President of the Chamber. We gave him some money to conduct a study of the idea; when the study proved to be positive, I helped him rally the support of Senator Pell, Governor Garrahy, and Mayor Cianci to secure federal and state aid for the project.

The Capital Center Project has been called one of the biggest public works project in the history of Rhode Island. After moving the railroad tracks, a new train station was built, and the old station was turned into a successful office complex. We have almost finished moving the Moshassuck and Woonasquatucket Rivers, a project I helped start, and will soon complete an attractive mall right in front of the State House.

I am proud of the success the Capital Center Commission has had in getting government and business to work together to make downtown Providence a more vibrant and attractive place.

TRAIN OUR WORKERS

I am worried that many of our workers are not adequately prepared for today's intense international competition. The massive high school drop-out rates are enough cause for concern; related measures of where we stand are the high rate of illiteracy and the thousands of discouraged citizens who are able to work but can't find jobs.

My administration will concentrate on achieving the following goals for worker training:

First, we must strive toward universal literacy. A worker

who cannot read or write will become increasingly obsolete in the modern, automated workplace. I have proposed a broad-based effort to combine business, volunteers, and State government in order to erase adult illiteracy. My program includes more adult learning-to-read programs on Channel 36, the state's education channel; more adult-education classes, especially for reading, at the state and community colleges, as well as local high schools; and incentives for businesses to start their own literacy classes for workers. We must also increase the number of private programs available to help adults learn to read and write better.

Second, my administration will help small businesses acquire more advanced training for their marketing and sales, especially in the growing international markets. Small businesses, which make up the bulk of Rhode Island's economy, can hardly afford to provide such training on their own. Using the resources of the State Department of Economic Development, my administration will concentrate the training efforts of our state's educational resources — at community colleges, vocational schools, and proprietary schools — to create training programs that will meet the *specific* needs of our industries.

Third, my administration will target our citizens who currently want to work but have stopped looking for jobs. Much can be done through our existing education and social service agencies to bring these people back into the workforce.

Fourth, my administration will make computer literacy of the workforce a leading goal. If we can increase the number of computer courses at the state and community colleges, and make financial aid available to adults in the workforce, we will be able to train many more people in this area. A computer-literate workforce is much more attractive to high-tech industries, and that can only help Rhode Islanders.

FOCUS ON GROWTH AREAS

My administration will make a special effort to advance two segments of the economy where Rhode Island has a competitive head start on the rest of the nation. Our skills and resources in the field of oceanography are second to none, spearheaded by the University of Rhode Island's School of

Oceanography and the Naval Underwater Systems Command on Aquidneck Island. And Brown University Medical School's gerontology program leads the nation. These two sciences will provide huge opportunities for industries to commercialize the results of research.

I believe that Rhode Island is the natural place to build centers of research and manufacturing in industries relating to these fields — much as the electronics industry grew up near Stanford in northern California's Silicon Valley, and near the Massachusetts Institute of Technology along Route 128. My administration will provide the leadership to try to build these important new industries in our State.

SEEK INVESTMENT

Rhode Island is the home of plant operations of many large multi-national manufacturers. These companies, when they improve the quality of their jobs in Rhode Island, have the capacity to strengthen our economy immensely; on the other hand, they can hurt us if they choose to relocate elsewhere.

My administration will work hard to attract manufacturers from out-of-state to build new plants in Rhode Island.

Perhaps more important, we will concentrate on urging companies now in Rhode Island — who already have a stake in our workers — to expand the operations they already have here. It's cheaper to expand a going operation than to start up a new one elsewhere.

As Governor, I will personally visit the headquarters of the 20 largest out-of-state firms which currently have branches in Rhode Island. My experience as a corporate executive will be very useful in these meetings, because I speak their language — I understand their problems and concerns, so I will be in a unique position to help them figure out a way in which they can grow in Rhode Island.

HELP SMALL BUSINESSES EXPORT

If Rhode Island's smaller businesses are to prosper and grow through the 1990s, they will need to become more a part of the international economy. This means they must learn to

compete efficiently against foreign companies who attempt to enter our markets. My administration will launch an aggressive program to help Rhode Island companies to export.

