

2014 STATE OF THE CITY

THANK YOU...

MR. COUNCIL PRESIDENT AND MEMBERS OF THE CITY COUNCIL, FELLOW ELECTED OFFICIALS, MEMBERS OF THE CONSULAR CORPS, DISTINGUISHED GUESTS, FAMILY (ESPECIALLY MY PARENTS AND MY WIFE AMY ELAINE WAKELAND), FRIENDS, MY FELLOW ANGELENOS – TODAY I AM HONORED TO REPORT TO YOU FOR THE FIRST TIME ON THE STATE OF OUR CITY.

BEFORE WE BEGIN, I WANT TO THANK FABIAN WESSON FOR WELCOMING US HERE TODAY ON BEHALF OF THE CALIFORNIA SCIENCE CENTER, THE CORTINES SCHOOL SINGERS FOR YOUR INCREDIBLE PERFORMANCE, AND THE CITY OF LOS ANGELES HONOR GUARD FOR YOUR SERVICE.

YOU REMIND US THAT WE ARE LUCKY TO CALL LOS ANGELES HOME. WE ARE ALL BLESSED WITH SO MUCH -- UNMATCHED WEATHER, STUNNING BEACHES, SPECTACULAR MOUNTAINS AND EVEN MORE EXTRAORDINARY PEOPLE.

BUT L.A. *MAKES* ITS OWN LUCK, TOO.

WE ARE HERE IN THE WALLIS ANNENBERG BUILDING AT THE CALIFORNIA SCIENCE CENTER WHICH EMBODIES LOS ANGELES' CREATIVITY. JUST FOOTSTEPS AWAY IS THE COLISEUM, A SYMBOL OF OUR CITY'S SUCCESSES AND STRENGTHS.

I WAS 13 YEARS OLD DURING THE 1984 GAMES AND I REMEMBER THE PRIDE I FELT AS A YOUNG ANGELENO IN THAT STADIUM AS THE WORLD LOOKED AT US AS WE SAVED THE OLYMPIC MOVEMENT AND RAN THE MOST SUCCESSFUL OLYMPICS IN HISTORY.

TODAY AS MAYOR, I LOOK BACK AND THINK LESS ABOUT THE MEDAL COUNT AND MORE ABOUT WHAT HAPPENED BEHIND THE SCENES.

IT WAS THOSE GAMES— A TOWERING EXAMPLE OF PUBLIC-PRIVATE PARTNERSHIP-- THAT BROUGHT US A MODERN LAX WITH AN UPPER DECK AND A NEW INTERNATIONAL TERMINAL.

IT WAS THOSE GAMES THAT INTRODUCED OUR INTEGRATED SYSTEM OF ROADWAY SENSORS AND CAMERAS, ALL LINKED TO A STATE OF THE ART COMMAND CENTER, SETTING A NEW STANDARD FOR TRAFFIC MANAGEMENT.

AND IT WAS A TRUE PARTNERSHIP BETWEEN BUSINESSES, COMMUNITY ORGANIZATIONS, RESIDENTS AND CITY GOVERNMENT THAT SAW THOSE GAMES TURN A PROFIT THAT CONTINUES TO PAY DIVIDENDS TO THIS DAY.

INNOVATION, INVESTMENT IN ECONOMIC ENGINES, EFFICIENT MANAGEMENT – THAT’S THE TRUE LEGACY OF THOSE GAMES...AND THOSE ARE THE SORTS OF BASICS UPON WHICH BIG CITIES ARE BUILT INTO GREAT CITIES.

THREE DECADES LATER, AFTER RIOTS, EARTHQUAKES AND RECESSION HAVE TESTED OUR METTLE, WE ARE SEEING HOPEFUL SIGNS AGAIN.

TODAY, CRIME IS DOWN, CRANES ARE SOARING, TOURISM RECORDS ARE BEING SET... AND A NEW TECH COMPANY IS STARTING EVERY 40 HOURS.

I STAND BEFORE YOU TODAY TO SAY THAT THE STATE OF OUR CITY IS STRONG, BUT IT NEEDS FUNDAMENTAL WORK.

IN A COMPETITIVE GLOBAL ECONOMY, LOS ANGELES CANNOT AFFORD TO KEEP RELYING ON SUNSHINE ALONE TO GUARANTEE ITS FUTURE SUCCESS.

THE CHALLENGES WE FACE ARE NOT NEW. WE DON'T NEED A NEW DIAGNOSIS. SINCE MY FIRST DAY AS YOUR MAYOR, I'VE BEEN FOCUSED INSTEAD ON NEW SOLUTIONS. IT IS TIME FOR A MODERN MAYOR TO BUILD A NEW CITY GOVERNMENT FOCUSED ON FOUR CORNERSTONES: A WELL-RUN GOVERNMENT, A STRONG ECONOMY, A HIGH QUALITY OF LIFE, AND PUBLIC SAFETY.

MY GOAL IS NOTHING LESS THAN MAKING LOS ANGELES THE SAFEST, MOST PROSPEROUS, MOST LIVABLE, AND BEST-RUN BIG CITY IN AMERICA.

THAT’S WHAT BACK TO BASICS IS ALL ABOUT.

IT STARTS AT THE TOP, AND THAT’S WHY ON MY FIRST DAY AS YOUR MAYOR, I REQUIRED EVERY GENERAL MANAGER TO REAPPLY FOR HIS OR HER JOB, WHICH HAD NEVER HAPPENED BEFORE. AND FOR THE FIRST TIME, GENERAL MANAGERS WILL ALSO UNDERGO ANNUAL PERFORMANCE REVIEWS.

FROM THE START, I HELD MY OWN OFFICE ACCOUNTABLE, TOO, TO BE LASER FOCUSED ON OUR FOUR PRIORITIES. THAT’S WHY I REDUCED THE NUMBER OF DEPUTY MAYORS FROM TWELVE TO FOUR – ONE FOCUSED ON KEEPING US SAFE, ONE FOCUSED ON JUMPSTARTING OUR ECONOMY, ONE FOCUSED ON IMPROVING OUR QUALITY OF LIFE, AND ONE FOCUSED ON BUILDING A WELL-RUN GOVERNMENT.

AND WE DIDN’T WAIT TO START MOVING FORWARD.

IN MY FIRST MONTH IN OFFICE, WE NEGOTIATED A FAIR BUT TOUGH NEW DWP EMPLOYEE CONTRACT THAT REFORMED PENSIONS AND FROZE SALARIES.

