

THANK YOU.

THANK YOU.

GOOD AFTERNOON!

HOW'S EVERYBODY DOING?

AREN'T YOU GLAD OUR CHARTER CALLS FOR ME TO BE SWORN-IN IN JULY?!?

TELL YOU WHAT—
NEXT TIME,
LET'S DO THIS IN NOVEMBER!

FIRST LET ME THANK THOSE UP HERE ON THE STAGE WITH ME TODAY.

KENIA AND LILLY,
WHO REPRESENT THE HOPE OF OUR CITY;
MY FAMILY—
ESPECIALLY MY PARENTS AND SISTER WHO TAUGHT ME THE MEANING OF PUBLIC SERVICE AND MY LOVE AND LIGHT AMY AND MIJA PRECIOSA MAYA. I LOVE YOU ALL AND THIS DAY IS YOURS, TOO.

LOOKING OUT AT YOU TODAY, MY FRIENDS AND FELLOW ANGELENOS;
AT THIS AWESOME SYMBOL OF OUR CITY AND OUR DEMOCRACY BEHIND ME,
I FEEL A DEEP SENSE OF AWE AND HUMILITY.

YOU SEE, MY FAMILY'S STORY IN LOS ANGELES BEGINS
HUMBLY—
ONE SIDE OF MY FAMILY CROSSING AN OCEAN AND A
CONTINENT TO FLEE PERSECUTION IN POLAND AND
RUSSIA, THE OTHER SIDE CROSSING A RIVER ESCAPING
WAR IN MEXICO, LOOKING FOR A
BETTER LIFE.

MY AND GREAT-GRANDPARENTS NEVER WOULD HAVE
DREAMED THAT I'D BE STANDING HERE TODAY – SOON TO
BE THE 42ND MAYOR OF THE GREAT CITY OF LOS
ANGELES.

WHAT'S REMARKABLE ABOUT MY FAMILY'S STORY IS
THAT IT'S YOURS TOO.

FOR SO MANY OF US, LOS ANGELES HAS BEEN THE LAST
AND BEST FRONTIER:

A PLACE WHERE DIFFERENCE AND DIVERSITY AREN'T
CASTIGATED,
THEY'RE CELEBRATED – LONG BEFORE THE COURTS
RULE IN THEIR FAVOR;

A PLACE WHERE IMMIGRANTS AND IDEALISTS AND
INNOVATORS FIND A HORIZON AS WIDE AND AS OPEN
AND AS LIMITLESS AS THE HUMAN MIND ITSELF;

A PLACE WHERE OPPORTUNITY PRACTICALLY HANGS
FROM THE TREES,
AND HARD WORK AND ENTERPRISE ARE ALL YOU NEED
TO SHARE ITS FRUITS;

A PLACE WHERE YOU CAN'T BE PESSIMISTIC, EVEN IF YOU WANT TO BE.

BECAUSE, IN THE WORDS OF WALLACE STEGNER - ***"THIS IS THE NATIVE HOME OF HOPE."***

LET'S FACE IT, IF YOU CALLED CENTRAL CASTING LOOKING FOR THE AMERICAN DREAM, THEY'D HAVE NO CHOICE BUT TO SEND YOU RIGHT HERE, TO LOS ANGELES.

AND IT DOESN'T HURT THAT THE WEATHER'S PRETTY NICE, TOO.

DESPITE OUR SUNNY DAYS, THESE PAST FEW YEARS, WE'VE ALL SEEN SOME STORM CLOUDS OVERHEAD:

A RECESSION THAT PUT TOO MANY PEOPLE OUT OF WORK, AND OUT OF THEIR HOMES, AND CHALLENGED US TO REMEMBER THIS BASIC TRUTH:

WE CAN NEVER, EVER TAKE JOBS AND GROWTH FOR GRANTED.

FOR TOO LONG, IT'S BEEN TOO EASY TO ASSUME THAT NATURE'S BOUNTY AND OUR PEOPLE'S INDUSTRY ARE ALL WE NEED TO PROSPER.

WITHOUT THE RIGHT PUBLIC POLICY –
WITHOUT THE RIGHT FOCUS AND COMMON SENSE FROM
OUR LEADERSHIP –
WE’LL NEVER MAKE THE MOST OF THOSE
CRUCIAL ASSETS.

YES, WE’VE MADE PROGRESS.

ANTONIO VILLARAIGOSA HELPED MAKE LOS ANGELES A
SAFER, GREENER, AND STRONGER CITY THAN HE FOUND
IT.

