

Scarpino: Are you ready?

Mutz: Yup.

Scarpino: Okay. We've already sound tested so.

Mutz: Okay.

Scarpino: I'd pretend that I was you...

Mutz: Al right, that's fine.

Scarpino: Thank you very much, for sitting with us, for this third recording session, and just for the sake of caution, I am going to ask you again for, permission to record the interview, to transcribe the interview, and to deposit the interviews with you, in the IUPUI parsons special collections for the use of the patrons.

Mutz: That's fine, I agree as I have before.

Scarpino: Okay, in that way if the paperwork gets separated from the interviews at some point in the future we still have your permission so . . .

Mutz: Yeah.

Scarpino: I want to ask you two follow-up questions, two things that we talked about last time, based on my having listened to the CD, and then to talk about your -- State Senator, and State Representative, and the General Governor, and then, the election for Governor. We talked about the City Committee last time, and you also gave us a primer on the City Committee in the pre-interview. At the pre-interview, you said that the idea for White River State Park, came out of the City Committee, and in fact the idea had come up at a gathering, your Grand View Lake cottage.

Mutz: Right.

Scarpino: Can you tell us how that idea came out of that particular gathering?

Mutz: Well, this was a retreat like arrangement, in which we spent a couple of days together and the themes that I

have outlined for you, about the future of Indianapolis, built around amateur sports, the arts, the education, agriculture, food and nutrition, we talked about, how you would make those real, and among the proposals, was a conversation about the White River, and what everybody said was, here we have a landmark in Indianapolis, and the city has largely turned its back on the White River. You know that time it really had – it's still that way to some extent and so we said, well why don't we do something with the river front, that's how the conversation started, and then the idea, no, the name White River State Park had not evolved at that moment, that was, matter of fact Bob Orr is the one who added the word state. (Laughter) We eventually, were referring to it as the White River Park and of course, Bob felt that if the State would provide funding for it, and to be deeply involved in the development of it, then it ought to be called quote a State park. There also was the big debate about the fact that the image of State parks back in those days was not as good as it should have been, and we believe that, because it didn't have the kind of attention or the kind of financial support that it required. So, we created a separate White River Park Commission to administer the affairs of the Park, which makes it decidedly different than all the other State Parks in the system. Those are some of the conversations took place that weekend. We said we really wanted it to be a state and all that kind of stuff, so, that's kind of the background.

Scarpino: Do you remember what year that it took place in?

Mutz: Well, I can't tell you exactly.

Scarpino: Approximately?

Mutz: Well, I think, the way we could figure that out is we go back and take the year of enactment of the legislation that created the White River Park Commission and Louis Mayhern ???spelling??? and I were the authors of the bill in the State Senate to do that; of course this is like a lot of things in a legislature, you passed the bill that authorizes the creation of the thing, but the funding comes later and it did come later and as you know the funding has been spread out over every year

-- every two years, since then as a matter of fact. We envisioned originally, this as having a greater amusement aspect then it does now.

We discussed with Disney, with Knotts Berry Farm, with others, over the time period of development; inclusion of their features and one time we came very close with Disney we believe. Eisner, the CEO of Disney actually came to the Indianapolis, I spent time with him wheeled him around Indianapolis, and so forth, and they were thinking about doing a series of what they called 'smaller regional attractions' and this might have fit, well, one thing lead to another and they had other priorities for their investment capital, and they took a pass on this.

Now, over the years, the park did develop, with some other features that we had not originally envisioned at that time. The Eiteljorg Museum, the State Museum, now we always thought of a state museum as being in this park, and one of the field trips that we as a group -- the City Community took was Toronto, yeah. Now Toronto has a lake front park and we saw ourselves kind of recreating some of the aspects of that. If you've ever been there, you know it has a water feature, it's a little different and it's built around a family attraction. Its also built around a concept in Toronto, in which the entire province regularly sends school children to Toronto, from the far reaches of Ontario, which and they're really are far reaches in that part of the world, and when they get there, they go to the Lake Front Park, they go to several museums, and we saw a recreation of the same thing in Indiana. It featured Indianapolis with application to the entire state, and it's gradually occurred. The dream really has taken place. Now, there were some other things about the park that we wanted, that had never happened and I still think they ought to happen, but that's . . .

Scarpino: . . . For example?

Mutz: Well, we saw it as having a central feature that could be identified with Indianapolis, much like the arch in St. Louis, the tower in Seattle or the -- I call it the Space Needle I guess that's the name of it, and one of the visions that we had for this, now, this is not the

City Committee's vision it was one later on that my wife came up with when she was doing a study for Lilly Endowment on agriculture, food and nutrition. She actually did a fairly major study about how those things might evolve and she saw a giant version of the DNA molecule, created in a tower that would become a symbol and of course we saw this as cutting-edge, we saw it at the time Eli Lilly and Company were just beginning their work in this field, it seemed to fit and of course now that we got this new initiative now on economic development involving bio-technology would even be more appropriate. Now, one of the problems with these features is -- they are very expensive to build and usually not self-sustaining in terms of the revenues they produce. Even though you can take a ride in the arch in St. Louis -- the revenues from those rides do not sustain the maintenance of the thing. So, that was one of the problems that we had in that respect. But at any rate those are some of the White River State Park features.

Scarpino: When you started to answer the question about White River State Park, you noted that one of the things that motivated the discussion that ultimately lead to the idea of White River State Park was the understanding that the city had really turned its back on its river. And I assume that the late ship quality of life and sort of an overall vision for the future of Indianapolis, but what did you see when you look at the river on those days right on the edge of our town?