First, our comprehensive export program will involve a concentrated lobbying effort in Washington. The State should lobby Congress and the White House to broaden existing federal programs which benefit Rhode Island businesses and to institute tariffs against nations whose unfair trade practices are hurting our industries.

Second, we will create an "export school" at URI or Rhode Island College. It will be staffed by experienced world traders and by experts on major regional economies of the world. Our small-business leaders will be invited to attend sessions to learn the essentials of exporting, and the school's faculty can help them to design individual plans for their own businesses.

Third, the State will encourage small businesses to fund the development of new products aimed at foreign markets.

DEVELOP A REGIONAL ECONOMIC STRATEGY

Many of the above programs would be much easier to manage if they were done in conjunction with other states. The New England states are not competitors in all arenas; after all, our economies are tied together in uncountable ways beyond our control.

It would make sense for the New England states to do several things together: pool their resources when lobbying in Washington for help in industries which the states have in common; create an information base about the performance of all of our industries; embark on trade missions abroad; and increase the number of trade offices in key foreign nations.

PROTECT OUR CHILDREN

I've always thought of children as our hope for the future. Raising my own children was quite an experience, and I'm glad I could provide them with the opportunity to create their own futures.

Many of our State's children are not as fortunate, as we see all too often. Sometimes, discouraged by poverty, broken

homes, or lack of opportunity, they succumb to drugs or delinquency. Often they are victims of their parents' problems. In many of the worst cases, parents' physical abusiveness, drug abuse, neglect, or criminal behavior makes life a daily nightmare for our youngsters.

When children's problems are so acute that they prevent them from developing skills needed in our society, we as their neighbors and friends must intervene to help them. In 1980, Governor Garrahy created the Department for Children and Their Families to do just that.

But DCF has been failing to carry out its mission. Certainly it deals with some cases that are destined to fail. But through mismanagement and a lack of service coordination, many failures were caused by DCF itself.

Governor DiPrete said this year that he will hire 60 new front-line staff workers and two new executive directors. As far as hiring the new staffers, I think that's terrific. He took the suggestion I made in 1988. But having new executive directors is a useless action. This simply creates another level of bureaucracy. These two executives will do the same thing that current associate DCF directors do.

Here are some of the other problems I have identified at DCF:

- There is a lack of coordination inside DCF — and between DCF and other state departments that serve children.
- At least nine children in the care of DCF have died since 1989. According to several investigatory reports, many of these deaths could have been prevented.
- DCF's hearing process is supposed to give parents an impartial review of its decisions affecting their children. However, a DCF associate director has written a memorandum saying that he is to review all decisions made by the hearing officer before they are officially issued. This clearly compromises the fairness of the hearing process.
- DCF staff have not been getting special training in the handling of drug-abusing parents. It's obvious that such parents are the toughest to deal with, yet it took the death of a five-year-old girl to bring this deficiency to light.
- A 1990 report made by retired Judge Edward Healey

revealed that only 25 to 33 percent of DCF social workers' time is spent doing actual social work.

- While children in DCF care are often at greater risk for suicide, there has been no assessment of this condition on a formal basis. My campaign pointed this out to DCF this year, and they tell us that they will now assess this on a regular basis.

- Children's mental health services have not been given enough priority under the DiPrete Administration. More than 30,000 Rhode Island children have emotional disabilities, yet not all of them receive the proper care they need. Also, voters in 1986 requested that four residential treatment centers be built for children with mental health problems. However, only two of the four centers have been started.

My solutions to these problems are very simple and inexpensive, if not cost-saving.

One of these solutions is to require representatives from different agencies to meet each month to iron out problems in the delivery of children's services. I shall participate on a regular basis. I will *not* create a do-nothing task force that Governor DiPrete is so fond of. Children's problems need to be addressed right away, not through long-term plans only.