MAYOR, YOU HELPED US NAVIGATE THROUGH SOME OF
OUR TOUGHEST DAYS AND POINTED US SQUARELY
TOWARDS A MORE PROSPEROUS FUTURE.

ON BEHALF OF ALL OF US,
I WANT TO SAY THANK YOU.

BUT IF WE WANT A PROSPERITY THAT LIFTS UP ALL OUR
PEOPLE –
IF WE WANT TO LEAD A NATIONAL ECONOMIC
RENAISSANCE,
AND NOT JUST HOPE TO RIDE ITS UNSTEADY WAVES –
IF WE WANT TO PREPARE A GREAT CITY FOR A WHOLE
NEW ERA OF INNOVATION AND OPPORTUNITY –

WE HAVE TO WORK TO MAKE IT HAPPEN.

THAT’S WHAT I’LL DO.

WORK.

HARD.

ON THE BASICS.

THESE TIMES DEMAND A BACK-TO-BASICS MAYOR –
FOCUSED ABOVE ALL ELSE ON OUR ECONOMY AND JOBS.

AND THAT'S WHAT I INTEND TO BE.

WE HAVE TO ACCEPT THAT THE DAYS OF SEEMINGLY
SPONTANEOUS GROWTH IN HUGE MEGA-INDUSTRIES ARE
GONE, MAYBE FOR GOOD.

BUT WHAT REMAINS IS SOMETHING OF EVEN GREATER
VALUE:

OUR HUMAN CAPITAL,
THE TALENT AND INNOVATION AND ENERGY THAT HAVE
MADE LOS ANGELES THE CREATIVE CAPITAL
OF THE WORLD.

I LEARNED AS A COUNCILMAN, AND AS COUNCIL
PRESIDENT, THAT WITH THE RIGHT STRATEGIC FOCUS,
WITH THE RIGHT FUNDAMENTALS – WORKING
TOGETHER– WE CAN HARNESS THAT HUMAN CAPITAL
AND CREATE GOOD JOBS — NEIGHBORHOOD BY
NEIGHBORHOOD, ALL ACROSS THIS CITY.

I LEARNED THAT TEAMWORK MATTERS—
THAT CONSENSUS MATTERS,
THAT A CITY HALL THAT WORKS TOGETHER AND A
REGION THAT PARTNERS AS ONE IS MORE POWERFUL
THAN A DIVIDED AND FRACTIOUS METROPOLIS.

I CONGRATULATE MY COLLEAGUES AT
CITY HALL, OUR NEW COUNCILMEMBERS,
OUR NEW CITY ATTORNEY AND CITY CONTROLLER AND I
REACH OUT A HAND TO MY PEERS IN NEIGHBORING
CITIES AND IN THE COUNTY AND IN OUR SCHOOL
DISTRICT FOR US ALL TO TAKE UP THE TASK OF
REBUILDING LA TOGETHER.

I CAN'T WAIT TO
WORK WITH YOU,
WITH OUR NEIGHBORHOOD COUNCILS,
WITH OUR FAITH COMMUNITY,
OUR LABOR AND BUSINESS LEADERS, AND EVERYDAY
ANGELENOS TO GET BACK TO THE BASICS TOGETHER.

WE HAVE TO START WITH THE MOST BASIC TASK OF ALL:
HANGING A BRIGHT NEON SIGN ON OUR CITY THAT
SAYS...

***LOS ANGELES IS
OPEN-FOR-BUSINESS.***

WE NEED TO CHANGE THE WAY PEOPLE SEE OUR
TRADITIONAL INDUSTRIES, SO THEY CAN THRIVE AND
GROW.

WE NEED TO MARKET LA, AGGRESSIVELY AND CREATIVELY, TO THE WHOLE WORLD – AS THE GATEWAY TO THE PACIFIC RIM, AND THE GATEWAY TO NEW IDEAS AND INNOVATIONS.

THAT'S WHAT I'LL DO AS LA'S SALESMAN-IN-CHIEF.

WE NEED TO NURTURE SMALL BUSINESSES – WHICH, AFTER ALL, ARE THE GLOBAL GAME-CHANGERS OF THE FUTURE.

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THAT MEANS CUTTING THROUGH A CLUTTER OF REGULATIONS AND RED TAPE, AND SAYING TO SMALL BUSINESSES AND SCRAPPY START-UPS: YOU'LL HAVE A LOCAL GOVERNMENT THAT'S OFF YOUR BACK, AND ON YOUR SIDE.

TO ME, NOTHING IS MORE BASIC THAN PHASING OUT THE BUSINESS TAXES THAT SCARE AWAY JOB CREATORS, OR SEND THEM RUNNING TO OTHER CITIES.