Mutz: Well, what you saw was an industrial complex. You saw fifty and eighty- year-old buildings that were related to an industrial era. Of course, you saw the IPL generating station which is still there, you saw a railroad running through the middle of the area and a number of other facilities -- a meat packing plant, a bunch of things that were related to the old Indianapolis. I mean that was in fact an industrial sector of the community. And, you know, we're not alone though, lots of cities have turned their back on their rivers that ran through them and even the navigable rivers --the Ohio River was never considered to be a navigable river in sense of trade; the Ohio River obviously is, though Louisville, Kentucky, only recently has finally figured out, this is a beautiful river. We've

got to plan around it make it attractive; use it for a lot of kinds of community and living experiences. Well, as I said, for some reason a lot of cities turned the other way. Even the State House in Indianapolis, when originally designed, was to front toward the river, not toward downtown. That the actual real architectural front is on the side that looks out toward the complex there are to the west.

(00:10:02)

Mutz: Well as you know, almost everybody else thinks that the other side of the State House as being the front entrance to the State House because it faces the Circle; the Circle being in the center of things in Indianapolis. So, I mean, yes, you are absolutely right, what we see is, almost a change in terms of how people think about their downtown.

Scarpino: And that was obviously one of the goals of the Committee was to, get people to think differently about downtown?

Mutz: Yeah, I think it is, the same sort of transition that Mitch Daniels is attempting to achieve here in Indiana right now; Mitch is, from a popularity standpoint, at a low ebb in his political career, I hope it's the lowest it gets, but, the point I make is that he -- everything from changing time, that is daylight savings time and toll-road leases and privatization, a whole variety of other changes there, are aimed at saying, Hoosiers need to change, we need to get used to change, we don't like it but we need to get used to it. Well, we were thinking the same way, at that particular time, and it was not quite as radical a change as we are seeing now or experiencing now; but the crisis wasn't as severe then. We still had a viable economy in Indiana, our economy is almost not viable today. So, it seems to me that, you've hit right on a key point, and I didn't emphasize it enough when I was talking about it. We were saying this is a time to think differently.

Scarpino: Do you -- now, when you walk around downtown, or go over to the State Museum, or take a stroll through White River State Park; do you think, that the kinds of activities, initiated by the City Committee, have kept

downtown Indianapolis, economically and culturally viable?

Mutz: I do, beyond our fondest hope. The thing that always makes me feel good is two things. One is to be able to walk, from the river, to the Circle Centre Mall, and then, out to the IUPUI campus. Now in Indiana, we don't walk that much; but in New York City that's not a long walk, it really isn't, and I have done it. I tried to do it at least twice a year, partly because I want to see -- you can see things much differently when you walk, than when you drive by. And so, that's one thing that makes me feel good is to be able to walk, and take a look at those things. And the second thing is to be downtown at night. We have, comparatively speaking, a dynamic nighttime economy, in Indianapolis downtown. Very few cities our size do. Downtown Cincinnati doesn't, downtown Columbus Ohio doesn't, downtown Toledo doesn't, downtown Cleveland really doesn't although there is a piece of Cleveland, that's pretty exciting, and -- we've visited a lot of these places during the City Committee area, I mentioned the visit to Toronto. We also went down to Atlanta, when we were thinking about the dome stadium. We wanted to see, their dome stadium, and spent some time with them, find out how they financed it and all that sort of thing. We did a lot of these field trips.

Scarpino: So, the dome stadium was another idea of the City Committee?

Mutz: No, I shouldn't say that, I don't think I'd really call that a City Committee idea, we wanted Market Square Arena obviously . . .

Scarpino: . . . You mentioned that . . .

Mutz: . . . That's the predecessor; it's not a dome stadium in the same sense. Well, I guess it is, I don't know, what you call of its basketball arena and, I don't think, the City Committee, at that era, really envisioned tearing it down; that came a long later, in all fairness . . .

Scarpino: . . . I can't resist asking you this; did you play any role in the move on the coast in Indianapolis?

Mutz: . . . I played only a minor role. When you interview Jim Morris, which I know, you are going to do; you'll have a chance to ask him more about that. There were four or five key players in that; I was not one of them. I was in the State House at that point and I did play a role in seeing to it that, the things that were done at the state level, that were necessary to make this happen, did happen. But, I was not a key player on that point.

Scarpino: As, you reflect back, on all the changes, that have taken place in downtown Indianapolis, many of which originated as ideas of the City Committee and the group people you've worked with, do you think it's an example of you exercising leadership?

Mutz: Well it -- that's a good question because this was something, that came from a group of people, exercising leadership. You normally think, of leadership as, being a solitary activity, it isn't necessarily a solitary activity. And that may be a key question to think more about the future, that I haven't thought too much about. You talked earlier about networks?

Scarpino: I got it out without leaving a witness. (Laughter). Could you talk a little bit about but I mean I realize that I sprang this on you, but it does seem to me, that leadership is more than a solitary activity in the institutions like, the City Committee play leadership roles, and it's somehow -- it's greater than the sum of its parts, could you talk a little bit about that institution exercising leadership?

Mutz: Without any question, the City Committee did provide leadership, as a group, and individually, I mentioned projects like, the Pan American Games, and the Sports Festival, that we held in the city. Those both were, City Committee activities, the people that actually lead the events, came from the City Committee, Ted Bone, being one of them, for example.

