

JOAN LINCOLN
June 3, 1998

Joan Horne, Chair of the Town of Paradise Valley Historical Committee, and myself, Ann Townsend, are privileged to speak with Mrs. Joan Lincoln, former Councilperson and Mayor for the Town of Paradise Valley.

Interviewer: Good afternoon Mrs. Lincoln. Thank you for letting us come and visit you today with our little recorder. May we have your permission to quote you on any or all of your conversation?

Mrs. Lincoln:: Permission granted.

Interviewer: Thank you. Tell us a little bit about yourself. Are you a native Arizonan?

Mrs. Lincoln:: No, I was born in New Jersey and 15 houses later, in 1965, we moved here to Arizona. In between, we covered most of the country. My father was a Marine architect so we moved a lot because he went where the work was. When David and I married, we moved to New York where his job was. When he was asked by the family to go to Cleveland, we did that. Several places there. When we were asked also by them to come out here, we did that. We came in 1965. In 1973, when David finally got his own toy to play with and started his own company, that was Lincoln Laser. Lincoln Laser was sold this year to a British company because it made more sense to have a larger umbrella over the employees of that company. It's much wiser to have that umbrella particularly

when you have two or three clients that become very large and important to your company. If anything should happen to that arrangement, then you are in trouble. So that has been sold to a company called Westwind in England, which is owned by a larger company called Cobham which became prominent in World War II making jet engines. They wanted to diversify. That's why we're here because first of all, we were asked, and then it became a need and we've been here ever since. When I moved here, I looked at this house which was for sale. It was built in 1956. I thought why in heavens name would anybody want to build a house on a pile of rocks which was Mummy Mountain. At the time, I have pictures of this house when you look out toward Camelback Mountain and it's all desert -- rocks, low bushes, shrubs -- nothing like it is today.

Interviewer: Today you can see other neighbor houses that you couldn't in 1956.

Mrs. Lincoln:: There weren't very many neighbor houses to look at, it was quite empty.

Interviewer: After you moved here, what caused you to run for Council?

Mrs. Lincoln:: When I moved here I had to find something to do. I had four children by then. (But you're an artist.) Yes, but the art that I did at the time was down in a basement artist. When I lived in Cleveland, I was with the Cleveland Council on World Affairs, I went to the Garden Club, and I learned Japanese flower arranging. It was something Cleveland matrons did. I had a French twist on the back of my head and I dressed like a Cleveland matron. I spent a lot of time in a station wagon. We came out here and there

was a swimming pool. The first thing I did was whack my hair off. You don't get a tan in the summer, we came in August. I had to look around for something to do like home for unwed mothers, or the Phoenix Art Museum. I had a friend, a wife of a friend of my husband's whom he'd known since high school. She said why don't we go down to ASU and check out doing some school. We decided to go into Humanities because we had both done that. It is easy to step in when you're older to something you've already done. We decided to meet for lunch after we'd signed up. You had to have a Chairman. I thought of Art Chairman and she thought Library Science Chairman. We came back to lunch and found out that we had both enrolled for graduate studies each in our own particular field. That's when the art picked up again because it had been 20 years since I had done ceramics except poking around in it during the summers in New York. I began to do that in earnest. Because I did that and got a Masters in 1973, I had contracts for various small type mural things. My final show had been in murals because you don't get a degree by doing a place setting. You have to have something that fills the galleries. The Harry Wood Gallery had 13 wall murals of mine. They were quickly sold. I made more and they sold. Then there was a contest in the Town of Paradise Valley. I thought to myself why not do that. I went down to Town Hall and the lady behind the Post Office said why don't you submit something for this competition. I said what has been done already. She showed me some bronzes, some dancing children, some seagulls and things. I said something very irreverent and most unkind. I said, "I can do better than that." She said, "Well, they're discussing it in two weeks, why don't you." I went home and did a 15 inch, one inch to the foot, model of the sort of round, almost oval, cement whole in the wall, four feet high in back, two in front, set into the cement by one foot. I designed

