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Mr. Russell Peterson

[0:00:00]

Interviewer: ...Peterson who is going to speak to you this afternoon for a few moments and then he has consented to open the floor to questions from the students.

Everyone, settle down, and I give you Governor Peterson.

Mr. Peterson: Thank you very much, Dr. Huffaker, Dr. Monroe *[phonetic]* [0:00:30], students. Great to be back teaching at the university again. But I'm pleased that I don't have to take the examination that you have to take.

When Doctor Zhivago Boris Pasternak writes that history cannot be seen just as one cannot see grass growing. Well, I agree that the full impact of history and a complete evaluation of events cannot be measured accurately except by future generations.

I think it is also obvious that the great events and changes we see today will be scattered through the pages of tomorrow's history. What we don't know was whether they would be worth a paragraph, a chapter or a volume, but we know they will be there.

Certainly, your children's history books will discuss how we got out of the war in Vietnam, the current war in India, the wage/price freeze and who knows, maybe Tubby Raymond on the Blue Hens. Well, in that sense, I believe we can see the grass growing.

Much of what is read about, talked about today about current events is more – that starts to picture more than it helps to give one the right perspective of the course of human events. It's pretty much like playing one play of a football every week and then all during the week having the reporters and the columnists and the analysts analyze that one play. Like on one week, the team, the Blue Hens run a play and lost seven yards and all week the reporters and columnists are talking about that, out talking Mr. Black and they ought to fire the coach because he called a wrong play and certainly they're going to lose the game with that kind of performance.

But then the next week, and the play they're on that week is score touch down and now they got the greatest coach in the country and certainly

going to win the conference and what a great team they have. But as you know, each play is only a small part of the game.

And so it goes with many of the events taken place today in our community. And some of the events that are recorded on history came about just because of plain luck, pretty much like the third-string quarterback who hadn't been in all year because he had a pretty bad memory.

But in this particular championship game, the first-string quarterback had been carried off early in the game and here on the last couple of minutes of the game, the second-string quarterback was carried out and the coach had to put the third-string around. He sent him in with his fingers crossed. They were behind, 13 to 7 at that juncture.

And on the first play, the quarterback called a play that lost 10 yards. And on the second play, he called on a play that lost 8 yards and the coach was having a bit over this. And finally, just the time for one play left, the quarterback called play number 11 and the coach was very irritated, but this was a quarterback's knee, but low and behold, there was a big hole on the line, the quarterback went through and scored and he kicked the extra point and run – won the game.

And when he came out the field, the coach raise hell with him about that, "Why, you're so stupid as to play number 11 in a position like that." And the quarterback said, "Well it was easy. I just looked to that big defensive back there, they're messing up our plays all day, that number of 76, I'm going to add it 7 and 6 and got 11."

[0:05:01]

And the coach said, "Why, you stupid jerk, 7 and 6 is 13 not 11," and the quarterback said, "See, coach, if I were as smart as you, we would have lost the game." Yes, many times, thing has happened, come about because of luck.

But let's look at Delaware for a moment and the events we are witnessing today that almost certainly will occupy the interest of state historians and possibly even of national historians decades from now. One of those almost certainly is the reorganization of our state government.

We in Delaware have had for decades the commission form of government with 147 boards and agencies and commissions that ran the

affairs of our state. The member of those commissions were appointed by the governor to serve over various times depending upon the particular commission. There'd be all the way from 5 to 28 members in a commission. But once they were appointed, they ran their particular business. They were autonomous.

It's very difficult to have any coordinated effort. The governor, for example, the elected executive had very little influence. It's very difficult to pin the responsibility in any way to get a responsive government. Decisions came very, very slowly. Years went by before decisions were made and even the simplest problems. And complicated problems are called for the coordination of a number of commissions. They were very difficult to get result.

Now both political parties in Delaware had been talking for decades about the importance of changing that government from a commission form of government to a cabinet form of government, a government – a cabinet form of government where you'd have a limited number of departments and the person heading that department would be appointed by the governor and serve his pleasure and have the full responsibility for the operation of that department.