AND I HIRED THE VERY BEST TO LEAD THE DEPARTMENT -- MARCIE EDWARDS, WHO CAME UP THROUGH THE DWP RANKS AND BROKE SEVEN GLASS CEILINGS TO BECOME GENERAL MANAGER. I DIRECTED HER TO TAKE A HARD LOOK AT DWP'S RATES AND BRING REFORM. LOOK, WE CAN'T ASK YOU TO PAY MORE FOR YOUR WATER AND POWER WHEN THE DWP SCREWS UP YOUR BILL.

SO TODAY I AM ANNOUNCING THAT I WILL NOT ALLOW THE DWP TO RAISE RATES THIS YEAR. THE DEPARTMENT MUST EARN BACK YOUR TRUST.

UPON TAKING OFFICE, I IMMEDIATELY BEGAN CHANGING THE CULTURE THROUGHOUT CITY GOVERNMENT BY SETTING MEASURABLE GOALS -- METRICS FOR EXCELLENCE -- TO TRACK SUCCESS AND HOLD DEPARTMENTS ACCOUNTABLE FOR THE FIRST TIME. AND I'M MAKING THOSE MEASURES PUBLIC ONLINE, SO YOU CAN HOLD ME ACCOUNTABLE, TOO.

AND TO FURTHER OPEN GOVERNMENT, I ISSUED AN EXECUTIVE DIRECTIVE REQUIRING EVERY DEPARTMENT TO POST THEIR DATA ONLINE.

THAT PASSION FOR OPEN GOVERNMENT IS SHARED BY MY PARTNER AND OUR CITY CONTROLLER, RON GALPERIN, WHO IN HIS FIRST MONTHS IN OFFICE LAUNCHED A WEBSITE TO GIVE EVERY RESIDENT ACCESS TO THE CITY'S FINANCIAL AND ACCOUNTING DATA WITH ME AND COUNCILMEMBER BOB BLUMENFIELD ALONGSIDE.

AND I CREATED AN OPEN BUDGET PORTAL TO MATCH, POSTING FIVE YEARS OF BUDGET DATA ONLINE.

TOGETHER WE ARE USHERING IN A NEW ERA OF TRANSPARENCY IN LOS ANGELES - EVERY DOLLAR IN, EVERY DOLLAR OUT, EVERY DOLLAR IN PUBLIC.

BUT IT'S OUR TREMENDOUS CITY EMPLOYEES WHO ARE THE FRONT LINE OF A NEW CITY GOVERNMENT, WHICH IS WHY I'VE BEEN PICKING UP THE PHONE AND CALLING THEM TO THANK THEM FOR THEIR INNOVATION AND LEADERSHIP.

OUR EMPLOYEES ARE TOO OFTEN IGNORED OR FORGOTTEN, TRAPPED IN A CULTURE THAT TEACHES THEM TO KEEP THEIR HEADS DOWN INSTEAD OF LOOKING UP AT WHAT IS POSSIBLE.

EMPOWER YOUR WORKFORCE AND YOU WILL FIND INNOVATORS -- PEOPLE LIKE PAUL JEWETT, AN EMPLOYEE AT REC & PARKS, WHO WAS FRUSTRATED THAT THE AIR CONDITIONING AT OUR GYMS WERE STUCK IN THE ON POSITION DAY AND NIGHT, EVEN WHEN A GYM WAS EMPTY.

PAUL DECIDED TO GO THE STORE TO FIND A SOLUTION ON HIS OWN TIME AND ON HIS OWN DIME.

HE INSTALLED A RED BUTTON SO THAT PEOPLE COULD TURN ON THE AC WHEN USING THE GYM AND TURN IT OFF WHEN THEY LEFT – AND IF THEY FORGOT, HE INSTALLED A TIMER AS A BACKUP.

AFTER DOING THIS IN ONE REC CENTER, PAUL WENT TO HIS BOSS AND ASKED IF HE COULD INSTALL HIS RED BUTTON SYSTEM AT ALL OF OUR GYMS.

TODAY, HIS INNOVATION WILL SAVE THE CITY HUNDREDS OF THOUSANDS OF DOLLARS A YEAR ...

PAUL? WILL YOU PLEASE STAND UP?

THAT'S THE KIND OF PROBLEM-SOLVING, COMMON SENSE INITIATIVE THAT'S A GREAT EXAMPLE OF THE NEW CULTURE I'M BRINGING TO CITY GOVERNMENT.

I LEARNED LONG AGO THAT CITY HALL DOESN'T HAVE ALL THE ANSWERS. SO WHEN I BECAME MAYOR, I USED THE CONVENING POWER OF MY OFFICE TO BRING TOGETHER A SERIES OF FIRSTS: THE FIRST MEETING OF ALL OF OUR CITY'S UNIVERSITY PRESIDENTS, OUR FIRST COUNCIL OF ECONOMIC ADVISORS, OUR FIRST INDUSTRY ROUNDTABLES ON AEROSPACE, FILM AND OTHER KEY SECTORS, OUR FIRST GATHERING OF ALL OF LA COUNTY'S 88 MAYORS.

WHEN I HELP OPEN MEXICO'S MARKET TO 266 NEW PANDA EXPRESS RESTAURANTS THAT WILL SELL FOOD MADE HERE IN ROSEMEAD AND SHIPPED SOUTH OF THE BORDER, THAT'S GOOD FOR SOME OF MY LA CITY CONSTITUENTS WHO WORK AT THAT COMPANY. PLUS IT MEANS ORANGE CHICKEN FOR EVERYONE.

WHEN I ADVOCATE FOR THE FOOTHILL EXTENSION OF THE GOLD LINE TO CLAREMONT OR GET NEW FLIGHTS TO ONTARIO AIRPORT, THAT HELPS RELIEVE CONGESTION IN LA CITY AND ACROSS THE SOUTHLAND.

WE ARE ALL TIED TOGETHER IN THIS REGION AND WE NEED TO WIDEN THE CONVERSATION AND BUILD COALITIONS THAT WILL POSITION US TO WIN IN A COMPETITIVE GLOBAL ENVIRONMENT.

WE'RE BRINGING THIS COOPERATIVE, INCLUSIVE NEW WAY OF GOVERNING OUTSIDE CITY HALL INSIDE CITY HALL AS WELL.

AT CITY HALL, WE'VE THROWN OUT THE OLD PLAYBOOK OF CITYWIDE ELECTED OFFICIALS THAT USED TO BE FULL OF RIVALRY AND BACKSTABBING, AND NOW YOU ARE SEEING THREE CITYWIDE OFFICIALS -- MIKE FEUER, RON GALPERIN AND ME -- WORKING TOGETHER.