something to go in there and took it to the next meeting. They said tell us about cost, cash flow, materials, whether it would survive weather (hot and cold), and all that. I did that and they accepted my job. It came in \$.98 under budget and two weeks early. It took me about a year to build it. One hundred and eighty-one panels and 18 firings in my large kiln. That's the Town fountain which we are now resuscitating because something went wrong with the Town's electricity. The piping grew old. It was finished in 1976, so it's 20 years old. It had five porcelain fish in it which were frequently broken or stolen and they'll probably have to be replaced. While we were sitting in the middle very warm hole in the ground, the Councilmen would come by every now and then. Peter Wainwright came up to the house about six months after they had given me about a third of the money to give me a book. He didn't want to give me a book, he wanted to see what was going on with their money in the backyard of my studio. He saw about half of the fired, finished pieces piled all laid out over brown paper to scale in the back bedroom. Again, other people became interested in the process until finally, the Councilman said, "You seem to know what you're doing. You seem to know about the money. You seem to know about cash flow." And I said, "Yes." So they said, "Would you consider running for Council." It had not dawned on me at that point. I had been to a couple of meetings. I wasn't much interested in politics. My husband said, "If you do that, you will not do any more pots." I said, "Oh yes, I will. I can do anything." Well I couldn't. The next 10 years I was a politician. I was elected for all the wrong reasons. I was elected because I was an older woman.

Interviewer: That's not a wrong reason.

Mrs. Lincoln:: That's a wrong reason at the time. They were looking for another woman to replace a woman on the Council that had given them a difficult time - six men and one woman. They said I would be easier, I believe, to (manipulate) work around. They could always say well come now and vote, we're all going to go for it, why don't you vote for it too. I would have to sit there and think. They would make fun of me. That was kind of charming. Because I was older, I knew about money. My husband had enough of it so that they thought, "Well she ought to know something." The street in front of Town Hall was called Lincoln Drive which made it very easy because it was a name identification. If Mr. Brown were running and it was Brown Avenue, it would be easy to remember and they remembered. People were very nice about it. I was successful. Four years later, those six men were for the most part out of the picture and I became Mayor because they needed somebody to be a ping pong net between three men who were disagreeing with other men almost constantly. I gave up the job of Mayor because the Council decided it would be wise and I agreed to run again for Mayor not as good for the Town as to have Bob Plenge do it. He said he would do it if I would continue as Vice Mayor. He said, "You can do all the stuff you've been doing," which was to write a newspaper column and to go down to the legislature and fight for things down there. In general, I enjoyed myself. He did all the things that a man in a group of men Mayors did, which was much more effective for the Town. His persona was right for our Town. He was smart and he never raised his voice. He didn't get nearly as agitated as I would occasionally. That's how I wound up as Vice Mayor. He and the Council said that was a good idea so I

continued as Vice Mayor and he as Mayor for the next four years. Then after 10 years, we both left.

Interviewer: You first went on the Council in what year? And in what year were you the Mayor?

Mrs. Lincoln:: In 1980 to 1990. I was Mayor from 1984 to 1986. It was interesting. I learned on the job. I had not been on P&Z or Board of Adjustment or connected in any way which I consider now to be exceedingly important to have done that to get some kind of training. Because of the year that I spent in that cement whole in front of Town Hall, I knew all of the staff, most of the people and what they did. I knew how to read a blueprint. I knew what design costs would be from having done that which was a help. When I later became the person on the Hillside committee I did that the most. The other Councilmen weren't particularly interested and when there would be an open slot of three months, they said to me in the beginning, "Well you seem to like that, would you do my stint." And so I did John Long's and Jack Brock's. For the first two years, I was on Hillside for 20 months. After that, I was just on Hillside until I left the Council. Sometimes it was difficult because you have to know drawing, percentages of cut and fill, and plantings and that. You have to know that and you have to know how to tell someone that they can or cannot have what they want on the mountain. That is dealing with people. I can deal with people.

Interviewer: You can do that very well. Is there any particular thing that you felt was an important achievement while you were on Council or particularly when you were Mayor?