We made that happened in 1969 and 1970 as a result of the work of many people throughout our state. It happened this time because we did things as a result of the experience of the past.

We knew that nearly every family in Delaware has some kind of a connection with one of the commissions or agencies in the state. Maybe a great resistance to change was **[inaudible] [0:07:49]** and therefore, it was important to get the people involve in making the decision. And so for months, we worked on communicating with the people in the commissions and agencies to get them to help make the decision.

We assigned the group not to study the problem but to make it happen. And out of it came a legislation is passed and signed the law. In August 5th, 1970, we had the first cabinet meeting. There's no doubt about it in my mind that this has been a tremendous events. I am the only – proud to be the only in the history of our state who have the experienced of functioning as a governor with the old commission form of government and with the cabinet form of government, a function of the former capacity for 19 months and now for about 16 months in the latter capacity.

The change is tremendous. The ability to get decisions made is so much higher. The rate of decision-making is so much higher. The efficiency of spending our tax dollars has markedly increased. But we certainly has stored up the pot from one of state to the other.

The resistance to change is great as I mentioned before. In fact, some people say, there's only one thing more certain in change and that is resistance to change. And because of this far sweeping change in our government, we have had many, many people upset and concern and uncertain about the future.

It is starting to change already and people are beginning to recognize the benefits of a compromise.

One thing for sure, the governor see there's a lot how to see it now than ever was before because now, you can easily point a finger at who is responsible and who has the authority for getting something done. And I think that is healthy for the community.

[0:10:03]

Let's talk about another key event which is – which has occurred that will have a tremendous impact upon the future of our state and I think the future of our country and that is the passing of the Coastal Zone Act.

As you Delawareans know and also you from other states who have a chance to explore our little State of Delaware, who know, we have a tremendous natural asset here. This little peninsula, the Delmarva Peninsula, because of its geographic location, has been able to escape much of the heavy industrialization which has occurred in our Eastern Megalopolis from Boston on down to Richmond.

We've been able to retain open-country and unspoiled ocean coast in Bayfront and Marshlands, open farm land and this is something to treasure, an environment of great value to all of us and of even greater value to the generations to come.

That particular land, particularly the land on the coast, the land in our collar coastal zone was threatened by a tremendous industrial exploitation. They might say we had too great opportunities for the same piece of land, the opportunity to continue to use it as we have been using it for recreation and tourism and the other opportunity was to allow a major industrial development, and hundreds of millions of dollars being invested in the area.

Realizing that this decision point had arrived, that the major refinery was about to break ground on 5,000 acres of land and total of 13 refineries have formed a consortium to develop areas along our bay and to build some offshore unloading stations for bringing huge tankers to bring oil to the East Coast.

And realizing that another companies had paid it on us, wanted to build an island in our bay and wish to unload coal and transfer that coal from the island to large ships to take the coal to Japan and Europe with the ultimate plan to bring iron ore back to that island or transportation across the coast way to the main land and there to feed steel mills.

We were all set for an explosion in the industrial development to that area. I called a moratorium on any construction along the bay and ocean front and appointed task force to make a study of the marine and coastal affairs of our state and come back with recommendations.

University of Delaware was strongly represented on that task force. Dean Will Gaither, for example, was one of the key participants. And out of that study came the recommendation that we set up a coastal zone and we exclude certain heavy industry from that area and we set up and control board to have to pass some other any kind of industry to be located there.

And we had a knockdown drag-out battle over this because all of the people were special interests. We're going to make money on the industrial development, fought us tooth and nail and they hired major law firms, PR firms to fight. But 13 of the world's largest oil companies involved and the world's largest transportation companies involved as a potent force.

The labor unions involved in such areas as heavy construction that we build in the refineries fought it very hard. United States Department of Commerce fought it. I went to Washington to see the secretary of commerce and he gave a strong pitch to abandon our plan to exclude industry from this area.

I stood ahead of the Maritime Commission, Mr. Gibson. United States Department of Treasury was concerned. People at the federal level said that I was being disloyal to the country, not concern, not about our region because we did need additional energy. We needed additional refineries, additional oil to feed our power plants to generate electricity and so on.