But, the question you are raising here is -- what happens when this kind of a group, gets together, and I guess what I think happens is a cross pollination of ideas, and energy, and then if you like each other, and you get along, which we seemed to do -- and we got

along with very diverse people, this was a diverse group really, in a lot of ways. Suddenly the common goal, of greatly improving the city, that all of us, had some strong emotions for, most of us were natives of the city; kind of brought us together, in a kind of an unusual way. I am having difficulty quite frankly, putting my finger on the difference between individual leadership and group leadership like this. It may be that individual leadership initiatives come from those—ultimately, somebody does have to be a leader, in a situation. There's that old joke about you can't have co-presidents, and co-chairmen seldom work kind of thing but, there is an energy that comes from that kind of a situation and it did.

Scarpino: One other question that came up as I listened to the CD from our last interview: you mentioned that our current Governor Mitch Daniels was mentored by Keith Bulen, now I understand that he is a little younger than that coterie of people we've been talking about up until now, but he nonetheless was a product of Keith Bulen's mentoring.

Mutz: There is no question that, if you wanted to hear one of the best tributes to Keith Bulen, you should have heard Mitch Daniel's eulogy at his memorial. Probably the best expression I've heard -- I don't know whether that's memorialized some place or not but if it isn't, it would be a great piece to keep. Particularly now that Mitch has become Governor, nobody dreamed he'd be Governor at the time he delivered that particular eulogy but yes, there is no question, that Keith had a big impression on Mitch.

Scarpino: What was Mitch Daniels doing when Keith Bulen identified him as somebody he was going nurture and mentor?

Mutz: He was a bright, young college kid, and you see, he was the son of Dotty and Mitch Daniels Senior. Both of them were avid volunteers and active in the local Republican Party. They were part of the Action Committee. Dotty Daniels; I can remember Dotty for years and years, long before I ever even knew her children. You know, she was Republican World Chairman, and all these things, that we attribute to

the activity of those days. You know, Keith knew Dotty and Mitch, loved them, trusted them, and when Mitch came along, and expressed a little interest in politics, Keith was quick, to try to find young people, places to volunteer.

Scarpino: Now, he was in Law School when Keith Bulen first . . .

Mutz: Well, I think he was -- that little piece of history, I am a little unclear on and perhaps you should check some place else but when Keith first brought Mitch into his inner circle, so to speak, he was working in an operation that Keith ran to run campaigns for people. Now, I am not sure whether this was a full profit venture or not, but it was during that time that I really got involved with Mitch because Mitch was the campaign manager for my campaign against Dan Burton for the State Senate, in 1974.

Scarpino: Did the operation to run campaigns have a name?

Mutz: It did, and I can't think of it right this minute. Yeah it did, it has a specific name, and I can't give it to you right this moment.

Scarpino: I am going to follow up on something that I know we talked about before but so that I get it in here, you mentioned the Republican Action Committee? Briefly, what was that?

Mutz: Well, Republican Action Committee, was this group of, Republican office holders, and volunteers in part led by the office holders, and by two individuals, John Burkhart, the founder of College University Life Insurance Company, and John Niblack, who was the Circuit Court Judge in Marion County. They were the two, titular leaders and more titular they were the real muscle behind this effort.

We took -- we went about the process of taking the party control away from H. Dale Brown, who was the party boss, I'll call him, and we did this by electing precinct committee men in over 200 precincts in Marion County. Enough votes in the County convention, so that Dale Brown didn't even run, he didn't stand to be re-elected and then, our candidate

for County Chair was Keith Bulen. Keith came along, during that time period; he was not one of the original members of the Action Committee, but he was one those people we sought out and I remember the Republican office holders, was including my mother-in-law, Marsha Hawthorne; she said, Keith is the right guy to do this and that's what happened.

Scarpino: I should just say as an aside that when we interviewed Keith Bulen many years ago, he had some very nice things to say about your mother-in-law also. (Laughter)

Ok, I would like to talk for a few minutes about your career in the state, as a State Representative and a State Senator and if I have the dates right, 1967 you ran successfully, for State Representative and then you served as State Representative through 1970.

Mutz: Now, I think we need to clarify that the elections are in the even numbered years, so I was elected in '66, my first service was, in the session of '67.

Scarpino: I did have that in mind (laughter).

Mutz: I am just in, for the sake of the correctness and then, the sessions in those days were held every two years; they were by-annual sessions, and they lasted only 61 days. These were actual calendar days, so we are talking about a much briefer kind of stint at that time.

Scarpino: We have already talked about, the fact, that you still have an active career as a business -- and we have also talked about the fact, that you ran in 1964 and lost, but, to what do you attribute your success in '66?

Mutz: Well the success of the Action Committee. I was nominated on an Action Committee slate. See, when we slated people, we slated every office on the ballot and we pushed the slate and asked the constituency in each precinct as we elected new precinct committeeman -- this was an era where there was a lot of personal contact between Precinct Committeemen, and the people who lived in the precinct and all that sort of thing.

Scarpino: So, one of the jobs then of the Precinct Committeemen was to turn up vote.

Mutz: That's right -- for the right people.

Scarpino: I know, I understand, just down the street (laughter).

Mutz: I always laugh about these people who say isn't this wonderful, we had a great turn out. Well, our philosophy wasn't great turn out, it was great turn out of our people and I guess, this goes back to Abraham Lincoln, there is a famous quote by Abraham Lincoln who said -- and I'll paraphrase it; he said, 'Make a list of all the voters, determine those who are for you, and those who are against you, and make certain, that those that are for you get to the polls.' Now, that is the philosophy, and that's elementary and simplistic, but which one has to turn out, out of the people, who are going to support you. That what's its about.