Mrs. Lincoln:: When I became Mayor and things were happening so quickly on staff and in the Town, I would come home with it and my husband would say, "Well if it bothers you that much, why don't you keep a record." I began a series of journals which I kept from 1984 to 1990. Looking over them last night knowing that you would come, I saw some things that happened that I really would have liked to have pursued more than I did. You can't pursue something by yourself; you have to have some support. One of them was the water resources study that I did. The Council would come occasionally when I asked them. It was more or less just and Bob Plenge and me. Occasionally, another Councilman would drift in and say, "Well we really don't want a water company." We didn't want a water company, but the program and the policies that I set up, which I would dearly would have liked to have been in the General Plan, were done and followed. The basics of that water policy were written up in three different articles that I wrote for the Independent. Even if nothing had happened, which nothing did we never got a reclamation plant, it would have been nice to have that in the General Plan and to have kept it there. The General Plan has been changed by several Councils in the past, most notably by this last one, to meet their needs of conservation of the land, traffic patterns through the Town which has become horrendous, and water problems which became snarled in a discussion with Scottsdale. These things became primary to them and the things that had been beaten, hammered and pounded into a general goal and issue

statement was one page long with 14 phrases concerning money. Fiscal responsibility was all we had to cover on it. The water policy would have been to maintain, conserve and restore. That many words for 14 different items. Now it's at least 14 pages and doesn't cover half of what we did. I would have liked to have had that Code maintained because we worked so hard on it for several years.

Interviewer: Would you be interested in reviving it with the new Council change?

Mrs. Lincoln:: I was invited kindly by the previous Council to work with them on it. I submitted my comments about what they had accomplished. They changed a word or two in the preface and that was all the attention they paid to it. The emphasis has been on the environment and so that emphasis shows clearly in the General Plan. Fiscal responsibility, unless it has been deleted, was in part of one sentence in the preface and that was all. I felt there were things that were left out. Yes, if anybody asks me, I have all those papers, all those lists, all those comments, and all those changes in a folder.

Interviewer: It sounds like you are ready to work with any Council that is

Mrs. Lincoln:: Yes, but I am not going to push it anymore because that's not my call.

Interviewer: This Council will be very good.

Mrs. Lincoln:: Other Councils have been excellent. Each in their way has hit a problem head on. It's sometimes difficult to come on brand new to a situation where you're coming from a different part of governmental responsibilities; it's difficult to let that go sometimes to become not so much implementation but the empowerment of doing policy. Then you have to say, "This is what we would like to do," and then you have to let it alone. It has to happen with people around you that make it happen. Like the water resources study, it's still tucked away somewhere. I'm glad it's four years now. I think that's a good idea because in two years, nothing happens in six months, precious little happens in a year, and in three years, you think how am I going to get re-elected and in four years, it's lame duck time. It's hard to run something that is essentially a business.

Interviewer: Oh very much a business. Do you feel it's more complicated today than it was when you were on the Council?

Mrs. Lincoln:: Oh, yes. The size of the budget now is humongous compared to what we worked with, partly because of inflation and partly because there is a need to have a "slush" fund, that's the wrong word - what's the word? - "contingency" fund of several millions. We thought \$600,000 was a lot. There is a reason for that. If you have rules by the legislature that if you don't spend your money, then next year you cannot spend that much or boost it or whatever the regulations are to keep the costs down. This doesn't apply to Paradise Valley. There was woman who subsidized an art group in New York. When she said, "I will give you as much as you spent the previous year," they were going around buying three of everything, three electric typewriters, and so on. The Town's