The review of hearing board decisions by any of DCF's associate directors will stop when I become Governor. The environment that let this kind of unfairness perpetuate will be changed significantly, both with a new Director and a new hands-on involvement by me as Governor.

We'll make sure training in the handling of drug-abusing parents is completed by all front-line DCF staff.

Also, I'll see to it that more case aides are hired to do the less sophisticated social work tasks. This will make more time for social workers to concentrate on the tasks they should be doing more of. I'll also make sure that a parent-aide program is developed so parents at risk for abusing or neglecting can have help in raising their children.

As for children's mental health needs, I will accelerate the plans for the two residential centers that have not yet been built, four years after voters asked for them.

REFORM THE TRAINING SCHOOL

As a federal prosecutor, I went after criminals in Washington, D.C. I believe in the criminal justice system. Some kids need a place like our Training School for Youth, and we shouldn't hesitate to send them there just because they're kids.

But we must also make an effort to keep them out of jail once they become adults. The juvenile corrections division of DCF is responsible for doing that. Although some improvements are being made at the school, it still is not accredited by the American Correctional Association. Today, it languishes as only a candidate for accreditation. Further, in 1988, the school was described to be in the bottom three percent of youth correctional facilities nationwide by the chairman of the accreditation committee of the ACA.

Something I found startling was the number of students at the Training School who have a drug problem. Up to 95 percent do, yet the school has no formal drug treatment program. I'll see to it that a formal program is set up at the school.

I will clean up the mess at the Training School. It won't be hard. If we get the right people in there and the right policies, those kids will have a fighting chance to keep clear of crime once they are free.

A couple of ideas: Let's implement an **Educational Incentive Program**. If juveniles incarcerated for non-violent offenses meet pre-set educational goals, they will be eligible for earlier release. (Let me stress that this program will not include youths who are at the Training School for violent offenses.) This will motivate some of the juveniles to excel academically, and if this happens, their rehabilitation will be closer at hand. What a shame it is to have these children in our custody for so much time without teaching them how to turn their lives around. As Governor, I will see to it that this gets done.

Another idea: Juvenile Hearing Boards should be implemented in all of the State's towns and cities. These boards are made up of local citizens, and they sentence delinquents to community service instead of sending them to Family Court. This is cheaper, and it's often more effective. It can also reduce the backlog in the Family Court.

I suggested both of these ideas in 1988. I bring them up again because they have still not been fully implemented. While I am in favor of punishing delinquents, I also believe we should give them hope for the future by making them understand that they *can* turn themselves around.

EXPAND CHILD DAY CARE

There are almost 65,000 pre-schoolers in Rhode Island. Half of their mothers work, and 85 percent of our work force is made up of dual-income families or single parents. However, Rhode Island only gets federal funds for 1,800 day care slots for low-income families.

Day care is not only a labor issue and a children's issue, it's an issue for families. The whole family is affected by the availability of day care. Most families pay for this on their own, just as most pay for baby-sitters. But day care is a lot more expensive than baby-sitters, and some families simply can't afford it. Businesses should do their part to provide it, especially for their lower-wage employees, but government can help in important ways, too.

The first imperative is that day care centers must be made safe for children. One way to do this is to mandate background checks of day-care workers.

Second, we must find better ways of increasing the availability of day care. The State government can provide incentives to businesses who start centers in their workplace, and help them obtain the needed insurance, and also, the state can provide more day care centers for state workers.

CLEAN UP THE BAY

After spending a lifetime swimming, boating, and walking along the coast of our beautiful Bay, I can't help feeling attached to it. It's more than just an attachment — it's a deep respect.

Rhode Island's greatest natural treasure must be preserved so that our children and grandchildren may enjoy it as we have. But I am concerned that they may not be able to. We all know how polluted parts of the Bay are. In fact, one-third of

it is too polluted to allow shellfishermen to harvest quahogs.

I know it's not very pleasant to think about, but most of the pollution in our Bay comes from sewage treatment plants and industrial plants, who use it as a dump for their wastes.