ON MY FIRST DAY, I STOPPED BY EACH COUNCIL OFFICE TO SAY HI AND I'VE STARTED TOURING EACH COUNCILMEMBER'S DISTRICT TO LEARN ABOUT THEIR PRIORITIES AND HEAR FROM THEIR NEIGHBORHOOD LEADERS. AND I HAVE MORE

THAN A WORKING RELATIONSHIP WITH OUR COUNCIL PRESIDENT, BUT I AM GLAD TO CALL HERB WESSON A FRIEND, TOO.

WE BROUGHT NEW FACES INTO CITY GOVERNMENT AND SURPASSED MY GOAL AND FOR THE FIRST TIME IN CITY HISTORY, MORE THAN HALF OF THE PEOPLE WE HAVE APPOINTED AND NOMINATED TO OUR CITY COMMISSIONS ARE WOMEN.

WORKING TOGETHER, I AM LEADING A POLITICS THAT IS IN STARK CONTRAST TO THE YELLING AND THE STALEMATE WE SEE TOO OFTEN IN NATIONAL POLITICS.

ELECTING GROWN-UPS WHO CAN WORK TOGETHER IS WHAT YOU EXPECT. THAT'S WHAT YOU DESERVE. THAT'S WHAT MY CITY HALL WILL CONTINUE TO DO.

A LOT OF PEOPLE ASKED WHETHER AS MAYOR I'D STILL HAVE TIME TO MEET WITH CONSTITUENTS. IF I LEARNED ANYTHING AS A COUNCILMEMBER IT IS THAT OUR WORK MUST ALWAYS BE ROOTED IN DIRECT RELATIONSHIPS WITH EVERYDAY ANGELENOS, THE SILENT MAJORITY OF LA STAKEHOLDERS WHO DON'T HAVE A LOBBYIST AT CITY HALL WORKING ON THEIR BEHALF.

MY VERY FIRST DAY IN OFFICE, I HELD THE SAME FACE-TO-FACE OFFICE HOURS WITH CONSTITUENTS THAT I HAVE DONE FOR OVER A DECADE, AND SOON THEREAFTER WE OPENED UP THE FIRST HELP DESK IN THE MAIN LOBBY OF CITY HALL.

AND WE DIDN'T STOP THERE -- MERELY EXPECTING CONSTITUENTS TO FIND THEIR WAY TO US. WE WENT OUT AND MET THEM WHERE THEY LIVED. I'VE HAD WORK DAYS WITH MY ENTIRE EXECUTIVE STAFF IN SOUTH LA WHERE WE WERE WELCOMED BY BERNARD PARKS, BOYLE HEIGHTS WHERE WE WORKED ALONGSIDE JOSE HUIZARS STAFF AND THE SAN FERNANDO VALLEY, WHERE WE JOINED FELIPE FUENTES AND NURY MARTINEZ WITH LEADERS FROM VAN NUYS AND PACOIMA.

I CONTINUED THE PRACTICE I LEARNED AS COUNCILMEMBER OF WALKING DOOR-TO-DOOR (IN FACT THIS WEEKEND I'LL BE JOINING MY FRIEND JOE BUSCAINO FOR A WALK IN WILMINGTON--AND YOU ARE WELCOME TO JOIN US).

I HAVE STARTED TOURING NEIGHBORHOODS WITH EACH COUNCILMEMBER AND COMMUNITY LEADERS. WE ARE USING SOCIAL MEDIA TO ENGAGE AND SURVEY OUR RESIDENTS ONLINE, AND PEOPLE ARE RESPONDING.

MORE THAN 1,400 PEOPLE CAME TO OUR BUDGET TOWN HALLS THROUGHOUT OUR CITY. THIS WASN'T A TOKEN CONSULTATION SO WE COULD CHECK THAT BOX...WE TRULY ENGAGED ANGELENOS IN SMALL GROUPS TO SHARE THEIR HOPES FOR THEIR CITY GOVERNMENT.

ONE GROUP OF RESIDENTS ASKED ME TO HIRE MORE BUILDING INSPECTORS TO IMPROVE CONDITIONS IN THEIR NEIGHBORHOOD. THEY WERE RIGHT AND WE DID.

WHETHER YOU ARE A CITY EMPLOYEE, A NEIGHBORHOOD LEADER, OR AN ANGELENO WHO SIMPLY CARES ABOUT OUR FUTURE, WE'RE NOT JUST LISTENING TO YOU, WE'RE INVITING YOU TO HELP WRITE OUR CITY'S NEXT CHAPTER.

WHILE THAT FUTURE STARTS WITH A WELL-RUN CITY, A WELL-RUN CITY RELIES ON A STRONG ECONOMY THAT CAN PROVIDE THE RESOURCES FOR CITY SERVICES AND A HIGHER QUALITY OF LIFE FOR OUR RESIDENTS.

I SAID DURING MY INAUGURATION THAT THE FOCUS OF MY FIRST YEAR IN OFFICE WOULD BE A CITY HALL THAT WORKS AGAIN, AND AN L.A. ECONOMY THAT WORKS AGAIN.

YES, THE UNEMPLOYMENT RATE HAS DECLINED BY 2 PERCENT SINCE I TOOK OFFICE IN JULY AND WE'VE ADDED 24,000 JOBS TO THE CITY ECONOMY.

BUT TO TRULY LEAVE THE RECESSION IN THE REARVIEW MIRROR, I HAVE INTENSELY FOCUSED ON THREE THINGS: DEVELOPING KEY INDUSTRIES THAT ARE CORNERSTONES OF OUR EMERGING GLOBAL ECONOMY, HELPING OUR WORKFORCE TO DEVELOP NEW SKILLS THAT LEAD TO GOOD JOBS IN THAT ECONOMY, AND FINALLY MAKING CITY HALL BUSINESS FRIENDLY.

THE VERY FIRST MEETING I HELD AS YOUR MAYOR WAS WITH LEADERS OF NUMEROUS NEIGHBORHOOD CHAMBERS OF COMMERCE, FROM SHERMAN OAKS TO SAN PEDRO.

THEY SAID WHAT WE KNOW ALL TOO WELL—THAT IN A CITY WITH THE HIGHEST ENTREPRENEURSHIP RATE IN THE NATION, THE HARDEST-WORKING PEOPLE IN THE WORLD, AND THE MOST INNOVATIVE INTELLECTUAL CAPITAL ANYWHERE, CITY HALL HAS BEEN A PLACE WHERE JOBS GO TO DIE, STRANGLING BY BUREAUCRACY AND INDIFFERENCE. INSTEAD OF SOLUTIONS, BUSINESSES ARE MET WITH RED TAPE, HIGH TAXES AND EXCUSES.