NOW, TAX POLICY CAN BE PRETTY COMPLICATED.

SO LET ME BREAK IT DOWN TO JUST TWO NUMBERS... ONE AND 88.

LA COUNTY HAS 88 DIFFERENT CITIES.

AND WHEN IT COMES TO HIGH BUSINESS TAXES, THE CITY OF LA IS NUMBER ONE.

I'M NOT AFRAID TO TELL YOU:
THIS IS ONE AREA IN WHICH I INTEND TO LOWER OUR
CITY'S STANDING.

IT'S A SIMPLE PRINCIPLE:
YOU CAN'T ATTRACT JOBS WITH ONE HAND IF YOU'RE
OVERTAXING THEM WITH THE OTHER.

TO THOSE WHO SAY CUTTING BUSINESS TAXES IS JUST
TOO EXPENSIVE,
I SAY:
LOSING JOBS AND BUSINESSES AND ALL OF THEIR TAXES
IS A LOT MORE EXPENSIVE.

WITH THE RIGHT FOCUS, WITH THE RIGHT TENACITY AND
DRIVE, WE CAN MAKE SILICON BEACH MORE THAN A PIPE
DREAM – WE CAN MAKE IT A PIPELINE TO THE FUTURE,
WITH ENOUGH START-UPS AND TEEMING TECH
COMPANIES TO GIVE OUR NEIGHBORS TO THE NORTH A
RUN FOR THEIR BITCOIN.

AND WE CAN'T STOP AT NEW ECONOMY JOBS.

WITH THE RIGHT INDUSTRIAL POLICY,
WE CAN RECLAIM A CRITICAL PART OF OUR ECONOMIC
HERITAGE, LIKE HELPING LA'S AEROSPACE INDUSTRY
TAKE FLIGHT AGAIN, LEADING A NEW MANUFACTURING
REVOLUTION, AND RETAINING AND GROWING OUR
LEADERSHIP IN INTERNATIONAL TRADE AND TOURISM.

WE MUST FOCUS ON THE HIGH-SKILLED,
HIGH-PAYING JOBS THAT TOGETHER BUILD STRONG
NEIGHBORHOODS AND AN EVEN STRONGER CITY.

I'LL FIGHT TO ATTRACT FORTUNE 500 COMPANIES AND STARTUPS ALIKE.

IN FACT, I'LL CHASE AFTER JOBS AND COMPANIES AROUND THE COUNTRY AND AROUND THE WORLD.

IT SHOULDN'T BE EASIER FOR A BUSINESS LEADER TO GET A MEETING WITH THE GOVERNOR OF TEXAS IN LA THAN IT IS FOR GETTING THEIR OWN CITY HALL TO LISTEN TO THEIR NEEDS.

I'LL TAKE THE FIGHT OUT OF STATE—
IF ANYONE SERIOUSLY THINKS LOS ANGELES DOESN'T HAVE BETTER WEATHER, BETTER PEOPLE, AND A BETTER QUALITY OF LIFE,
THEN THEY ARE
“ALL HAT AND NO CATTLE.”

GETTING BACK TO BASICS ALSO MEANS BRINGING HOLLYWOOD BACK HOME – AND ENDING RUNAWAY TV AND FILM PRODUCTION FOR GOOD.

OUR STATE LEGISLATURE HAS TO UNDERSTAND: MEANINGFUL TAX CREDITS FOR OUR ENTERTAINMENT INDUSTRY ISN'T SOME SHOW-BIZ BOONDOGGLE.

IT MEANS MORE JOBS, MORE TAX REVENUE – WHICH OTHER CITIES ARE TRIPPING OVER THEMSELVES TO TAKE AWAY.

I'LL LOBBY HARD IN SACRAMENTO, AND AT THE COUNTY LEVEL – AND I'LL SET AN EXAMPLE IN LA, BY WORKING TO ELIMINATE THE TANGLE OF FEES AND RULES THAT MAKE FILMING HERE FEEL MORE LIKE “**LES MISERABLES,**” INSTEAD OF “**FAST AND FURIOUS**” LIKE IT OUGHT TO BE.

OF COURSE, TO BE ECONOMICALLY STRONG, WE'VE GOT TO MAKE OUR COMMUNITIES THE SAFEST IN THE NATION.

WE SEE STORIES ABOUT OTHER CITIES STRUGGLING WITH CRIME AND VIOLENCE.

THAT WON'T HAPPEN ON MY WATCH.

WE'RE GOING TO KEEP REDUCING CRIME AND VIOLENCE

–

UNTIL EVERY LAST ANGELENO CAN WALK THE STREETS FREE FROM FEAR.