come a long way. We've come with new technology in and out of Town Hall that is excellent. The idea that the police force being the people that came and checked your house out was something that we pushed and had to fight to get. We had to fight subsequently for several years because some people said it was a waste of money for so few people. I still don't know if that's subsidized or if we have just plain bought ourselves a Police Department. If we want to have our house protected, it's an easier way to look it than say the Town gave it to us because nobody gives us that, we pay for it. There were things that we did that I enjoyed doing. The water resources was one. Choosing a new Manager happened on our watch. John Baudek came on and he was excellent. He was quite good at what he did. Solid, no fluff and feathers about him, a very stable, solid person who did his job well. When you would ask him to do his job, he would do it. We had sometimes a bit of a problem, as all Councils, do when a Councilman would go into his office and say, "I want this and this to happen." That is not the way to run it. I think all policies should go through a Mayor. Councilmen decide the policy, decide what they want to do, say to the Mayor this is what we want, the Mayor goes into the Manager's office and says, "Do this." The Manager goes to the Police Department, the Building Department, or whatever, and says this is what I want done and I want it done tomorrow and it gets done. It is not somebody running from the Council into the Engineer's office saying I need 15 copies of this to prove this point to Council. It becomes micro-managed. It becomes awkward for the process. If you go with the process and go through political steps, you can do that. There is a good thing I am particularly proud of with the argument that we had with Phoenix over the water rates. Phoenix had put in a water rate that applied to Phoenix, and then they added a

greater percentage water rate to the County. They did this in my opinion so that those people living in the County would figure out very quickly that if they moved into Phoenix, allowed themselves to be annexed, their rate would be the same as the City of Phoenix. What Phoenix would gain from that, besides the trouble of the infrastructure, was the water rights underneath the land where the people were. They had a larger base then of possible farming of the water in the ground table. The problem with that was the lines that serviced the County to the north also went through Paradise Valley and part of the water came from water companies that were bought by Phoenix when we were not a Town. I think that happened beforehand. I believe Paradise Valley had the same costs in water for the people they served as the people in the County. We felt this was unfair because when it got up to 200% of Phoenix paid, we went to Phoenix and said this isn't fair because we can't vote for that rate raise, so this taxation without representation. Phoenix said we are subsidizing you because it's so much work to do. We had to go to the legislature with hat in hand. The legislature began by saying, "Oh come on now, we don't adjudicate cities' argument." That is their job to do that kind of adjudication. We got several people strongly behind us and pushed it through. Phoenix, the first year had to cut it back to where it had been which is 130%. The following year, we came back again and the legislature said, "Are you back?" And we said yes, and it was pushed down to 100%. That took a lot of work and a lot of lobbying. I learned from that that when you lobby for your Town, you are much more apt to see, not only the secretary, but the man behind the door, because they don't expect somebody to come down who isn't being paid, as a paid lobbyist. They certainly don't expect you to come down and sit there all afternoon on their doorstep. They try to wait you out. If you say, "That's alright, I'll

wait." You get there at one and you leave at five and he hasn't seen you yet, you go the next day, and sit there and make an appointment.

Interviewer: You realize that this appointment might be canceled?

Mrs. Lincoln:: Oh yes. After awhile they hear you. You take as little time as possible with the pieces of paper on the table and say, "This is the way it is." One very nice legislator who was a Democrat said, "Why should I vote for this." I told him. His secretary put her head in the door and said, "Mr. Gutieros, you have another appointment." He said, "It can wait." I said, "Will you vote for us." And he said, "Absolutely." I said, "Do you mind telling me why." And he said, "Because you're right."

Interviewer: There is no better reason.

Mrs. Lincoln:: Yes. It increased my opinion my opinion of Alfredo Gutieros right to the ceiling. There were a lot like that. Chris Herstam was one. Jack Taylor did a good thing about water. And it's a quid pro quo. When he wanted to have a gray water use, or limited use of water, we supported him when he tried to get it built through his local area. It wasn't playing golf in any way, but to go down there and see the problems that we had on Council only multiplied 100 times in legislature, gave you a different opinion of the people who were working for us down there, good or bad. You had some that would

interview you with their feet on the table eating peanuts. There was one who fell asleep. It was interesting that life. I met some wonderful people.

Interviewer: Anything else that you accomplished while you were on the Council that you would like to share with us.