SIMPLY PUT, YOU SHOULDN'T NEED A LOBBYIST TO OPEN A BUSINESS IN LA.

I TOLD MY BUSINESS TEAM WE'RE GOING TO PICK UP THE PHONE AND REACH OUT TO BUSINESSES. WE'RE GOING TO CHASE EVERY LEAD WE FIND AND SOLVE EVERY PROBLEM WE CAN. AND EVERY WEEK, I PERSONALLY TALK TO ENTREPRENEURS AND EXECUTIVES ABOUT WHAT WE CAN DO TO HELP THEM HERE IN LA.

LET ME TELL YOU ABOUT ONE OF THOSE DISCUSSIONS.

LAST FALL, I SPOKE TO SEAN OMARA, AN ENTREPRENEUR WHO STARTED A NEW COMPANY, LUX BEAUTY GROUP. HE FOUND A GREAT LOCATION IN SOUTH L.A. HE PUT HIS EXPERIENCE AND DRIVE TO WORK AND HE HIRED DOZENS OF LOCAL RESIDENTS, WHO LIVE IN ONE OF THE CITY'S MOST UNDEREMPLOYED NEIGHBORHOODS.

HE SAID HE WAS THINKING OF LEAVING LA BECAUSE HE COULDN'T GET BROADBAND ACCESS. I PICKED UP THE PHONE AND TALKED TO THEIR INTERNET PROVIDER AND LUX GOT WHAT THEY NEEDED.

AND AS A RESULT, LUX RECENTLY INVESTED ONE MILLION MORE DOLLARS IN ITS LA OPERATION AND INKED A MAJOR DEAL WITH COSTCO, ADDING EVEN MORE GOOD JOBS TO OUR LOCAL ECONOMY.

WHEN ONE OF SOUTHERN CALIFORNIA'S BIGGEST COMPANIES, DIRECTV, ANNOUNCED THEY WOULD CREATE THEIR OWN TELEVISION SHOWS, I CALLED THEM UP AND PUT OUR NEW FILM OFFICE TO WORK.

AND WHILE GEORGIA AND NEW MEXICO TRIED TO WOO THESE PRODUCTIONS WITH TAX BREAKS AND OTHER INCENTIVES, OUR NEW FILM OFFICE WENT TO WORK. I CAN ANNOUNCE TODAY THAT NEXT MONTH, DIRECT TV WILL BEGIN FILMING TWO NEW SERIES, "NAVY STREET" AND "THINGS YOU SHOULDN'T SAY PAST MIDNIGHT," RIGHT HERE IN LOS ANGELES.

WE ALSO BROUGHT TO LA THE NEW CBS SERIES "BATTLE CREEK," WHICH WAS ORIGINALLY SET TO FILM IN CONNECTICUT.

AND WE'RE NOT STOPPING THERE. WITH THE HELP OF TOM SHERAK AND KEN ZIFFREN WE REIGNITED THE MOVEMENT TO EXPAND FILM TAX CREDITS IN SACRAMENTO, AND PARTNERING WITH ASSEMBLYMEMBERS MIKE GATTO AND RAUL BOCANEGRA, WE HAVE SEEN A NEW BILL PASS UNANIMOUSLY OUT OF COMMITTEE WITH TREMENDOUS MOMENTUM.

MY BUSINESS TEAM AND I HAVE BREATHED A NEW SENSE OF URGENCY INTO OUR EFFORTS TO RECRUIT AND RETAIN BUSINESSES IN LA. SINCE I TOOK OFFICE, RIOT GAMES, IMAX, CBRE, SPLENDID AND ELLA MOSS, CHINATRUST BANK, GOJANE AND GROCERIES APPAREL HAVE MOVED OR ANNOUNCED THEIR MOVE INTO OUR CITY.

MANY OF THEM ARE BENEFITTING FROM OUR INITIATIVES TO MAKE THESE MOVES EASIER. TODAY, IF YOU WANT TO BUILD IN OUR CITY, YOU HAVE TO RUN A GAUNTLET OF CITY APPROVALS AND YOU HAVE TO DO THEM ONE AFTER ANOTHER.

THAT'S WHY I ORDERED STREAMLINED, SENSIBLE AND SIMULTANEOUS PROCESSING -- BECAUSE TIME IS MONEY.

38 PROJECTS VALUED AT \$3 BILLION DOLLARS HAVE ALREADY GONE THROUGH THIS NEW SYSTEM. AND SOON, WE'LL EXPAND IT TO SPEED ALONG 500 PROJECTS A YEAR.

NO MORE BUREAUCRATIC DELAYS.

TOO OFTEN, WE PUT THE BURDEN ON YOU--GET IN YOUR CAR, DRIVE DOWNTOWN IN TRAFFIC, AND NAVIGATE OUR BUREAUCRACY AT YOUR OWN PERIL. IT'S TIME TO MOVE CITY HALL INTO THE 21ST CENTURY.

THIS IS WHY MY SUNNY SKIES SOLAR PROGRAM WILL GO LIVE THIS YEAR, ALLOWING RESIDENTIAL PERMITTING OF SOLAR SYSTEMS ON-LINE ... NO MORE TRIPS TO CITY HALL, NO MORE WAITING ON THE PHONE ... INSTEAD, WE'RE BUILDING MORE SOLAR POWER, AND MORE GREEN JOBS.

THIS IS WHY WE ARE DIGITIZING 12 MILLION RECORDS FOR 1.1 MILLION BUILDINGS IN LOS ANGELES THIS YEAR, WHICH WILL BE AVAILABLE ON-LINE, 24/7, FREE OF CHARGE. THIS MEANS PROJECTS WILL MOVE MORE QUICKLY AND MORE PEOPLE WILL FIND GOOD JOBS.

I'M CHANGING OUR CULTURE SO THAT OUR EMPLOYEES FOCUS ON CREATING JOBS, NOT ENFORCING BUREAUCRACY, AS THE CRITICAL MEASURE OF THEIR SUCCESS.

AND THESE EFFORTS ARE BEARING FRUIT.

IN JUST ONE WEEK IN FEBRUARY, WE BROKE GROUND ON THE ONE BILLION DOLLAR METROPOLIS PROJECT DOWNTOWN, JUST FOUR MONTHS AFTER WE RECEIVED THE APPLICATION TO BUILD. I PARTICIPATED IN THE BIGGEST CONCRETE POUR IN HUMAN HISTORY TO LAY THE FOUNDATION FOR THE TALLEST BUILDING WEST OF THE MISSISSIPPI AT THE WILSHIRE GRAND. AND WE GOT THE FEDERAL FUNDING WE NEEDED FOR OUR DOWNTOWN SUBWAY CONNECTOR.