THAT STARTS WITH SMART POLICING, INCREASED FOCUS ON STUBBORN POCKETS OF GANG CRIME AND PROVIDING THE YOUTH SUMMER JOBS AND INTERVENTION PROGRAMS THAT KEEP CRIME FROM HAPPENING IN THE FIRST PLACE.

WE CAN'T LEAD THE ECONOMY OF THE FUTURE UNLESS OUR EDUCATION SYSTEM TRAINS AND RETRAINS US FOR THE JOBS OF THE FUTURE.

LET'S WORK WITH OUR VETERANS RETURNING HOME FROM WAR TO HELP THEM WIN THEIR FUTURE WITH A GOOD JOB.

LET'S WORK WITH OUR DREAMERS AND OUR IMMIGRANT COMMUNITIES AS WE TRANSITION TO THE NEW IMMIGRATION LAW WE HOPE FOR – ONE THAT SWINGS OPEN THE DOORS OF OPPORTUNITY, AND MAKES IT CLEAR: WE MAY NOT ALL SHARE A COMMON PAST, BUT WE SURELY DO SHARE A COMMON FUTURE.

AS A BACK-TO-BASICS MAYOR, I'LL PRIORITIZE THE CITY SERVICES THAT MAKE OUR NEIGHBORHOODS BEAUTIFUL AND OUR CITY SHINE.

WE'LL FILL THE POTHoles, PAVE THE STREETS, FIX THE SIDEWALKS, AND TRIM THE TREES.

AND WE'LL HAVE A CUSTOMER-FRIENDLY GOVERNMENT, ONE YOU CAN ACTUALLY REACH ON THE PHONE.

IT'S NO USE PAINTING A LOFTY PICTURE IF YOU DON'T HAVE THE BRASS TACKS TO PIN IT ON THE WALL.

WE'LL WORK TO BRING WHAT IS TOO OFTEN A ROTARY-PHONE GOVERNMENT INTO THE SMARTPHONE ERA.

SOME OF MY MOST GRATIFYING WORK ON THE CITY COUNCIL WAS APPLYING NEW TECHNOLOGY TO THE OLDEST, MOST STUBBORN PROBLEMS.

LIKE THE SMARTPHONE APP, WHICH LETS ANGELENOS REPORT GRAFFITI AND POTHoles AS THEY SEE THEM.

OR THE PARKING APP WHICH SHOWS DRIVERS WHERE TO FIND EMPTY PARKING SPACES ON THE STREET IN REAL-TIME.

AND WE'LL STREAMLINE BUSINESS PERMITTING — WITH ONE PORTAL THAT REDUCES DECADES OF BUREAUCRACY TO A FEW CLICKS OF A MOUSE.

WE'LL WORK TO MAKE GOVERNMENT LEANER, AND MORE EFFICIENT – RESTORING DEPLETED SERVICES IN A WAY THAT COSTS YOU LESS AND SERVES YOU MORE.

AND WE'LL START IN THE MAYOR'S OFFICE ITSELF.

TOMORROW MORNING, I WILL ASK EVERY GENERAL MANAGER TO REAPPLY FOR HIS OR HER JOB.

THEY'LL HAVE TO START BY GIVING ME THEIR IDEAS ABOUT WHERE WE CAN SAVE MONEY, HOW CAN WE PROVIDE BETTER SERVICE, AND WHAT THE FUNDAMENTAL MISSION OF THEIR OFFICE SHOULD BE.

AT THE END OF OUR EVALUATIONS, WE'LL SPECIFY NUMERICAL GOALS FOR EVERY DEPARTMENT AND EVERY GENERAL MANAGER – AND WE'LL MAKE THEM PUBLIC.

WE'LL TELL YOU WHEN SOMETHING IS WRONG.

WE'LL FIX THE THINGS THAT ARE BROKEN.

WE'LL DOUBLE DOWN ON THE THINGS THAT WORK.

WE'LL EXPERIMENT AND TAKE CALCULATED RISKS.

AND AT EVERY STEP OF THE WAY, YOU, THE PEOPLE OF LOS ANGELES, CAN HOLD OUR FEET TO THE FIRE, AND SEE THAT WE'RE MEETING OUR GOALS, AND MAKING LA THE CITY YOU NEED AND DESERVE IT TO BE.

NONE OF THIS IS PUNITIVE.

I WANT TO DO WHAT ANY FORWARD-LOOKING COMPANY OR FOUNDATION DOES, AND CONSTANTLY ASK:
IS THIS JOB OR RESPONSIBILITY NECESSARY?

AND HOW CAN WE DO IT BETTER?