Mrs. Lincoln:: There were some things I did as Mayor. I kept a journal and went through it last night to check over the things that perhaps I misplaced in my memory. Because they happened over a period of two years, there was duplication. But a few other things that we did. Hillside concerns became paramount when it became obvious that people were building higher and higher up on the hill. We had to do regs to control that. The primary force behind that was Richard Andeen who had done a similar study for Scottsdale as an Engineer. He was an Engineer who was interested in the hillside, his being a hillside house. He brought that material back to us. We thought it was too complicated and he explained it to us. He, Dick Mybeck and I attacked the Hillside Code. Oscar Butt, who was then Manager, told us, "Just leave them alone. If it works, it ain't broke." I said there is this and this I'd like to change. He said when you get a few let me know. I came back to him after four years on Hillside on those first few terms with a shoe box full of notes and said, "This is what is wrong." He said, "Fine. Make up a committee." So I made up a committee and we rewrote the Hillside Regulations. Those Hillside Regulations were so tight that La Place du Sommet when they came in and fought over what they were doing, we almost went to court with them. If we had lost, essentially, by the amount of money, we would have had to build Place du Sommet

and they would have owned it. They didn't understand what we were trying to do with the new regs so we agreed with them that they can have the regs that were designed in '73, but the '84 regs from now on but you don't have to go by those. There wasn't anything in the '84 regs that they didn't always have to do that was important. There were one or two things that were very important that they kept that if they had their brains on straight that they would not have kept. Things like you may not even put a driveway up the side of the mountain until your house plans have been accomplished, passed Hillside and are ready to go. Because then when they started to put the road up and said, "Alright, now we want all these long finger driveways up there so people can go up and see the sights." We said, "Are your houses ready to go"? The land isn't even sold yet. Well until there is a house ready to go, the Code said, which you wanted to keep, you cannot build that driveway." Hillside, another one of the things I did. At that time, because women in the general Arizona area and around close to us, women were gradually being elected to the Council. Usually, I think when there were something like 96 towns and villages, there might have been 150 women total around who were on Council. I at that time was the only woman on Council and remained so because it was very light on women all over. You would get one woman up say in Prescott or Show Low, that had gotten a bee in her bonnet and wanted to be on Council to change something in her neighborhood. She would get herself elected and she would find herself with six men who were polite, tipped their hats off, didn't say dirty jokes, would stop smoking if she didn't like it, but that was about the extent of her influence as a woman on the Council. I went on several lead conferences around the country and became acquainted with a group called Women in Municipal Government. They were a gathering of the same gong ho

kind of women. Dark suits, white shirt with neck ties. They struck me as unreal, these women who decided to fight for the rights of women. I thought, "Yeh, I don't think so." But I went to their meetings and began to talk to them. I said, "I'm starting this from the wrong direction. What Arizona needs is an Arizona Chapter rather than all of us coming individually and my persuading people to come to the national meetings. It doesn't fill the purpose." They looked at me and smiled and said, "Why don't you start one." I came back and mentioned it to Sam Campana. Sam Campana had a luncheon then almost instantaneously with women who were on Councils in the area. Sara Moya became involved and between the three of us, we tossed around the job of head of AWIMG, Arizona Women in Municipal Government. We met five or six times a year. We asked legislators to speak to us. We would have gatherings. It was essentially a networking of local politicians. They began to come from all parts of the state. They would drive down and spend the day, meet their legislators, have a lunch and so on.

Interviewer: Some of it was learning as well as gathering.

Mrs. Lincoln: How in the world do you deal with a Council that meets in a bar? You were not as functional as you might have been if you've been a man. The presidency gradually passed to other women in the area. Janet Napolitano was in the area at that time. But that early group of women began to do this. I don't know where it is now. I have no idea if they ever meet, or if it's not needed.

Interviewer: Maybe women now are strong enough that they don't need it.

Joan Horne: I don't know what this Town Council is doing now, but certainly through the time that I was there, it was still active and I used to go to all the meetings.

Mrs. Lincoln: It was just a facilitating organization.

Joan Horne: Yes, it was informative and had good speakers.

Mrs. Lincoln: There was a woman named Pauline Liddell.

Joan Horne: I went to that meeting that you invited me to before I was on Council.