Scarpino: So, really electing all those precinct committee members was creating a partisan grass-root structure.

Mutz: Exactly.

Scarpino: And it worked?

Mutz: It absolutely worked, and of course -- I think I told you earlier that state representatives were elected at large at that point from the County. So I was just part of the slate, I mean we all won, that's what happened.

Scarpino: You seem to have been a very busy, and productive generous State Representative, I know, that 1967 you were a member of the Ways and Means Committee and you were a Chairman of the Interim School Finance Committee, and then in 1969, you were the Chairman of the Finance Committee, and I read that in 1969, you authored nine successful bills. Was it customary, in those days, for freshman representatives to be assigned a Ways and Means or to chair committees?

Scarpino: Well, it wasn't, except for the fact that what we did was, once we had taken control of the legislature, you have to understand that legislative control switched from Democratic Party to Republican Party...

Scarpino: In the '66 election?

Mutz: ...yeah, and it was a landslide election and the Marion County Organization, had been enormously responsible, not totally, but enormously responsible for that switch. So Otis Bowen came to be Speaker of the House. He'd been minority leader two years before and so, the Marion County delegation, negotiated as a delegation, this was Keith Bulen's model and first thing we did was elect a chairman, Larry Borst, became the Chairman of the delegation, at that point and in our negotiations we want to originally -- this will be an interesting story for you -- but originally, there were two candidates for speaker. A representative from Noblesville named Billy Howard and Otis Bowen.

Now, all of us, had been courted by both of these candidates during the year. After the primary, speaker candidates come around and talked to the Republican candidates to get their support for speaker saying; this is how you campaign for that office. Well, we had decided, Billy Howard was our guy, and so, the actual vote is a ballot vote, it's a private ballot and so you don't know who voted which way. But, we had essentially said to Billy Howard, all the Marion County votes are going to go to you.

But that didn't happen; that there was at least one of them that didn't and that was, we believe now, Charles Bosma, who is Brian Bosma, the current Speaker of the House's father, who was in that delegation with us. Now, he was a prior legislator, he'd been a legislator couple of terms back; and he knew Bowen, and he liked Bowen and he trusted him, and they had a lot of common realities between the two of them. So, I think he -- we don't know this; we'll never know the sure of it but that's our assumption that Charlie voted for Otis, and that is probably the ballot that he won with. It was very, very close, and I don't remember the exact count, but it was like one vote.

And, so -- then the question was -- well, here we are, we have supported the wrong guy, how do you get what you want out of this? Well, this is a sign of a very

unusual leader, but Doc Bowen said, 'I am not going to take retribution out on you people. I want to know what you want, and I'll do my best to accommodate you because you have brought some of the brightest people, in recent years, to the General Assembly.'

So, we had four Committee Chairmen, out of our delegation from Marion County, plus a Ways and Means slot and I was the Ways and Means selection out of the group. Now, I was, because I had specialized in terms of finance during the primary and so forth.

Scarpino: And you were also Chairman of the Inter School Finance Committee?

Mutz: Well, that came along later. Yeah, that was a situation in which, almost everybody realized the school formula; that is the distribution system, for distributing aid, the local school corporation was broken, and needed to be fixed and so, I chaired that committee, and we re-wrote the school formula and actually passed it in 1969. My colleague in doing that, is an unusual colleague in that -- she was a Democrat, her name was Carolyn ???spelling??? Johnson. Now Carolyn Johnson is a -- was maybe still a faculty member, here at IUPUI, in the School of Public and Environmental Affairs; but, I gotten to know Carolyn, because she was, at that time a staff person for the State Commission on tax and financing policy . . .

Scarpino: . . . Which was it?

Mutz: . . . A study group, largely business people, and others who were appointed by Governor, and Speaker, and President pro-tem and so, Carolyn was really one of the brightest, and best informed, on public finance, that I came across and it's ironic that a number of years later, Carolyn, and I, co-taught a course here, at IUPUI, at the School of Public and Environmental Affairs. But anyway, Carolyn was my colleague, adviser, in re-writing the school forum and she taught me off a lot, about the public finance, and about the legislative process -- so that's the history of that.

Scarpino: Who was that -- was there one individual that made a decision that Marion County's representative support would not go to Otis Bowen?

Mutz: Bulen.

Scarpino: Bulen?

Mutz: Oh absolutely, yeah. I mean, he asked us, what we thought and, I got to tell you that Billy Howard was a more dynamic leader, in the sense of more outgoing, of more charisma, whatever the word is. Doc Bowen, who of course I worked with over the years -- and as I think, Doc and I haven't always been on the same side, that's one of the examples.

But, Doc is one of these people who wears very well over the years. He also has a memory that is almost perfect. He remembers who was with him, and who was against him, at a given moment of time, and he doesn't openly take retribution, but he remembers when key questions come along; a very subtle kind of leader in a sense.

Scarpino: When, he won the Speakership with a razor-thin margin, it may be one vote.

Mutz: Yeah, I think it was.

Scarpino: And, he elected, at that point not to take retribution, but to re-chapter the Marion County delegation, would you define that as a pivotal leadership moment for him?

Mutz: I think, it definitely was because there were so many more things historically to come along after that. Doc wanted to be Governor, and he ran for Governor, against Ed Witkin in the State Convention. Bulen was a Witkin supporter, I think, I've talked to you about this previously and Doc continued his desire to be the Governor, and was one of the few people in history to successfully run for Governor from the Speaker's role, its not a normal place for somebody to make their case, to be the Governor. You know I think, it's a -- it isn't a case of, that Bulen ultimately saying, 'Well Doc,

I appreciate the way, you handled it yourself.' It's the give and take of the political process.