Other states have dedicated themselves to clean their waters. Lake Erie is one example. The water there was cleaned up by using marine technology and by enforcing strict laws against polluters. We can do the same here. As Governor, I'll use the technology and expertise of the URI Department of Marine Science and the State Department of Environmental Management to clean up the mess already in the Bay. And I will stand up to polluters to prevent further desecration of this distinctive resource.

I shall immediately start an inspection program to find out which factories do not have toxic-waste pre-treatment equipment. I will insist that those companies found to be without the equipment do everything they can to install it within 120 days.

IMPROVE PUBLIC TRANSPORTATION

Most Rhode Islanders have used the bus at one time or another. And many depend on it every day to get to work or to get their shopping done. But the budget of the Rhode Island Public Transit Authority, which keeps our buses running, has always been an easy target for the budget-slashers, and I think that's too bad.

Not only will I keep RIPTA's budget intact, but I'd like to see more of us use its services on a regular basis. Through better marketing and the development of new bus runs, we can encourage increased ridership. This would have two positive results: lower levels of air pollution from car emissions, and less traffic on the highways.

Some politicians have been trying to raise funds for RIPTA by asking the elderly to start paying bus fares. We don't need to do that. The amount of revenue this would raise would be small compared to the amount of hardship created for seniors living on fixed incomes.

I believe our RIPTA drivers do an exceptional job. I'm proud that they gave me their endorsement in 1988.

COOPERATE WITH CITIES AND TOWNS

The State's Democrats have always had a good working relationship with our cities and towns. All of Rhode Island's 39 municipalities depend on State aid, and it would be jolting to everyone if the State suddenly pulled the rug out from under them. It was a particularly bad policy move to cut off the cities and towns with little prior notice — as was attempted this year by the DiPrete Administration.

But dealing with cities and towns is more than just providing money. A good Governor must stay in touch with mayors and town administrators to remain aware of the problems facing Rhode Islanders. I recommended this in 1988, and I'll do so again: As Governor, I will hold a yearly municipal-State summit. I will keep an open ear and an open mind when listening to the difficulties facing municipal leaders, especially those concerning their relationships with the State bureaucracy.

I also recommend that fiscal aid to cities and towns be a fixed percentage of state revenues. That way, cities and towns can make accurate projections of the amount of state aid that will be available to them.

COMBAT DRUG USE

It's the worst menace facing our youngsters today: drugs. Drugs kill hope. And kids without hope have a very bleak future. They are more likely to drop out of school, and more likely to commit crimes. We must stem the tidal wave of illegal drugs coming into our country and our State every day, or they will continue to devastate our communities.

So what can we do about it?

As I promised in 1988, my first day of office, I will create a Department of Substance Abuse. Its director will not be a figurehead — the director will have full Cabinet rank. Rather than have six departments working separately on the drug crisis — all without unified leadership — we will have one consolidated department that will work in one unified direction in handling this crisis. This will provide effective prevention and treatment of drug abuse. Also, it will eliminate waste

and duplication in Rhode Island's war on drugs.

Another major thing we can do is stiffen penalties for drug dealers and drug users. I pushed for such penalties when I was a delegate to the 1986 Constitutional Convention, and I'm happy, and proud, to say that these deterrents were passed into law after my efforts. I've always been committed to eliminating the scourge of drugs while I was involved in community service. As Governor, I'll use that same commitment to put the full force of government into the battle against the terror of drugs.

SUPPORT OUR WORKERS

As a lifelong management executive, I have nonetheless been a supporter of collective bargaining.

As a management representative, I have negotiated around the clock on wages and hours and benefits with unions until we reached agreement. At Outlet we ran what were then the only union retailer in the State and the only union broadcaster in the State.

State government has a role in defending the rights of workers. The Rhode Island Department of Labor could be more effective in defending the rights of workers. It could handle contract violations better, and it could process claims more quickly. Things haven't gotten any better since the last election, but when I become Governor I will get things moving at the DOL.