Many citizens supported this move especially many young people. And the government of Youth Council is particularly involved with a tremendous effort, as were various citizens groups.

[0:15:25]

One group called Delaware Alliance for Orderly Development work very hard on this problem was. In the community a bipartisan effort prove to be a partisan effort in the legislature, it was a knockdown drag-out battle there and the bill barely got through both houses, but did pass and was signed the law and now we have set of president in the world, by the way, for what has been done.

I was given an award in the name of all the people of Delaware by the World Wildlife Fund that annual meeting in New York City.

Prince Bernhard of the Netherlands who presided as president of this organization pointed out that for decades all over the world, communities had been fighting refineries over the same kind of issue which we raised here. And this is the first time that the community has won and that was the reason why we Delawareans was given this recognition by the World Wildlife Fund.

I believe therefore that these particular acts will be registered in the annals of history and it does set president here at home for us to resolve more, to hang on, to save guard some of those tremendously valuable natural resources we have that are threatened, that are a value not only to Delawareans but to millions of people in our region of the country. It does promote equality of living in our area.

I will add some other subjects which will be registered in the annals of history which had just happened in the last few years. Let's talk about the National Guard in the Streets of Wilmington.

When I ran for governor, that was the key issue. No matter what other subject we talked about, it always came back to that one issue. Because of a riot that occurred at the time of Martin Luther King's assassination that occurred in Wilmington, burning of a number of buildings, the National Guard was already the streets and that was a necessary move. It could have been taken care of in 10, 12 hours and then removed from the streets.

But they were kept on the streets for nine months. As I understand, that's the longest time the National Guard is ever been used continuously in America to patrol a community. And that guard patrol the – primarily the black neighborhoods of Wilmington. And this was a tremendous *[inaudible]* **[0:18:28]** as you no doubt can appreciate to the black community.

But more and more people became frightened as the months went by. They were convinced that without the guard they would be in real trouble. They would be robbed. They would be raped. Their security was threatened.

My opponent for governor was – had put them there and intended to keep them there and said so. And my objective was to remove them and that became this single issue, knockdown drag-out battle no matter where one went.

And out of that, came the election. When the election came, I barely squeaked through. Tens of thousands of Republicans from my party voted against me. Tens of thousands of Democrats from the other party voted for me because of that issue, a tremendous controversy.

The first thing I did within an hour after I was inaugurated was to remove the guard from the street of Wilmington. Fortunately, nothing happened at that juncture. That particular item is something you had to study, the attitudes of people before and after.

The tremendous change in the climate of human understanding in Wilmington has occurred over the last two years. It's frightening to see how people, very close friends can get wrapped up in an issue like that and so frightened about their own security that they would turn against you and we've seen that happened throughout history many times.

[0:20:10]

But it can happen here, too. And we had a very serious example of it right here in little Delaware.

Another item is the reduction of crime. Crime continues to grow in Delaware and in the nation. And to my opinion, the crime index is the measure of the quality of life in a nation or in a state. It measures our failures, our failures in the home and in the school and the church and in business and government. And I say it measures the number of dropouts from our society.

And if we can have a major impact in reducing crime, we are going to have a big impact in improving the quality of living. And in order to reduce crime, we had to change many things, not just in the police, in the courts, in corrections, that's only a small part of it, but throughout the important systems of the community like education, like neighborhood associations, like government, if we are to make a tremendous improvement in the quality of life in our community.

We set out in Delaware to use a different approach to this. And instead of just talking in generalities as we've done for decades about reducing crime, better quality of life, it's so easy to say that, no one can pin you down from the specific about it, but I decided if we already set a goal, a quantitative goal and put a goal data on it and that the community behind it will have a markedly greater probability of succeeding.

We've had a good example of that in our country, when President Kennedy said in 1960, "Let's pick the goal of getting to the moon in 10 years," now most people, I'm sure, thought that was a ridiculous goal. The probability of succeeding was almost zero. But leadership said that it was a reasonable goal and that we could do it. People took it seriously and then resources were put behind it and as you know, we did get to the moon in 10 years.