Scarpino: Is there anything else that took place during your terms as a State representative that I should have asked you about? Didn't have quite the insight to do . . . (Laughter).

Mutz: Well, those years, as I said, the legislature was a really part time endeavor at that point, we were beginning a number of interesting ways of thinking about Marion County and I guess one of our major goals as a legislative delegation was to get a local option income tax passed and Bowen was absolutely opposed to it and his platform was essentially that the legislature should limit the revenue capability of local government, so called property tax control program, property tax relief program; Doc had an interesting slogan during his campaign for Governor and he said, his line was, he listens and this was built along the line of the friendly, family doctor who comes and holds your hand when you are sick . . .

Scarpino: . . . And I say for the record that he was a medical doctor . . .

Mutz: . . . Yes, he was a medical doctor, that's right, yeah but the thing that was really interesting during that time period that we always get a kick out of was that he was, he based his campaign on property tax relief, the replacement of property taxes with other state collected taxes, sales and income taxes and he, they ask him what should this program look like, how high you want to raise this and change that, and he said I don't care about that, that's something the legislature and its wisdom is going to work out. He said I believe in the legislative process but he said there are three things I want it to be and that was substantial, visible and lasting. Now, if you were in a campaign back in those days, you heard that line substantial, visible and lasting 900 times during that year-and-a-half and of course I still kid Doc about it when I see him, you know he gets to town, he is still a director of the Lilly Endowment here in town and so forth and I kind of give him a hard time about an occasion; at any rate, that's a very good example I think of something I said,

last time we talked and that is that Doc had an agenda, and no matter what else is going on that agenda was way up here at the top, now he also however and he kept it in front of the public, in front of the legislature and all people he was working with that he also of course had a project, a program for everything you can imagine. He is the only Governor I ever dealt with, whose State of the State Address was so long that they had to take a break after the first half, so everybody could go into the rest room and so forth and then came back and finished and that's before the time when we televised it, television would never have allowed this and you know you had to -- for an hour and fifteen minutes or something. Now to contrast that, his immediate predecessor Ed Witkin, he once gave a State of the State Address that I heard that lasted four-and-a-half minutes.

Scarpino: Oh my...

Mutz: Yeah and he essentially said everything is just fine in Indiana I am proud to be your Governor, you guys have done a good job and the less you do the better. And said a few other nice things and sat down.

Scarpino: Marion County Delegation was applicating a local option income tax...

Mutz: I carried the bill.

Scarpino: To what end?

Mutz: Well, it never got out of the committee . . .

Scarpino: . . . No but I mean you had it passed, what did you, why did you want local option income tax?

Mutz: Oh because we had -- again, back on the background of this we had all these dreams about downtown Indianapolis and about the community and about the image of sports and all the rest of it and we saw this as a revenue source to make some of those things happen and you have to have some money to make that kind of thing and of course the Lilly Endowment began to get active and Lilly Endowment was always willing to support things, but they wanted somebody else to do

something too. They were looking for magic money or participation.

Scarpino: You ran for State Senator in 1970 and served from 1971 to 1980 and in that time period you were Chair of the State Budget Committee of 77-78. What do you think were your greatest success as a State Senator?

Mutz: Well, before we get to that, I want to mention one other thing: I believe while I was still a House member, not this maybe a Senator, this is okay its in this category.

Scarpino: Okay (laughter).

Mutz: One of the things that there has to be mentioned was at the time period when the White Rivers State Park was created and Louis Mayer ???spelling??? and I were Senators at that point co-authored the bill but of course, part of the reason for doing this was that I had available to be a match from Lilly Endowment, so what I did was, I went to Lily Endowment and said this is our proposal. Now, Jim Morris was there at that time, he was not I don't believe an officer yet of the endowment but he clearly had the era of Tom Lake and when I actually met with Tom Lake and it was very unusual, very few people ever got to see him. And I said you know what we want to do is to we want to is to build this urban park its a convening location for the State Capital et, cetera. And now we see things that would benefit children and variety of family events and so forth. And I said we'd like to ask you to provide a match if I get money in the State budget, what I'd ask was for five million dollars if I get ten million dollars in the State budget and they made the -- that commitment.

So when you're talking about a project like this if you've got that kind of piece of financing, even though was I said, really there's no finance in the original bill had to be added to the budget bill later in the session. So, I'd have to consider that one of those important moments; I think the complete rethinking of our mental health and program for the middle-aged, the mentally disabled, mentally retarded as we called them in those days was another important moment in my career, we began the group homes, the gradual closure

of state hospitals and state institutions, we tried to do this in a way which we were not throwing people out on the streets which has been one of the criticisms made of reform in that area.

It happens, that one of the people who worked for Otis Bowen, who would later work for me was Brian Bosworth, who I mentioned to you earlier. Well he is the person who helped me design this program for the mentally retarded and it was just a series of a group homes around the State of Indiana and they still are there and they're prospering and working. I guess, I'll have to say one or the other accomplishments had to be the regular continuity of money for the development of the IUPUI campus. I was always involved to the budget and so in every session I had to make sure there was a little money in there to buy ground to what became available and that's what we did. Along that line, in addition to that, were the state appropriations that were matched by Lilly Endowment and others which created this campus, the library, the conference center; all those things are really on the category I think that took place during that time.

Scarpino: So, in your service on Budget Committee and later as Chair of the State Budget Committee you helped to facilitate that.