I have already discussed day care as an important labor and family issue. Workers who can't find adequate day care are often forced to sacrifice by taking less desirable jobs at less convenient hours. So day care is also an economic issue. If workers can't get the jobs they want because of a lack of day care, they will have trouble improving their financial situation.

I have also mentioned my support for RIPTA. If we maintain the same total number of routes, but increase the number in high-usage areas, we'll allow more workers to take the bus to their jobs. This will benefit us all in several ways. Workers can cut down significantly on their own transportation costs. And if fewer drivers are on the road during rush hour, traffic will be less congested for others, and pollution

from auto emissions will be reduced proportionately.

REFORM WORKERS' COMPENSATION

Throughout this past session of the General Assembly, one of the most contentious issues on the public agenda was Workers' Compensation reform. There were many opinions on the issue, but on one point there was universal agreement: Rhode Island's Workers' Compensation program has failed.

I believe my four point program to augment the recent reforms passed by the General Assembly will get Rhode Island's Workers' Compensation program back on the right track.

The first of my four points calls for administrative reforms that go beyond the recent legislation. I endorse the original bill's provision to increase the number of Commissioners from seven to ten, and I endorse conferring the title of "judge" on Workers' Compensation Commissioners.

In addition, we should add two additional measures. First, we should institute a procedure for a monthly accounting of each commissioner's progress on dealing with his or her case load. I want to see results at the Workers' Compensation Commission—delays and inefficiency should not be tolerated there. Employers and injured workers don't have time for administrative slowdowns and red tape. If a commissioner isn't carrying his or her weight, these quarterly reports will show it.

Second, I will insist that the \$600,000 authorized last year and in hand right now (but withheld by the DiPrete Administration) be spent to create the much needed Division of Prevention and Health and Safety Education. Modeled after successful efforts in Connecticut, this division will help educate Rhode Island employers to prevent on the job illness and injuries. It will be particularly beneficial to small businesses who today get little or no service of this kind from insurance companies, and may not have the resources to administer effective programs.

My second point addresses the small amount of clout Rhode Island businesses have with the insurance companies that write workers' comp insurance. Our state accounts for

only seven-tenths of one percent of this kind of insurance written nationwide. To make sure Rhode Island is dealt a better hand, I suggest we pursue the possibility of a regional approach to workers' compensation insurance with the other New England states.

Third, we need to have stronger regulation of the insurance industry by the Department of Business Regulation. There should be greater disclosure of information by insurance companies seeking rate increases, including regional data on workers compensation rates. There must be a study of reserving practices undertaken by independent expert actuaries to insure that employers are fully credited whenever a case is settled. None of these reforms have been a priority of the DiPrete Administration.

For the sake of Rhode Island business people who are forced into the assigned risk pool and are saddled with outrageous premiums, we must establish stricter rules and regulations to prevent the present abuse of the risk pool by dumping good companies into it with little or no justification. Today, 90 percent of Rhode Island's workers' comp insurance is written from the assigned risk pool. This practice must stop.

The inequities of the assigned risk pool brings me to my fourth and final point. I enthusiastically support the newly created Independent Competitive State Fund for Rhode Island. Getting this fund up and running will be a top priority in the first days of my administration. The fund will be a mutual insurance company, run in Rhode Island by Rhode Islanders, and will write only workers' compensation insurance.

One of the pioneers of this concept in Rhode Island is Representative Henry Boeniger of Westerly. I supported Henry's bill—H-8722—co-sponsored by Representatives Cliff Remington and Tony Pires, and applaud its passage. Now we must implement the legislation.

Independent competitive state funds are a good idea that have worked well in 15 other states. In those states, the percentage of business written from the assigned-risk pool is as low as two percent. I am confident that an independent state fund will work well in Rhode Island, too.

CARE FOR THE ELDERLY

Rhode Island's population includes 150,000 people over 65 years of age — and I'm one of them. That's 14.9 percent of our State, one of the highest percentages of elderly in the United States. The State government of Rhode Island must better understand its collective responsibility to our senior citizens. And our State government must follow through with a variety of programs that provide seniors with freedom and choice.