THAT'S 3.4 BILLION DOLLARS, 40,000 JOBS, IN JUST ONE WEEK.

UNFORTUNATELY, OUR CITY IS STILL HOME TO THE HIGHEST AND MOST COMPLICATED BUSINESS TAX OF ANY OF THE 88 CITIES IN LOS ANGELES COUNTY. IT'S A TAX THAT TAXES YOU EVEN WHEN YOU LOSE MONEY--THIS CHASES NEW BUSINESSES AWAY AND PUSHES EXISTING BUSINESSES TO LEAVE.

WE MUST PHASE OUT THE BUSINESS TAX ENTIRELY.

NEXT WEEK, I WILL INTRODUCE LEGISLATION AS PART OF THIS YEAR'S BUDGET THAT WILL BE OUR FIRST DOWNPAYMENT TOWARD THIS GOAL. OUR PLAN WILL CUT THE

TOP BUSINESS TAX RATE OVER 3 YEARS -- THE TOP RATE THAT NEARLY HALF OF BUSINESSES PAY.

I WANT TO THANK COUNCIL PRESIDENT WESSON AND BUDGET CHAIR KREKORIAN FOR THEIR LEADERSHIP AS WE TAKE ON THIS IMPORTANT REFORM TO KEEP AND ATTRACT GOOD-PAYING JOBS.

BUT AS WE CONTINUE TO ACCELERATE JOB GROWTH, WE MUST ALSO CONFRONT A GROWING ECONOMIC PARADOX IN LOS ANGELES: THAT EVEN AS WE ADD GOOD JOBS TO OUR ECONOMY, OUR CITY'S POVERTY RATE CONTINUES TO CLIMB.

HOW CAN THAT BE? SIMPLY PUT, WE ARE CREATING JOBS IN LOS ANGELES THAT AREN'T BEING FILLED BY L.A. RESIDENTS. WE HAVE FAILED TO TRAIN TOMORROW'S WORKFORCE HERE IN OUR OWN NEIGHBORHOODS.

I WILL CHANGE THAT.

AND FIRST OF ALL, I BELIEVE THE RESPONSIBILITY FOR EDUCATING OUR CHILDREN DOES NOT REST SOLELY WITH OUR SCHOOLS.

THAT'S WHY MY FIRST PRESS CONFERENCE AS MAYOR WAS TO ANNOUNCE A DOUBLING OF OUR SUMMER YOUTH JOBS PROGRAM THAT TOGETHER WITH SUMMER NIGHT LIGHTS AND OUR NEW SUMMER OF LEARNING WILL COMPRISE OUR "SUMMER OF SUCCESS" INITIATIVE, THE CITY'S MOST AMBITIOUS YOUTH EDUCATION AND SKILLS TRAINING EFFORT IN A GENERATION.

INSTEAD OF STUDENTS FALLING BEHIND OVER THE SUMMER, OUR SUMMER OF SUCCESS WILL HELP LA'S YOUTH LEAP AHEAD, WITH CLASSES, JOBS, AND SAFE PLACES TO GROW AND EXPAND THEIR HORIZONS.

SUMMER YOUTH JOBS WILL PROVIDE AT LEAST 10,000 JOBS FOR YOUTH FROM SOME OF OUR TOUGHEST NEIGHBORHOODS.

THE SUMMER OF LEARNING WILL PROVIDE THOUSANDS OF ANGELENOS WITH SKILLS-BASED CLASSES, EARNING DIGITAL BADGES THAT WILL BUILD YOUR PERSONAL RESUME THAT YOU CAN SHARE WITH YOUR TEACHERS, FUTURE EMPLOYERS, OR INSTITUTIONS OF HIGHER LEARNING.

AND SUMMER NIGHT LIGHTS WILL CONTINUE TO PROVIDE SAFE PLACES FOR YOUTH TO ENGAGE IN PRODUCTIVE ACTIVITIES EACH EVENING DURING OUR DANGEROUS HOURS.

BUSINESSES GET IT. THAT'S WHY COMPANIES LIKE DISNEY AND CITIBANK AND HAVE JOINED PHILANTHROPY AND INDIVIDUALS, MANY OF WHOM ARE HERE TODAY, **TO PARTNER IN OUR SUMMER OF SUCCESS.**

KEEPING KIDS OCCUPIED KEEPS THEM SAFE, KEEPS THEM OUT OF TROUBLE, AND KEEPS THEM FROM FALLING BEHIND. BUT MOST IMPORTANTLY, IT INCREASES THE CHANCES THAT OUR YOUTH WILL GO BACK TO SCHOOL, GRADUATE, AND BE PREPARED FOR COLLEGE AND CAREER.

BUT YOU DON'T HAVE TO BE YOUNG TO NEED A JOB. THAT'S WHY I AM OVERHAULING OUR WORKFORCE TRAINING SYSTEM FOR THE FIRST TIME IN OVER A DECADE, AND IN THE NEXT FISCAL YEAR, 45,000 L.A. RESIDENTS WILL RECEIVE INTENSIVE WORKFORCE TRAINING FOCUSED ON OUR TARGETED GROWTH SECTORS.

MY ECONOMIC DEVELOPMENT STRATEGY IS SIMPLE: FOCUS ON PROMOTING KEY INDUSTRIES, KEY SKILLS, AND A BUSINESS-FRIENDLY ENVIRONMENT. NOW ADD WHAT'S ALREADY BEAUTIFUL AND UNIQUE ABOUT LA AND WE HAVE A STRATEGY FOR PROSPERITY IN THE YEARS AHEAD.

A WELL-RUN GOVERNMENT AND A STRONG ECONOMY HELP US BUILD A MORE LIVABLE CITY, ONE THAT PROMOTES VIBRANT NEIGHBORHOODS, LESS TRAFFIC, AND HEALTHIER COMMUNITIES.

MY THIRD PRIORITY IS A HIGH QUALITY OF LIFE. AND WHERE DOES IT BEGIN? THE SIMPLE ANSWER: IT BEGINS WHERE YOU LIVE, IN YOUR NEIGHBORHOOD, ON YOUR MAIN STREET.

THAT'S THE POINT OF MY "GREAT STREETS" INITIATIVE.

HERE'S HOW IT WORKS. WE'LL SATURATE YOUR STREET WITH SERVICES. WE'LL MAKE YOUR STREET ACCESSIBLE TO PEDESTRIANS, WHEELCHAIRS, STROLLERS AND BICYCLES--NOT JUST CARS.