John Mutz: That then I think the other thing that I'd looked to with a little pride I guess is the revenue prediction system we used in Indiana. It's unlike any state in the Union and that's something that we perfected during my tenure as Chairman of the Budget Committee and as a member of the Budget Committee. I'm not sure whether you're familiar with how this works or not, but what we have is a situation in which the State Budget Director gets a group of economists whose will is to make independent predictions about the State economic performance during the next bi-annual period. Now, those then go to a technical committee who take the predictions as to income growth and things like that and then apply it to historical data as to how that will affect income tax collections, sales tax collections and the like. This is a by part as an activity with two appointees in each group coming from the political party members of the State Budget

Committee. The tie vote is the Budget Director who of course reports to the Governor and in the event that there is a disagreement, the party of the Governor wins in essence but there seldom ever is any disagreement. I got to tell you that for years, this system for projecting State revenue was not infallible but remarkably close to reality. What frankly has happened over the last six years – I think that's right, they've been off, not nearly as accurate. And I attribute this to the economic change that's taken place in the Indiana economy and in the world economy and this is the shift from manufacturing to service in a lot of ways.

But in terms of accomplishments, I think that the revenue projection system, at least when we got to a legislative session, we didn't argue about how much money there was going to be, we argued about how to spend it. Now in most States they spend as much time, arguing the credibility of your revenue projections verses your revenue projections and so that sounds like a small issue but I consider that from a government standpoint to be an important kind of thing. Another thing that I was involved in during this time period was the creation of the 'rainy day fund.' The rainy day fund was an idea that I brought to the legislative process, I introduced it several sessions in a row and ultimately it got passed but only I had left the legislature. I was Lieutenant Governor when a young representative from Bedford was the author of the rainy day fund. It was the same program that I had espoused. I have to say that in the legislative process, it's often the case, what you want to do doesn't always get done the first time, you got to try it out, sell it, test it and so forth.

Scarpino: Was the idea of a rainy day fund a controversial idea when you raised it?

Mutz: Yeah, it was, it controversial because it was thought to take some of the discretion away from the legislature and put it in the hands of the Governor. There are other things I was involved in when you're a member of the budget committee, you have your finger on the pulse of every state expenditure, that resides at all, so involved in those sorts of things. The other thing I'd

point to during that time period was the creation of the Automobile Excise Tax, now there are not many politicians who want to say, 'I created this wonderful new tax.' The Automobile Excise Tax was in fact a substitute for a Personal Property Tax on automobiles. It is one of those things that people don't like but it is a very fair tax. It's based on a reasonable kind of value and was a great improvement for two reasons; one, fairness, but the other was it was more reliable. We collected more money from it.

Scarpino: I can't resist saying this to -- at least twice in your career and legislature, you were as a Republican person to raise taxes, excise tax and local option tax. Did that have come back at you?

Mutz: Well, yes of course it did. The excise tax in particular did because Evan mentioned it in the campaign for Governor in 1988. And of course, that's one of those charges that's very difficult to answer in a 30-second television commercial and so far; my tax is more fairer than yours and that kind of thing. But nevertheless, you have to ask yourself when you are in a legislative situation, you know what is really the right thing to do and what good government? Everything can't be based on the next campaign and there are whole bunch of other things in my legislative career, bills I authored and all that kind of thing; some of which could be controversial. I may have mentioned earlier the mental health situation. When I went to Madison, Indiana and sat in on this four hour meeting whereby by told them why we shouldn't close their state hospital at Madison. Those kinds of things ultimately have to happen.

Scarpino: While you are in the legislature, you played a role in the legislation that ultimately created Unigov to combine certain elements of City and County Government in Indianapolis . . .

Mutz: . . . And that was in the House not the Senate . . .

Scarpino: . . . Right, right. I kind of skipped over that and I wanted to come back to it. Can you briefly tell us just your legislative role?

Mutz: Yeah. I think I mentioned to you earlier, the meeting at John Burkhart's house, where we came across the idea of a unified metropolitan approach. I was in a group of handful of legislators who actually wrote the bill during the interim time period and I mentioned all of these volunteer lawyers; we used to travel around the county during that time period and Dick Lugar would get up and give a pitch for unified government and somebody would get up and complain about something and so forth and Dick will say 'Well we didn't really mean to do that and so far these lawyers have taken notes,' and they go home that night and change the bill. I mean it was really a work in progress all the way through the public hearings and so forth. The bill itself, I was not the author of the bill, Ned Lamkin was the author of the bill in the House. But I was one of those who helped write it, I figured out along with the lawyers this unusual set of circumstances in which you got independent taxing districts super-imposed on one another.

Now our original vision was to have one taxing district for the entire County, one tax rate, schools and everything. And we could have done it if we had schools in the mix. But the way it was, because of the political compromises, we had a separate district for police service, separate district for fire service, separate district for parks, sanitation, I can't remember the whole list. And so what you had there was a very complex kind of taxing arrangement. Then of course we cut out the three excluded cities: Speedway, Lawrence and Beech Grove were excluded from portions of this program, but not from the special taxing districts, unless they had their own police departments or own fire department. So, yeah, I was deeply involved in the creation of the thing.

Scarpino: The individuals that you worked with, in the political round were extraordinarily successful at wresting control of the Republican Party apparatus from the gentleman who had been a long-term political boss from Indianapolis, you elected precinct a County precinct men who helped to turn out the vote, you took over the state legislature en masse which leads me to ask you: was one of the goals of Unigov to further

solidify the control of the Republican Party of Indianapolis?