We must provide seniors with affordable housing, and make sure that they don't fall victim to condominiumization. That's what happens when the owners of subsidized housing developments become eligible to raise the rents to whatever level they like.

The State should make sure that our seniors have substantive housing alternatives, including subsidized housing and "mutual" housing, in which seniors can buy their apartments.

The concept of long-term care encompasses all services that disabled and elderly people require on an ongoing basis, including personal care, health care, and supportive services. More than half of Rhode Island's elderly are lucky enough to have many of these needs taken care of by family members or others at home. Another quarter of our elderly live alone, supported partly by State home-care programs. My administration will seek to provide consistent care along the whole continuum of seniors' needs: at-home care, respite care to assist families caring for their older members, and sheltered care homes, which provide similar services to those at nursing homes but at lower cost.

Health care is important to all of us, but it is of special concern to seniors. They require government help more than any other age group in our population. One program expansion I support very much is the increasing of the number of illnesses covered by the Rhode Island Pharmaceutical Assistance to the Elderly program.

Property taxes put a particularly heavy burden on the elderly, and most states have circuit breakers as relief. But Rhode Island's \$200 maximum property tax relief falls far below the levels offered by neighboring states, and far below where it should be. Connecticut, for instance, pays up to

\$1,250. I will support raising the rebate and the eligibility level. I will also work to raise benefits for tenants, to protect them from tax-related rent increases.

Finally, local senior centers can become an alternative focal point for seniors' social lives. We will seek ways to increase funds to those centers.

PROMOTE ETHICS IN PUBLIC OFFICE

The ethics problem in State government is not going to be solved by making the State's ethics code stronger. The ethics code already provides a framework and procedures to deal with any potential problem. The process is not the problem. It is the people who operate within that process who create the perceptions which have eroded public confidence.

The ethical tone of any administration is set at the top, with the Governor. This tone is further refined by the Governor's top administrators and assistants.

Today's ethics problem is one of public perception. Because of the ethical void in the executive department, the public is suspicious of all State departments. Even the impartiality of the ethics commission has been questioned.

I have proposed to move the functions of the ethics commission out of the jurisdiction of the executive branch of government. Instead, I will place the responsibility of this commission in the hands of the Supreme Court.

I have also supported efforts to limit the total amount that candidates may spend to get themselves elected. Too often, candidates are beholden to the special interest groups and corporations who contribute most generously to their campaigns.

In addition, I will set the highest standards of ethics through my own behavior, as I have always tried to do in the past. Also, I will forbid any member of my family from working for, or doing business with, the State of Rhode Island while I am in office.

FOCUS ON EDUCATION

I have already talked about my record in education. I have been one of the leaders in a number of efforts by the Providence

School Board to fight the illiteracy and dropout problems. When I'm Governor I will want to see these same successful initiatives implemented statewide. Our state education department is one of the better ones in the country, but why settle for being anything but the best. Our children deserve the best possible education.

Some education experts say our school systems are set up like factories, factories that don't teach children to think the way they'll need to when they get into the high-technology workplace. Our educational system was set up at the beginning of this century, and it no longer meets the needs of our children as we head towards the end of it. We need a progressive approach to education both locally and statewide, and I hope to work with the experts to bring this approach to the state level.

Our economy will soon be much more internationally competitive, especially with the unification of the European economy. Because our education system prepares our youngsters for the workplace, it makes some sense to upgrade our school systems to the level of systems in other countries. Math, science, language, geography, and civics education must be more demanding of our students. This requires some support and leadership on the state level, and as Governor, I'll see that it's provided.

Something that has been talked about for years but has never been done is the creation of a doctoral program in teaching and administration at one of the state schools. This will provide our teachers and principals with the opportunity to advance in their crafts, and it will enhance the image of teaching as a profession. Most importantly, the skills developed in this program will create better learning environments for our children.