YOU SEE, I BELIEVE IT'S IMPORTANT TO ASK BEFORE YOU ACT;
TO LISTEN AND LEARN BEFORE YOU LEAD.

THAT'S WHY,
TOMORROW MORNING,
I'LL START MY OWN ECONOMIC
ROUNDTABLE —
MEETING WITH NEIGHBORHOOD
BUSINESS LEADERS, SMALL BUSINESS OWNERS, AND
ENTREPRENEURS TO ASK WHAT THEY NEED AND WANT
TO CREATE JOBS AND GROW OUR ECONOMY.

I'LL EMPLOY THAT SAME LISTEN-THEN-LEAD STRATEGY
ON THE WHOLE RANGE OF ISSUES FACING OUR CITY AND
OUR PEOPLE –
BY HOLDING PUBLIC OFFICE HOURS, WHERE ANGELENOS
CAN COME AND MEET WITH ME, AND KEY MEMBERS OF
MY ADMINISTRATION —
TO SHARE THEIR PROBLEMS,
AND THEIR IDEAS ON HOW WE CAN SOLVE THEM.

IN MY FIRST HUNDRED DAYS AS MAYOR,
I'LL ALSO MEET WITH FORTUNE 500 AND SILICON BEACH
EXECUTIVES — AND WITH LEADERS OF OUR TOP
UNIVERSITIES, NON-PROFITS, PHILANTHROPIES, AND
OTHER MAJOR INSTITUTIONS.

THEY ALREADY PLAY A CRITICAL ROLE IN LEADING THIS
CITY.

I WANT TO ENGAGE THEM AS PARTNERS, AND GET THEIR
BEST THINKING ABOUT HOW WE CAN MAKE LA THE BEST
THAT IT
CAN BE.

NOW, THERE'S ONE MORE THING I CAN PROMISE YOU:

I WILL MAKE MY SHARE OF MISTAKES IN THIS JOB.

I WON'T BE A
PERFECT MAYOR;
FAR FROM IT.

BUT WE ARE A GREAT CITY.

DURING THE LAST OLYMPICS, WE WON MORE MEDALS
THAN MOST COUNTRIES.

THAT SAME SUMMER,
OUR BRIGHTEST MINDS HELPED LAND A ROVER
ON MARS.

AS I SAY THESE WORDS, WE ARE SURROUNDED BY A CITY
THAT LEADS THIS PLANET IN ENTERTAINMENT,
IN MEDICINE, IN FASHION, IN MUSIC, AND IN TRADE.

YOU SEE, ONE PERSON, ONE MAYOR, BY HIMSELF,
CANNOT SINGLEHANDEDLY BRING ABOUT A MORE
LIVABLE CITY AND A MORE PROSPEROUS FUTURE.

BUT TOGETHER,
THE FOUR MILLION MOST CREATIVE, DIVERSE,
HARD-WORKING PEOPLE EVER ASSEMBLED IN ONE
PLACE IN HUMAN HISTORY, MARCHING TOWARDS A
COMMON HORIZON, ARE AN UNSTOPPABLE FORCE FOR
PROGRESS.

SO JOIN WITH ME TODAY, AND FOR THE NEXT FOUR
YEARS

TO LEAD THIS CITY,
WITH ALL OF ITS SCOPE AND MAJESTY –
TO BRIGHT DAYS AHEAD.

FIRMLY ROOTED
IN OUR PAST,
BOLDLY LOOKING
TO OUR FUTURE,
YOU CAN NOW SEE WHY I STARTED TODAY FROM A
PLACE OF HUMILITY.

AT MOMENTS LIKE THIS
I THINK OF THE CHALLENGES MY GRANDPARENTS FACED:

COMING TO A LAND THEY DIDN'T KNOW,
WITH A LANGUAGE THEY DIDN'T SPEAK,
WITH NOTHING BUT THEIR GRIT AND DETERMINATION TO
DO BETTER THAN THEIR PARENTS HAD DONE.

AND THEY DID.

AND WITH YOUR HELP AND HARD WORK,
WE'RE GOING DO IT TOO –
AND MAKE THAT PROMISE REAL FOR ALL OUR CHILDREN
AND GRANDCHILDREN –
FOR ALL WHO SHARE THE HOPE OF THIS
AMERICAN HORIZON.

AND SO, THIS GRANDCHILD OF IMMIGRANTS
THANKS YOU,
FROM THE BOTTOM
OF MY HEART,
FOR SHARING
MY HOPE,
FOR SHARING
MY JOURNEY —

AND NOW LET'S GET TO WORK AND BUILD THE CITY OF
OUR DREAMS.

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