WE'LL CREATE AN ENVIRONMENT WHERE NEW NEIGHBORHOOD BUSINESSES CAN FLOURISH. WE'LL PAVE THE STREETS AND MAKE THEM GREEN STREETS -- CLEAN AND LUSH WITH PLANT LIFE, LOCAL ART, AND PEOPLE-FOCUSED PLAZAS.

I KNOW THIS WORKS BECAUSE I DID IT -- ALONG WITH NOW-COUNCILMEMBER MITCH O'FARRELL -- IN MY OLD COUNCIL DISTRICT -- IN ATWATER VILLAGE, ECHO PARK, SILVER LAKE, AND HOLLYWOOD.

FOCUSED IMPROVEMENTS ATTRACT NEW CAFES, HELP LOCAL BUSINESSES EXPAND, AND GIVE PEOPLE A GREAT PLACE TO GATHER WITHOUT GETTING IN THEIR CAR.

I'M PLEASED TO ANNOUNCE TODAY THAT THE FIRST 15 GREAT STREETS WILL BEGIN TO ROLL OUT THIS SPRING.

ON RESEDA BOULEVARD NEXT TO CAL STATE NORTHRIDGE, WE'RE GOING TO CREATE A PLACE FOR TOWN AND GOWN TO COME TOGETHER.

ON GAFFEY STREET IN SAN PEDRO, WE'RE GOING TO JOIN FORCES WITH ITS BURGEONING CREATIVE COMMUNITY.

WE ARE GOING TO BRING BACK THE GLORY DAYS ON OUR STORIED CRENSHAW, WESTWOOD, FIGUEROA AND VAN NUYS BOULEVARDS.

THESE GREAT STREETS WILL BE THE STANDARD-BEARERS OF A REVITALIZED CITY, ONE MAIN STREET AT A TIME.

AND AS THE INCOMING CHAIRMAN OF THE METROPOLITAN TRANSPORTATION AUTHORITY, I'M HELPING OVERSEE THE MOST AMBITIOUS PUBLIC TRANSIT PROGRAM IN THE UNITED STATES.

IT'S AN INVESTMENT OF \$8 BILLION DOLLARS THAT'S CREATING MORE THAN 100,000 JOBS BY REFURBISHING THE BLUE LINE, EXTENDING THE PURPLE LINE, TAKING THE EXPO LINE TO THE BEACH, BUILDING THE NEW CRENSHAW LINE, AND BRINGING OUR LINES TOGETHER THROUGH THE NEW DOWNTOWN CONNECTOR.

WE'RE ALSO SPENDING MORE THAN A MILLION DOLLARS A DAY TO MODERNIZE THE PORT OF LOS ANGELES AND MAINTAIN OUR POSITION AS THE NUMBER ONE CONTAINER PORT IN THE UNITED STATES.

AND WITH THE SUPPORT OF COUNCILMEMBER MIKE BONIN, I AM LEADING A 7.3 BILLION DOLLAR CAPITAL IMPROVEMENT PROJECT TO BUILD THE AIRPORT OF TOMORROW AT LAX BY UNDERTAKING DRAMATIC UPGRADES AT NEARLY EVERY TERMINAL.

AND LET ME BE CLEAR: **WE ARE GOING TO BRING RAIL TO LAX AND WE WILL SETTLE FOR NOTHING LESS.**

WE'RE ALSO MOVING BOLDLY FORWARD WITH PEDESTRIAN PLANS IN OUR NEIGHBORHOODS, PAINTING AND BUILDING NEW BIKE LANES, ADDING MORE CICLAVIAS UNTIL WE HAVE THEM ONCE A MONTH, LAUNCHING A COUNTYWIDE BIKE SHARE PROGRAM, AND EMBRACING NEW TECHNOLOGIES THAT MINIMIZE THE NEED TO DRIVE YOUR OWN CAR.

WE'RE EXPANDING CORE SERVICES IN YOUR NEIGHBORHOOD BY OPENING OUR REGIONAL LIBRARIES ON SUNDAY FOR THE FIRST TIME SINCE THE GREAT RECESSION.

AND WE'RE MAKING SURE OUR CITY IS GREENER AND HEALTHIER.

THE RESIDENTS OF LOS ANGELES DESERVE GREAT CREDIT. OVER THE LAST 30 YEARS, OUR CITY HAS ADDED A MILLION MORE PEOPLE, BUT WE STILL USE THE SAME AMOUNT OF WATER BECAUSE OF OUR MODEL CONSERVATION EFFORTS.

AND THERE'S MORE GOOD NEWS. LOS ANGELES IS NUMBER ONE IN THE NATION IN INSTALLED SOLAR PANELS AND NUMBER ONE IN ENERGY STAR-CERTIFIED BUILDINGS.

NOW, WE HAVE TO RAISE OUR GAME. BY 2020, I WILL MAKE SURE THAT RENEWABLES WILL ACCOUNT FOR A THIRD OF OUR ENERGY AND WE WILL CONTINUE OUR MARCH OFF OF COAL. WE'LL SAVE 15% OF OUR ENERGY CONSUMPTION BY BEING MORE EFFICIENT. AND BY 2025, WE'LL CUT WATER IMPORTS BY HALF.

LIVABLE NEIGHBORHOODS CONNECTED BY GOOD TRANSPORTATION IN A GREEN CITY ARE THE FOUNDATION OF A HEALTHY LOS ANGELES AND A QUALITY OF LIFE THAT CONNECTS US WITH THE THINGS WE REALLY WANT TO DO -- GO TO A CONCERT, WATCH A BALLGAME, WALK OUR DAUGHTERS TO SCHOOL.

BUT NONE OF THAT IS POSSIBLE IF WE ARE NOT SAFE IN OUR NEIGHBORHOODS.

PUBLIC SAFETY STARTS WITH SAFE STREETS. AND SAFE STREETS START WITH MEN AND WOMEN WHO ARE SWORN TO PROTECT US.

YESTERDAY, I LOWERED THE CITY'S FLAGS TO HALF-STAFF. FOR THE SECOND TIME IN JUST OVER A MONTH, WE SAID GOODBYE TO ONE OF OUR OWN. OFFICERS CHRIS CORTIJO AND NICK LEE PUT ON THEIR UNIFORMS, WENT OFF TO WORK -- AND NEVER CAME HOME.

JUST TWO WEEKS AGO, OFFICER SHEILA SPARKMAN RESPONDED TO A DOMESTIC VIOLENCE CALL IN THE HOLLYWOOD HILLS AND WAS INJURED WHEN A BULLET NARROWLY MISSED HER FACE.