Vocational education in Rhode Island does a good job of preparing our youngsters for the workplace, but there is room for improvement. We should be ahead of the curve in this area so our students can be ready for the increasingly high-tech workworld. This requires an investment in new vocational equipment. Another way to improve the effectiveness of vocational programs is to meet regularly with industry to see

how schools can meet emerging needs in this field. As Governor, I'll direct the Department of Education to set up these types of meetings with Rhode Island employers.

Adult education is something I've been a leading proponent of for years. Adult learning-to-read programs should be made a regular feature on our state's educational television station, Channel 36. We should also increase the number of adult-education classes at the community colleges, especially in reading. I'd also like to create incentive programs for businesses to provide their own literacy classes for workers.

Computer literacy is another goal Rhode Island workers and students should strive towards. A computer-literate workforce is more valuable to companies that want to start operations in our state. More high-tech companies in Rhode Island would be a tremendous boon to our economy. Creating incentives to businesses to provide computer training would help us achieve this goal.

We've all heard about the budget problems this year at the University of Rhode Island. But all three state institutions were hard-hit because of the Governor's budget problems. With the proper handling of the budget, we will be able to give all of these schools the kind of funding they need to keep competitive and effective.

I'm very proud of the work the Providence School Board has done in Early Intervention. There are several kinds of these programs, but probably the most effective was the one that targets students in grades kindergarten through three who are at risk for dropping out. I'd like to see more of these kinds of programs created or expanded around the state.

MAKE HOUSING AFFORDABLE

Owning a home is the foundation of the American Dream. But the economy in the past decade has driven rents, home prices and real estate values through the roof. Rising real estate costs have slammed renters, young families trying to buy their first homes, and tenants of government-assisted housing developments.

In 1985 the median sales price of a single-family home in Rhode Island was \$67,200, according to the Rhode Island

Association of Realtors. In 1989, the median price had risen to \$128,000.

I believe every Rhode Islander should be able to own a home. As Chairman of the Providence Housing Authority, I helped create decent homes for Providence's low and middle-income residents at the Chad Brown Housing Project.

Not-for-profit organizations have taken a leadership role in the development of affordable housing all over America. From my experience on the Housing Authority, I know that these groups can accomplish a great deal if given support. This is not just the State's job. As Governor, I will pair every not-for-profit housing development group with leaders in the development, banking, and construction industries. These business leaders can provide necessary hands-on technical assistance on a continuing basis, but they need the push to make connections with the development groups.

Further, I believe we should have a program which will provide matching grants to cities and towns which invest in affordable housing for their citizens.

Over 17,000 units of privately-owned, federally-supported housing — the so-called Section 8 housing — are threatened by conversion away from affordable status. My administration will establish a State office to assist tenant groups in finding solutions to this crisis on a case-by-case basis. I will ask owners who intend to prepay their mortgages to meet with a representative of my office, at least a year before refinancing, so we can seek alternatives in affordable housing.

As chairman of the Providence Housing Authority, I have also become acutely aware of the problem of homelessness. When I'm Governor, I will see to it that more transitional housing and single-room occupancies are developed, either through private or public funding. But homeless people have other problems as well. Since many of those who are homeless are children, the schools in our state must be sensitive to their special needs. I will make sure the Education Department works with local schools to see that this is done.

ABORTION RIGHTS

I believe a woman has a right to choose whether to have an abortion, or not to, and I don't believe the government should interfere with that choice.

OPPORTUNITY FOR EVERYONE

Rhode Island's minority and recent-immigrant populations are growing rapidly. While economic progress and other programs have improved the lives of many, an economic and employment gap still remains for others.

The State government should encourage better opportunity for all its citizens, and can start by providing equal opportunity in its hiring practices. Minorities are under-represented today in our State government. I will make an effort as Governor, as I did at The Outlet Company, to hire minorities proportionate to their representation in the State's population. Government should set a progressive example, rather than merely be a symptom of a larger problem.

REFORM OUR STATE POLICE

All of us remember the days when our State Police were the pride of Rhode Island. State Troopers were revered figures, and their leader, Colonel Walter Stone, was a legend.

But somewhere, things went wrong.