We can carry out many very difficult and important programs here on earth with a similar kind of dedication, a similar kind of establishment of goals. And so we established in Delaware the goal of stopping the rise in crime rate and turning it down to 50% at the fifth year and having that done by 1980 and we mean it. I think it can be done. It's going to call for other resources of the community of – to be brought to bear on many aspects of our way of life.

I became chairman of the National Governor's Conference on Primary Adoption and Public Safety. And last September in Puerto Rico, I sold the governor's conference of adopting that goal, cutting the crime rate in half within 10 years.

And recently, I was appointed chairman of the National Advisory Commission on Criminal Justice Goals and Standards. We met in Williamsburg yesterday. We are going to issue our report to the nation in September.

I hope to have the federal government and the states all buying this goal of reducing the increase in crime and cutting its rate half within 10 years.

And we can do it, but it's going to call for a tremendous input of resources in the areas with an outgoing insufficient magnitude today, for example, in the area of vocational education, to give young people more of a choice in life so they can find a fit between what they want to do and can do and an opportunity in the community, to get more people turn down with a career and turn down with raising hell or something else.

Another item here which has occurred as of great significance as you probably know, it was true in Delaware as true throughout America that if you got arrested for some minor violation such as a traffic violation and you were fine 35 bucks, you had the \$35, you could lay it down on desk of the magistrate's court and walk out a free man, parking nobody pay much attention to you, might help a mere old man or something out of that, but your friends didn't ostracize you, you didn't lose your job, you didn't kick out of school, you just paid \$35, economic transaction.

[0:25:26]

If you didn't have the \$35, you went to jail and you went into a cell on most cases. And there, the state paid your room board and paid man to guard this dangerous person. And then while you were there, you're exposed to many people who are major problems, really, it was a college of criminal knowledge where they were sent. And then when they were released to the community, they then had a prison record. And earlier, the application for job used to say, most of them still stay, "Do you have a prison record?" And if you said yes, you didn't get a job, even a medium job.

And that just triggered off a whole series of problems and difficulties that led people into more and more problems. The community did that. We outlaw that in Delaware, first state in the nation to do it. And a year later, then over a year later, United States Supreme Court ruled that it was unconstitutional to lock somebody up because he couldn't afford to pay a fund.

Other states haven't as yet implemented that. We established that precedent here in Delaware and 1/3 of the people used to have locked up and our adult prisons were there because they couldn't afford to pay a fund.

Another phase where we did first is in the area of alcoholic detoxification. We also passed a law which said you cannot lock somebody up because he's a drunk. A fair percentage of the people in our prison were there because they had picked up drunk. And now that doesn't happen. They're

now taken to an alcoholic detoxification center where they're treated as patients.

If they commit some crime, while they're drunk, that's another matter. But if it is just a case of being drunk, they're treated at an alcoholic detoxification center. It's out the Bissell Hospital.

And in a very short time, then the next two weeks, I will be announcing to the community that on January 2nd, we will be ready to open our first drug detoxification center as a result of a law we passed last year. And this, too, says, that somebody who was in trouble from using drugs on his or her volition or because they're sent there by somebody else can go to a drug detoxification center where they also can be treated. And if they accept the treatment program, the court will release them from any charges dealing with the drug.

A little sideline here, another thing we did was this helped to reduce our prison population, was to outlaw locking up hitchhikers, used to be true that hitchhikers would go to prison. And I remember back when I was studying the prisons long before I decided to run for governor, going into one of our prisons in *[inaudible]* **[0:28:36]** Kent County seeing some new clothes hanging out of rack and then a violin case and a new suitcase and I asked him, "To whom to that equipment belong?"

And they said, "That's a student from down the peninsula here in Maryland who was hitchhiking up to Wilmington area, then to hitchhike out to the Midwest of College." And he was picked up and locked up for 10 days. That happens all over America as you probably know, but no longer can that happen in Delaware.

We've had a major reform on our magistrate system. Professor Dolan *[phonetic]* **[0:29:13]** here at the university has been a student of the magistrate system for many decades. I better not say many decades but a few – I'll get in trouble with it, but a few decades. And he can tell the story very effectively of how our magistrate system was used as a political patronage system, or people who had worked for a political party were given a job with – in most cases, varied little qualification.