Mutz: (Laughter) Well, we like to think that when we visualized this idea the first time, we saw it as a masterstroke for better government, more identification for everybody in the County and so forth. Clearly Keith Bulen knew and understood the fact that this made it possible to elect Republican Mayors for a longer period of time, and if you look at the quotes from Keith, nationally and otherwise, he occasionally said something about it, not very often but he did say something about it. So yes, it was involved in the struggle for power, I think you could say that.

Scarpino: Looking back on it now, over several decades, are you satisfied with the way Unigov has played out?

Mutz: Yes and no. I would have to say that I think that Unigov along with the Lilly Endowment's involvement in the County and the quality of private sector leadership made the difference in redoing the city and the state capital. But Unigov was not the perfection that we had hoped for. I would have, I mean if I go back and redo it today I'd put schools in it. You may recall that Unigov itself became one of the issues when bussing was ordered by Judge Dillon here in Marion County. And the reason was that we froze the school boundaries in the Unigov Bill that then existed. So Indianapolis Public Schools could not be expanding, so individual school districts all had their territory. Dillon found that to be discriminatory, that was one of the key findings in his order. So, first of all I regret that the schools weren't in it. Secondly, I regret that we didn't consolidate law enforcement at that time, but politically, neither of those was possible, because just this just this year you're seeing a law enforcement consolidated. We had not really considered the township trusty and all that issue at that time, that was not something high on our list but the other things; police and fire and so forth we thought you know it would be nice to consolidate those two. Again, the political realities of the moment made it impossible to do that. Now there is another thing I really regret and that is that we also, in an effort to get votes from legislatures outside of Marion County, we froze the

boundaries of the new metropolitan area, so annexation wasn't possible. Now in retrospect, that was a big mistake, because it made it impossible to annex into Hamilton County and into Johnson County et, cetera. Which in today's world you could argue might be a desirable thing to do.

Scarpino: What were the political realities that prevented consolidating schools?

Mutz: Race, primarily; under the surface, it was tailored in a different kind of conversation in those days, it was tailored in pride about Lawrence Township School system, pride in Speedway School system. Our system is a good one et cetera, et cetera why should we lose it? We'd like local control, all of those things. Under the surface however was the beginning of the 'white flight' and it was real in Marion County at that point. The fear was that the system as themselves would deteriorate if, those kind of things happened. Now, in my opinion, the whole system would have been a lot better if it hadn't happened that way.

Scarpino: What were the political realities that prevented the consolidation of law enforcement and fire departments?

Mutz: A Republican Sheriff and who is one of the action committee's key members.

Scarpino: What was his name?

Mutz: His name was Lee Eads, E-A-D-S. Lee was one of those people we brought along and we needed him. He was the key player in the situation. So you don't just turn around and cast out one of your colleagues who has put this cop coalition together you know. Along that same line of course we did eliminate the County Commissioners. They were not particularly involved in our effort and as strange as it may seem at that time, two of them were Democrats at the point, one was a Republican.

Scarpino: How did you – let's see how I want to frame this. We got a recent controversy in the city about consolidating law enforcement. How did you respond to that

controversy that unfolded, I mean at one point you were in favor of consolidating? Do you think it still makes sense?

Mutz: Oh! Yes, oh yeah, I think it still makes sense and -- but not because its going to save a whole lot of money. I don't -- we never saw Unigov as a big money saver but I think it makes sense for the law enforcement system to be a unified system.

Scarpino: I believe that in 1970 you ran for Republican State treasurer? I saw a very handsome picture of you on a campaign flyer. You were not successful in that bid?

Mutz: No, that's right, I was nominated by the Republican State Convention, the -- my opponent Jack New ???spelling??? in the fall, won. This was a very narrow loss in that election, not just for me but for all Republican candidates. Dick Roderbush ???spelling??? was at the top of the ticket, he was running for United States Senator, he was a Congressman against Vance Harkey ???spelling???. Roderbush lost by 4500 votes statewide which is just next to nothing. I lost by -- I would call 30,000 statewide, the smallest margin of any of the state candidates except for Roderbush. Bill Sailen ???spelling?? was running for Secretary of State, Trudy Etherton was running for State Auditor -- we all lost by a razor-thin margin. There was one judge who didn't win. His name was Paul Buchanan, and he is still alive as the matter of the fact, I saw him not too long ago. He was the one exception. We'd never been able to figure out how Paul Buchanan pulled that off but we suspected it was his contacts with lawyers all over across the State.

Scarpino: Why do you think the election was so close I mean from, race to race to race?

Mutz: It was a party election and that was a Democratic year Harkey ???spelling??? of course was an incumbent, it's always harder to beat an incumbent. I don't have enough data poll-wise and so forth to give you a good answer, well, for, you know all the other reasons.

Scarpino: I want to talk to you in a minute about your services as Lieutenant Governor, but before I do that I'm going to ask John to ask anything. This is John Beeler.

(00:60:04)

Beeler: I think I can save it for the end, I think I might have it answered, possibly by the end.

Scarpino: You were elected Lieutenant Governor in 1980 and then served from 1981 to 1989, on your major days you were President of the Senate, Executive Director of the Department of Commerce Committee of Agriculture Director of the Department of Employment and Training Services and I want to ask you a little bit about each of those areas.

Mutz: Okay.

Scarpino: Just for the record because we've spent a lot of time trying to business career and I noticed that on your resume, there's a, it shows that your association with several leasing corporation and fast food management both terminated in 1980 and did you have to divest yourself of those as you made the choice to run for the Senate Governor?