AND ON MONDAY NIGHT, AL ORTIZ AND HIS PARTNER WERE FORCED TO DEFEND A POLICE STATION AS AN ASSAILANT OPENED FIRE, HITTING OFFICER ORTIZ MULTIPLE TIMES.

WE OWE A DEBT OF GRATITUDE TO THE MEN AND WOMEN WHO PROTECT US, AND I HOPE YOU'LL KEEP THESE OFFICERS AND THEIR FAMILIES IN YOUR THOUGHTS AND PRAYERS. PLEASE JOIN ME IN A MOMENT OF SILENCE.

IT IS BECAUSE OF THESE AND OTHER HEROES THAT LOS ANGELES IS SAFER THAN IT HAS BEEN SINCE THE 1950s, AND CRIME IS DOWN FOR THE 11TH YEAR IN A ROW.

WE'VE BEEN SMART AND TOUGH ON CRIME. WE'VE CONTINUED INVESTING IN OUR POLICE AND IN OUR YOUTH INTERVENTION AND CRIME PREVENTION PROGRAMS.

THESE GAINS HAVE BEEN VERY PERSONAL TO ME. I'VE HELD GRIEVING MOTHERS, I'VE WORKED WITH FORMER GANG MEMBERS NOW WORKING AS MENTORS, I'VE CONFRONTED TRAGEDIES BY STARTING PROGRAMS LIKE SUMMER NIGHT LIGHTS AND GRYD, AND I'VE PERSONALLY KEPT THE MOMENTUM ON POLICE HIRING IN THE FACE OF CHOPPY BUDGET WATERS.

BUT I ALSO KNOW THAT PUBLIC SAFETY IS ABOUT MORE THAN CRIME. WHEN I CAME INTO OFFICE, I INHERITED A FIRE DEPARTMENT WITH THE BEST FIREFIGHTERS IN THE WORLD. BUT I ALSO INHERITED A DEPARTMENT LACKING IN LEADERSHIP, WITH DECADES-OLD TECHNOLOGY, AND LADEN WITH REDUNDANT SYSTEMS THAT ADD PRECIOUS TIME TO OUR EMERGENCY RESPONSE.

THAT'S CHANGING ON MY WATCH.

IT STARTS WITH MODERN TECHNOLOGY. I'M ANNOUNCING TODAY THAT BY JULY 1st, WE WILL HAVE FOR THE FIRST TIME GPS TRACKERS IN EVERY FIRE RIG SO THE CLOSEST UNIT IS SENT TO AN EMERGENCY CALL, BECAUSE SECONDS COUNT WHEN LIVES ARE ON THE LINE.

LAST WEEK, WORKING WITH COUNCILMEMBER MITCH ENGLANDER, WE LAUNCHED FIRESTAT, A NEW SYSTEM MODELED ON THE SUCCESSES OF COMPSTAT AT THE LAPD, ALLOWING FIRE CAPTAINS TO SEE REAL-TIME DATA ON RESPONSE TIMES. AND THOSE RESPONSE TIMES WILL BE ONLINE FOR THE PUBLIC TO SEE BY NEXT SPRING.

SOMETHING MOST PEOPLE DON'T KNOW IS THAT WHEN YOU CALL 911, THE POLICE DEPARTMENT ALWAYS ANSWERS THE PHONE. SO IF YOU HAVE A FIRE OR MEDICAL EMERGENCY YOU HAVE TO GET TRANSFERRED. THAT COSTS TIME, MONEY AND EVEN LIVES.

NOW, WE ARE GOING TO BRING COMMON SENSE TO OUR DISPATCH SYSTEM. I HAVE ORDERED THE CREATION OF A COMBINED 911 DISPATCH CENTER FOR POLICE AND FIRE CALLS.

AND FOR THE FIRST TIME IN FIVE YEARS, WE ARE HIRING FIREFIGHTERS AND WE ARE GOING TO KEEP HIRING THIS COMING YEAR. AT THE SAME TIME, I'M REFORMING OUR HIRING PRACTICES TO ENSURE WE HAVE THE VERY BEST FIREFIGHTERS AND THE FAIREST SYSTEM IN PLACE.

FINALLY, PUBLIC SAFETY IS ABOUT BUILDING A RESILIENT CITY, READY FOR DISASTER.

THIS PAST MONTH, WE'VE HAD TWO EARTHQUAKES, LITERAL WAKE UP CALLS TO REMIND US THAT THE BIG ONE IS INDEED COMING.

LEADING UP TO THE TWENTY-YEAR ANNIVERSARY OF THE NORTHRIDGE EARTHQUAKE, I LAUNCHED AN HISTORIC PARTNERSHIP WITH THE U.S. GEOLOGICAL SURVEY TO BRING DR. LUCY JONES INTO MY ADMINISTRATION, TO MAKE SURE L.A. IS TRULY PREPARED FOR THE BIG ONE.

TODAY, I'M PROUD TO ANNOUNCE THAT WITH DR. JONES' EXPERTISE, WE ARE DEVELOPING THE FIRST RATING SYSTEM IN THE UNITED STATES TO DETAIL THE EARTHQUAKE SAFETY OF OUR BUILDINGS.

BUT WE WON'T STOP WITH THAT GAME-CHANGER. MY CHARGE TO DR. JONES IS TO HELP US CREATE PLANS TO MANDATE THAT OUR OLDER BUILDINGS ARE RETROFITTED, AND TO PROTECT OUR WATER AND COMMUNICATIONS INFRASTRUCTURE.

SOME CRITICS SAY THE COST OF THOSE UPGRADES MAY BE HIGH. BUT AS WE SAW WITH HURRICANES SANDY AND KATRINA, THE COST OF BEING UNPREPARED IS MUCH HIGHER.

IT'S A NEW DAY AT CITY HALL. WE'RE MOVING A CITY FORWARD THAT HAS TOO OFTEN FAILED TO LIVE UP TO EXPECTATIONS.

MY BACK-TO-BASICS AGENDA—SAFETY, QUALITY OF LIFE, ECONOMIC PROSPERITY AND A WELL-RUN AND MODERN GOVERNMENT ARE MORE THAN A PATHWAY FORWARD. THEY ARE A REFLECTION OF WHO WE ARE.

THE BUDGET I'LL RELEASE NEXT WEEK REFLECTS THE VALUES OF LOS ANGELES. ANGELENOS EXPECT A CITY HALL THAT IS ON THEIR SIDE—THAT SPENDS THEIR TAX DOLLARS WISELY, THAT PROTECTS ITS PEOPLE, THAT OPENS UP DOORS OF OPPORTUNITY FOR ALL OF US, THAT PULLS US TOGETHER INSTEAD OF PULLING US APART.