In fact, we had some magistrates who are not on the job anymore who had IQs in the 70s. That's true. Three years ago, we had them on roll. Now, we will not accept anyone or a – interview via screening committee unless he has an IQ of at least 115.

[0:30:08]

University of Delaware gives the test, checked in many ways before they are considered for appointment to the magistrate system, and then we have an extensive training program for them.

Let's talk about litter and waste. As you all know, we messed up our communities from one end to the other for all kinds of litter. We've put on a major drive in Delaware to try to change this. We have had a major impact in some areas particularly along our coasts.

But one of the things we are doing which is unique in America is designing right now a plant to state, put up a million dollars and awarded the contract to Hercules to design a plant which would take the solid waste from New Castle County, feed it to this plant for conversion to salable products.

A lot of valuable ingredients in our waste which can be reprocessed to salable products, instead of putting in the landfills, instead of dumping it at sea and so on, be converted to something useful and not disposed of important raw materials.

Let's talk about our welfare system. It hasn't been working and that's true in the minds of welfare recipients, welfare workers, the whole community. And one reason is we haven't put the effort in it to help people to reorient their lives.

And yet, in the same time, we've done a great job with vocational rehabilitation or somebody who has some physical disability, eye like missing, an arm missing, blind, for example, will be worked with for months and even years by people in vocational rehab to help them become psychologically adjusted to taking care of themselves, train the skill, employed. And out of this has come thousands of Delawareans who are excited about their career, happy taking care of themselves.

We can do the same thing with most people on welfare. And so we had set up here in Delaware a demonstration program financed mainly by the federal government which involves taking 3,500 of our welfare recipients and assign them to our vocational rehabilitation division where people can work with them to find the key to helping them redirect their lives so they can take care of themselves.

Citizen involvement is vital to making these things work and we had given great emphasis on this. And I think throughout America, it is showing the

citizens are becoming more and more involved in the political process, more determined to make the political process work and that's healthy.

As Governor Nelson Rockefeller of New York has said, and I picked him because he's been governor for 13 years, right now is the most difficult time he's known about for governors. The communities are zeroing in on the elected executives, to demand results, to communicate, to present ideas and that's certainly happening in Delaware.

And we have tried to encourage that through town hall meetings, through citizen's hours, through a governor's youth council, through a council for women, through many efforts to get groups of people involved.

And we've made many, many changes. Changes create ways, cause people to be irritated, but it takes time for people to recognize the value of the change, but that is occurring now in Delaware. People are beginning to recognize the advantage of this thing we just talked about.

But this has been true throughout history. Wherever there's been change, there's been reaction to change. And the more the change, the more the reaction. That might be one way of measuring the progress of history is by the disturbance created in a community.

We think you in Delaware, we have the opportunity to make this state a model for the nation. Only half a million of us, yet we have all the accoutrements of any state, an ease of communication, a streamline organization in the state government. There's no reason why shouldn't be able to show the way and that's a great challenge, I think, for young people to try to accept that challenge to show how we can demonstrate to America and to the world, how we can produce equality of living here ahead of any other place.

[0:35:00]

Let me close with another quote by Otto von Bismarck *[inaudible]* **[0:35:04]**, history is simply a piece of paper covered with print; the main thing is still to make history, not to write it.

And I'll be glad to answer any questions you have.

Yes, sir.

Unidentified voice: **[OFF MIKE]**

Mr. Peterson: The action of New Jersey?

Unidentified voice: **[OFF MIKE]**

Mr. Peterson: Yes, I went to Governor Cahill back when we're working on our plan and asked him to set up a task force like ours, after a number of months, he did that. They still have quite a way to go before they will have their recommendations finished.

I have talked to Governor Cahill repeatedly about this. He tells me that he has deeply concern about protecting the bay. I do know, however, that the oil companies, when we have excluded from Delaware, are looking for sites on the New Jersey side.

But it is vital. The whole region looked at this problem. And I think that the area in the southern part of the bay, it hasn't been industrialized the New Jersey side as yet, has a pretty good chance of being retained for recreation and tourism by them, too, but that hasn't been done as yet.