Mutz: Yes. Well, I mean, I wasn't forced by law, I was forced to do so by partners in the businesses and I don't mean that they forced me; it was a situation in which they had been generous people in making it possible for me to serve in public life and do the other things. And doing it part-time is one thing but doing it full-time is another. So it seemed an appropriate time to divest ourselves of the fast food business and then I just of course resigned from Circle Leasing.

Scarpino: So, you were really making a major career, a life-altering career move here (Laughter) as you decided to go to run for Lt. Governor.

Mutz: Yes, that's right, although you know I made a decision to run for state office back in 1970 with the same people and after I lost, they invited me to come back to the business again. So, that option might have been

available, but there was no agreement I can assure you of that.

Scarpino: What were your major responsibilities as President of the Senate?

Mutz: Well at the time I became Lieutenant Governor, all a Lieutenant Governor essentially did is preside over the Senate, vote in case of a tie, and render decisions as the Presiding Officer of the Senate. The real leadership of the body was in the hands of the President pro temp. That change had been made several years before and there was a decision made -- back in history when Dick Foltz ???spelling??? was the Lieutenant Governor, I believe, before Bob Orr became Lieutenant Governor. At that time the Lieutenant Governor actually appointed Committee Chairman, controlled the flow of Legislation through the Senate and so forth and the Senate decided this was not a good situation; they wanted control of their own body; that is move it out of the Legislative, I mean, out of the executive branch in the legislature branch. That was a basic decision; I wasn't involved in making that decision.

Scarpino: When you moved into the Presidency of the Senate in 1981, who was President pro temp of the Senate?

Mutz: Well, Bob Garten ???spelling??? was.

Scarpino: What do you consider to be your major accomplishments in that position?

Mutz: As President of the Senate?

Scarpino: Yeah.

Mutz: I don't think, I can claim any great accomplishments in that role. The only thing I could say about that time period was that for the first time in a long time we had no scandal in that body. I laughingly used to tell Bob Garten I said you're the only President pro temp that I served with or under who wasn't indicted. And you see the two predecessor President pro temps were: Chip Edwards and Phil Goodman ???spelling???.

Scarpino: And what were they indicted for?

Mutz: Well, they were indicted – well that's a good --- I don't know the exact charge, both of them actually served time and they were involved in payoffs I guess you'd call them; the use of private helicopters and airplanes and stuff like this and they also got some cash payoffs down the line, allegedly. That's historic fact at this point I guess.

Scarpino: We spent a lot of time talking about leadership and your experience and understanding in the areas of leadership, how did you exercise leadership as President of the Senate?

(00:65:00)

Mutz: Well, you really don't. Let me -- just to give you an example, the efforts of the Senate to take control of that body themselves. The Lieutenant Governor did not even attend caucus you see so, I was truly a part of the Governor's organization at that point, not part of the Senate, but it is a formality of sorts. But it's pretty much like Federal system.

Scarpino: So there was no exercise in power or . . .

Mutz: . . . Well, I wouldn't go quite that, quite that far. Yeah, I had served in the State Senate for nine years. I would spend lots of time with all these men and women. So when it came time to lobby for the administration's legislative agenda, I was probably the best person to do that. I could talk to everyone of them about our proposals, and it was during that time period that we passed this huge number of economic development programs in Indiana. Those were all legislative proposals of mine supported by Governor Orr. So I was very, very successful in getting those all passed during that time, but it's hard to split my role as President pro -- I mean as President of the Senate, and as Lieutenant Governor at that point. Clearly my personal relationships made a lot of difference in that situation.

Scarpino: Is that one of the reason you got tapped to run for Lieutenant Governor?

Mutz: Well I didn't get tapped. I was nominated in a direct primary in Indiana. I'm the only Lieutenant Governor in Indiana history who was nominated in a direct primary instead of a State Convention.

Scarpino: And a direct primary, is what?

Mutz: Well, a direct primary is where you run in a statewide primary election, and every single voter gets to vote for you, or against you, or for somebody else. The primary I ran in, there were four candidates for Lieutenant Governor, including Ralph Fenata, ???spelling??? who was the head of the Bureau of Motor Vehicles, which was a highly politicized agency at that time. Kermit Burrows, ???spelling?? who was the speaker of the house, and the fourth one was a guy named Gary, Gary Collins, I think that's right, from South Bend. What I'd have to say about this is, I won a very close primary. There was few votes separating for three of us. The outsider from South Bend got 4,000 votes, something like that. But I was fortunate enough to win that primary, and that's how I became Bob Moore's running mate, he didn't pick me.

Scarpino: Okay. You served as an Executive Director of the Indiana Department Of Commerce, and I assume in that capacity, not only where you promoting the economic development of the state, but also advancing the administrations' economic agenda. But I read that you were chief negotiator for the ten month bargaining session that brought the approximately \$550 million dollar Subaru-Isuzu plant to Tippecanoe County?

Mutz: Yeah.

Scarpino: Can you tell us a little bit about those negotiations, what was involved in that?

Mutz: Well, sure, but that was one among literally hundreds of deals in which I was involved in the negotiation. Our approach to the situation -- we had a staff of people, who were mostly bright young people, with not a whole lot of training, but who were quick learners. And they managed each of these new industrial or economic development projects. But there was hardly a single one that I wasn't involved in, in someway. Now, it

could be very simple, no more then a phone call to the President of the company, saying this is Lieutenant Governor Mutz, just want you to know that the state of Indiana really wants you to come ...

Total Duration: 69 minutes.