As Governor, I hope to return the State Police to their status as one of our State's most respected institutions. One way to do this is to require the force to become accredited by a national accreditation agency within two years. In doing so, our State Police will enter the modern era in law enforcement.

Accreditation will address the most seriously deficient area in the department, and the area from which most of the recent problems have arisen: personnel practices.

With accreditation, written personnel procedures will specifically address present deficiencies in promotion and classification and assignment. In addition, it will result in the institution of periodic performance evaluations. Anyone who has been in the military will recognize these as fitness reports. These evaluations will be the building blocks on which assign-

ments and promotions are determined.

The second area where accreditation will benefit us is training — in daily roll-call training, in basic-recruit school, and in scheduled in-service training.

Today, Rhode Island's State Police have no daily roll-call training. This method of communication between troopers and their superiors is vital to keep any unit up-to-date.

Most law enforcement agencies are mandated by statute to have a certain amount of in-service training each year. Rhode Island's State Police are not. In fact, after recruit training, there is presently no further mandatory training in high-speed chase procedures, use of lethal force, or search and seizure — to name three of the most glaring omissions. Accreditation will change that.

It was in the area of recruit training that Rhode Islanders first got a glimpse of the problems in our Police force. The Nunes case was an unfortunate episode that did have one benefit — it forced us to recognize that deficiencies in training, and other areas, existed.

Accreditation will insure that our recruit training academy prepares recruits — mentally, physically, and psychologically — for a career as professional police officers.

The third and fourth areas addressed by accreditation are Internal Affairs, and Equipment and Services.

The internal affairs function is important to the maintenance of professional conduct in a law enforcement agency. The integrity of the agency is directly tied to the personal integrity and discipline of each trooper.

The first step in reforming Internal Affairs is to actually construct a policy that governs the matter. The Rhode Island State Police presently do not have one.

Accreditation will also bring changes and additions for State Troopers in their equipment and in the services the force can provide.

Rhode Islanders have come to expect a great deal from their State Troopers. The unfortunate events of the last few years have concerned us all. But I believe that in the long run, these trials will prove to be just a footnote in the long and distinguished history of one of our state's proudest institutions.

Conclusion

In the 1930s, as a teenager, I watched Franklin Delano Roosevelt arouse the American people against the despair of the Great Depression. Thirty years later, I joined John F. Kennedy's campaign, and helped coordinate his presidential inauguration, because I was again inspired by a single man's vision and bravery. FDR and JFK were both men of compassion, and they were, of course, both Democrats. But the most remarkable quality they had in common was *hope*...

Thirty years more have passed, and we are again in need of a leader who can embolden us for the future. I don't claim to be the next FDR or JFK, and I don't claim to have a vision for all of America. But I do have hope, and a plan, for Rhode Island.

Let me say one more time: I am not running as a politician. I am running as a businessman. There is a job to do in Rhode Island. Someone, preferably an outsider with no long-term political agenda, must now take charge in the State House — cut out all the chaff in the budget, end corruption, patronage and all of the petty vices that hinder the exercise of good government... and put this State back on solid financial ground.

When I'm Governor, the party's over.

The person who can stop the party must have a proven record in managing organizations to financial success. In these pages, you have read a little about my record helping pilot the Providence City government to solvency; rescuing Trinity Repertory Theater, the Newport Art Museum, and the Biltmore Hotel from financial distress; and transforming The Outlet Company into a world-class communications firm. You have also read my Straight-Talk Budget Plan, which can

pull our government out of this regrettable budget crisis we are in. It is a good plan, and I'm proud of it.

The person who will restore good government to Rhode Island must not have too much at stake. When politicians are too worried about the next election, they can not make tough decisions. That is why I have made the promise that, as Governor, I will serve only one term, or, with the people's consent, two terms. I will then leave the task of good government to younger women and men. I will not stick around once the job of cleaning up is finished.

I look forward to the challenge of leading our State. I hope this book will help you decide whether you want me to be your next Governor, and I humbly ask for your support.