Yes, sir.

Unidentified voice: Governor, in – you're paying money to education. Where do you find the money? Has the economy stand up now with the *[inaudible]* **[0:36:37]**?

Mr. Peterson: The economy stands up very well. In fact, that is one of the areas I'm particularly placed with because we more than produced beyond my anticipation in this education area. There is a place for – there's been a lot of misunderstanding. A lot of it has steered by this political business that goes on.

Here are the facts in the education area. Delaware is the – first of all, the second state in the nation, in the extent to which the state supports education. We support – we pay for 73% of the cost of education in elementary and secondary schools. New Hampshire, for example, pays for 4%; Hawaii is the only one ahead of us, they only have one school district, that's what – that's true.

The – over the last five years – five years ago, Delaware's total budget – I should say, of Delaware's total budget, 54% went for education. This year, we increased that from 54% to 56%. The total number of dollars went to education this year was increased by \$11.5 million over last year. Some people have said it was decreased. Obviously, they were dead

wrong. There's been a marked increased in quantity of dollars and in percentage of our total state budget.

Let's talk about *[inaudible]* **[0:38:10]**. We have given a lot of attention to early education. Delaware was way behind of times in supporting kindergartens. It wasn't until 1969 that the first kindergartens were paid for by the state. As of this September, every school district in Delaware has public supported kindergartens, 9,000 kids in Delaware now in kindergarten. We have poured a lot of money in the head starting daycare centers as well.

Let's talk about vocational education. This has been the most rapidly growing segment of education. Tremendous increase in our vocational schools in Delaware Technical and Community College. The number of students in Delaware going on to college, going to University of Delaware, going to Delaware State, going to Delaware Technical and Community College has markedly increased.

The number of teachers per thousand students back in elementary and secondary has increased. For the five years before I became governor, there was a gradual decrease in the number of teachers per thousand students, or say it differently, increased in the number of students per teacher.

But talking in terms of teachers per thousand students, the number kept coming down. As of 1969, it has been reversed. This year, we have the highest number of teachers per thousand students ever in our history.

There's been a lot of talk about rewarding teachers. Teachers in Delaware moved from 13th in nation in salary to 9th in the nation. In fact, five states are very close to group together. There are only four states in America that paid their teachers significantly more than we do in Delaware.

You can go on and on of examples of advances in education *[inaudible]* **[0:39:58]** when we started this career education program of the objective that everybody gets out of school whether they graduate or not, whether this is so with the job offer or an acceptance to another institutional learning.

[0:40:10]

And we started this September for their first grant of \$1.3 million, programs in every high school in the state with the objective of having

comprehensive vocational programs in every high school within the next three years.

Those kids who had trouble, some handicap like learning disabilities, they remarkably increase, special education for them. We just started doing that for learning disabilities two years ago and we have 700 and some in that program this year.

So your premise was wrong, it doesn't support facts. Yes, sir?

Unidentified voice: I think the question here is spending money in dollars to award **[OFF MIKE]** to found some to reflect is going to save money for it. In other words, in terms of **[inaudible] [0:40:55]** \$500 or \$5,000 is **[inaudible] [0:41:00]**.

Mr. Peterson: I don't understand what you're talking about. The – we have in Delaware, **[inaudible] [0:41:09]** state, the problem of collecting garbage, disposing of sewage, beer bottles, beer cans, soft drink cans, plastic containers, paper et cetera coming at as increasing volume with the community paying for collecting the stuff.

All over, our community is discarded. The community pays dollars to have landfills, to fill up the landfills with the debris, their called sanitary landfills are far from sanitary, a good free developments for rats. They destroy valuable land and so on and its great persistence to using any more of our land for that purpose.

Other products have taken up and dumped off the coast undoubtedly harming our natural resource. And what we have done here is through a competitive bidding, pick the company with the best plan, which we work done hard at the state. They plan to take in these waste products to convert them to salable products and thus reduce the cost to the community and to save natural resources and not mess up our environment. To me, this is a tremendous investment for the good of higher priority and we're going to work at the devil to bring in the box.