MY BUDGET IS A STRONG STEP FORWARD. IT'S WHAT PUTS OUR IDEAS INTO ACTION.

IN THE PAST, WE'VE PAID MORE ATTENTION TO HOW WE SPEND OUR DOLLARS THAN ON THE RESULTS. IT MAKES NO SENSE TO SPEND MORE ON STREET PAVING IF WE AREN'T ACTUALLY PAVING MORE STREETS.

WE CALL OUR NEW APPROACH PERFORMANCE BUDGETING.

THROUGH THIS NEW BUDGET PROCESS, WE HAVE ELIMINATED A 242 MILLION DOLLAR SHORTFALL. BUT MY BUDGET IS NOT ONLY BALANCED, IT INCLUDES A RESERVE FUND AT ITS HIGHEST LEVEL IN HISTORY AND A BUDGET STABILIZATION FUND LEFT UNTOUCHED.

MY BUDGET DEMONSTRATES THAT WE KNOW HOW TO CONTROL OUR COSTS, BUDGET FOR THE LONG-TERM, AND EARN BACK THE TRUST OF A PUBLIC TOO OFTEN LET DOWN BY SHORT-TERM THINKING.

AND WE WILL PAVE MORE STREETS, FIX MORE SIDEWALKS, CLEAN MORE ALLEYWAYS (BUILDING ON THE GREAT EFFORTS OF COUNCILMEMBERS CEDILLO AND PRICE), PROVIDE MORE POLICE PATROLS, AND HELP BUSINESSES GET STARTED MORE QUICKLY.

NOW I KNOW WHAT YOU ALL ARE THINKING. SOMETHING IS MISSING.

I HAVEN'T MENTIONED EITHER PAUL KORETZ OR TOM LABONGE. SO LET ME TAKE THIS MOMENT TO SAY PAUL, TOM, YOU GUYS ARE THE BEST.

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I PROMISED YOU A BACK-TO-BASICS MAYOR...

TO ENSURE THAT OUR STREETS ARE SAFE, OUR NEIGHBORHOODS ARE VIBRANT, OUR ECONOMY IS SURGING FORWARD, AND OUR CITY HALL IS WELL-RUN.

AND WORKING WITH OUR CITY LEADERS, OUR NEIGHBORHOOD COUNCILS WHO ARE TRUE CHAMPIONS OF THEIR COMMUNITIES, THE PEOPLE ASSEMBLED HERE TODAY -- WITH ALL OF THE FOUR MILLION PEOPLE WHO CALL OUR CITY HOME -- THIS IS OUR MISSION FOR OUR NEW CENTURY ... TO BUILD THE MOST CREATIVE, INNOVATIVE, GLOBAL CITY ON THE FACE OF THE EARTH.

OUR STREETS, OUR SAFETY, OUR ECONOMY, AND YES OUR GOVERNMENT MUST ULTIMATELY REFLECT OUR HIGHEST HOPES AND OUR MOST COMPLETE CAPACITIES.

IN JUST NINE MONTHS, WE ARE CHANGING THE LANDSCAPE—ONE SUMMER JOB, ONE RED BUTTON, ONE FILM PRODUCTION AND ONE BALANCED BUDGET AT A TIME.

WE'RE ABOUT GETTING RESULTS, NOT GETTING HEADLINES.

MY FIRST DAY IN OFFICE, ONE OF THE MOST FRUSTRATING CHALLENGES THAT LANDED ON MY DESK WAS THE ONGOING CONSTRUCTION ALONG THE SAN DIEGO FREEWAY.

THE PROJECT HAD STARTED LONG BEFORE I BECAME MAYOR. I COULD HAVE LOOKED THE OTHER WAY AND BLAMED SOMEONE ELSE FOR THE MULTIPLE DELAYS, LACK OF OVERSIGHT, AND BAD PLANNING THAT MADE THIS PROJECT A NIGHTMARE FOR RESIDENTS AND COMMUTERS ON THE WESTSIDE.

BUT I REMEMBERED THE CONVERSATIONS I HAD DURING THE CAMPAIGN. CONVERSATIONS WITH ANGELENOS WHO ASKED ME TO TACKLE THIS PROBLEM IF I WAS ELECTED MAYOR.

SO I TOOK CHARGE...I QUIETLY CALLED AN OLD FRIEND, NICK PATSAOURAS, AND ASKED HIM TO VOLUNTEER HIS TIME AND TALENTS, AND TOGETHER WE DUG IN.

WE WERE TOLD THAT THE NEW LANE ON THE 405 WOULDN'T OPEN BEFORE OCTOBER 2014 AT THE EARLIEST, POSSIBLY EVEN THE BEGINNING OF 2015.

PUT WE PUSHED, PRODDED, AND BUILT A NEW PATHWAY FORWARD.

SO TODAY, I'M PROUD TO ANNOUNCE THAT THE NEW LANE ON THE 405 FREEWAY WILL OPEN NOT IN OCTOBER, BUT NEXT MONTH. AND WE DID IT THROUGH GOOD MANAGEMENT, AND IT DIDN'T COST US A SINGLE EXTRA DOLLAR.

TO FIX CITY HALL, WE WON'T RELY ON THE SAME OLD TIRED APPROACH. WE ARE NOT A TIMID, MODEST CITY. WE ARE LOS ANGELES. AND WE DO BIG THINGS.

BIG THINGS LIKE THE LARGEST CONCRETE POUR IN HUMAN HISTORY, 10,000 YOUTH JOBS, A NEW ERA AT DWP AND REBUILDING NEARLY EVERY TERMINAL AT LAX.

I CHOSE THIS LOCATION TODAY AS A REMINDER THAT OUR BIG ACHIEVEMENTS HAVE NOT ONLY CHANGED OUR CITY, THEY'VE CHANGED THE WORLD—WE ARE THE CITY THAT SAVED THE OLYMPICS, THAT GAVE BIRTH TO HOLLYWOOD, THAT ENGINEERED THE SPACE SHUTTLE ENDEAVOR, HELPED SEND HER TO THE STARS, AND THEN BROUGHT HER RIGHT BACK TO THE CITY OF ANGELS, WHERE GREAT THINGS AND GREAT PEOPLE LIVE.

THIS IS OUR CITY. THIS IS OUR TIME. TOGETHER, LET'S BUILD LOS ANGELES OF TOMORROW.

THANK YOU.