Yes, sir.

Unidentified voice: The land speculation has been – probably been – we have very backward attitude towards the using of that **[inaudible] [0:42:38]** of land although that **[inaudible] [0:42:40]**. Has there been any thought to **[inaudible] [0:42:45]** the changing of **[inaudible] [0:42:48]** reasonable attitude for landing run somewhat like in the target I supposed.

Mr. Peterson: I think that it is true that the speculation on land has handicapped the building of homes, for example. I've been working for a number of years to get low and moderate income housing and it's very difficult to provide low and moderate income housing when the land value is escalating.

In fact, there are some merit in the single tax variably that places – they value on the land and doesn't – tax one and the improvements put on the land. And I believe that the system which is used in some communities – no place I know of where they have a pure single tax approach, but in some communities where they have a combination of the regular way of assessing property in the single tax *[inaudible]* **[0:43:55]** approach.

I think they have demonstrated better control over this problem than we have demonstrated here in Delaware. But it is a problem of increasing significance. If you have any ideas how to cope with that, I'll appreciate having them.

Unidentified voice: Well, this might also eliminate the cost where *[inaudible]* **[0:44:14]** are put on the *[inaudible]* **[0:44:16]** where it's got the amount *[inaudible]* **[0:44:20]**.

Mr. Peterson: I agree.

Unidentified voice: **[OFF MIKE]**

Mr. Peterson: If you have some suggestions how to handle it, write to me, will you?

Unidentified voice: *[inaudible]* **[0:44:29]**.

Mr. Peterson: All right, please, please. Yes?

Unidentified voice: I just want to ask, did you think that *[inaudible]* **[0:44:35]**.

Mr. Peterson: Well, I think that – let me point out that they need a report which has many, many recommendations in has some recommendations at I'm working on, but for the most part, it was like the notes of a debating team. It was a sign – a primitive side of a proposition but the DuPont Company family is detrimental to Delaware.

[0:45:12]

And they throw away all the data they got on the other side. And I know they did that from a two-hour of conversation they have with me, that's

what happened. And, of course, Will Frank reported that's what happened with his conversation with them.

The DuPont Company, as far as I can detect from my experience as governor, has no direct influence on our state government, as a company. Now, it's made up of many people, something like 23,000 employees in Delaware and when you add the other members of the family, maybe 80 some thousand people directly supported by income from wages and salaries from the DuPont Company.

And so there's a wide variety of feelings and views and you could pick any subject and find – a DuPont employee and one side from the DuPont playing those sides. In fact, the major opponents to my being elected were DuPont employees, by the way.

Now, the – whenever you have a *[inaudible]* **[0:46:20]** number of people who work in one area in the state, you're bound to see them active in many areas particularly when they hire so many college graduates and bring them here international headquarters from all over the country and they come here.

I came here. I wanted to solve the cancer problem. I have no interest in working in industry. We have \$5,000 worth of bills and I came here to get a job to pay those bills and I was going to go back to University of Wisconsin after that.

My family was on welfare and I went away to college. I had none of this background of a wealthy family. In fact, I came here a little concern from what I had read from the University of Wisconsin and maybe those big companies did a lot of detrimental things. But my experience didn't produce such evidence.

The tremendous variation in human beings and experiences and backgrounds, any large family gets a diversity of viewpoints. But you take item after item on either report. Delaware aunts who live here can go through it and look at it and find their own evidence to show that it is one-sided. For example, the state of Coastal Zone Act was done by me in order to support the DuPont Company's desire to keep the blue collar worker out of Delaware.

Well, first of all, the DuPont Company officially was against the Coastal Zone Act. And secondly, the strong – and the strongest supporting group was UAW, the biggest collection of blue collar workers in the state, work very, very harder for the Coastal Zone Act.

And so there's so many phony kind of things. They will stay in the same paragraph, give the DuPont Company hell for participating on something and in the same time, giving hell for not participating enough. Just look at the logic involved in that and you say they flunked in the debating course.

Interviewer: I don't think we have time for anymore questions. And I want to thank you so much for coming.

[0:48:24] End of Audio