Mrs. Lincoln: Pauline Liddell wrote the most wonderful book called "Why Jenny Can't Lead" which was a very workable discussion group book for seminars on just what it is that keeps us from doing what we would like to do. We women sit in a cave and the guys go out and catch the bears. We have a tendency to sit down at a meeting with five people to play a game, and we say we need an extra ace because we're women. Right? Wrong, if you're going to play a game, you play the game with the rules that are there. They're not necessarily men's rules, they're women's rules too. I had met this woman and had been to her workshop. I asked her to give the same workshop session to the women at the national level. I don't know how many books she sold, but she turned that organization upside down. They began to see that the fact that they were women made a difference to them, perhaps, but to nobody else.

Interviewer: So they were to change their perception of the rules that were already out there and not just for men and not for us women.

Mrs. Lincoln: You don't show up in shorts to play football if that's going to be the game. You look around what's already there and how do you deal with someone that tells a dirty joke because he knows it will upset you. She didn't give that basic ground rule but that was the general attitude. If you were going to let it upset you, people would say, "If you can't stand the heat, get out of the kitchen." We were the cooks, you see. We had to play this dual role of when to be nice. The first thing that one of the Councilmen said to me when I came on board, I think it was Bill Fulton, said, "Well what do we call you now? Do we call you Mrs. Councilman, or Councilperson, or Councilwoman, or Councilless? What do we call you?" I said, "It's a generic term, you can call me Councilman." The write up in the paper the following week was "Damned If They Do, Damned If They Don't." Here's this fool woman who is upsetting the whole Council and all they were trying to do is be polite. But they were not trying to be polite. They were pointing out to me and the group assembled that the minute I walked into that room, I was going to be different. I'd have no part of it. It worked. Jack Brock would lean down the end of his desk and look at me and I'd be trying to figure out what an easement was or what anything was. He would look down and smile and say, "Come on, come on. We know how you're going to vote so vote already." That lasted about six months and he didn't do that anymore because I would come with leading questions that had to be addressed. There was a nice policeman who gave me a present at that time. He came up to the desk

and handed me a small box. I, at that point, sat on the outside edge of the semi-circle, which is where the new people usually sat before the theory being you worked your way to the middle which is how we did it. I was at the end. I would wave my hand and Jack would be done with something. He would have no patience for one more fool question. This policeman came up and put this small box in front of me and said, "This is for you. We like you very much in the Police Department." I smiled. He said, "Why don't you open it." I opened it and it was the biggest, fattest police whistle I had ever seen. He said, "This will get their attention."

Interviewer: Hooray, I hope you used it.

Mrs. Lincoln: I used it once. I didn't have to do it anymore. I keep looking at these notes and the problem as it keeps coming up and I have it underlined it in my journal is I would like a water filtration plant. We had almost got one with subdivision called Valpariso which was 70 acres. We were going to cluster it and save the water by storing it in lakes within that area. The project went belly up. It was a bad time for Texas and Texans were running it. It didn't happen. It would have been a good idea and it still is a good idea. I think even if all we do is process it and use it as gray water. Because now all our water goes to Scottsdale. We pay them to take it. Scottsdale is then reimbursed by the Palo Verde plant that uses it for cooling. Scottsdale is required to provide a certain amount of water and much of that water is ours or what goes to them to fulfill their contract. That's an interesting way that this water flows. I would rather use it ourselves on our green areas that the various resorts by contract are allowed to have. We did in

1995, speaking of AWIMG, declare it to be the Year of Arizona Women and the legislature followed suit. We finally passed road standards. How wide they should be, whether they should have curves. Of course, as soon as you get every road has its own use, so every road had its own problem.

Interviewer: What year would that be?

Mrs. Lincoln:: In 1985. We passed the road standards including putting in a light at 56th and El Chorro because of the very unfortunate accident there. We had special use permit problems. A new committee was put in called SUPREC, Special Use Permit Review Committee. It was a small, four or five person committee that would handle things if it didn't make any difference in the size and the impact on the neighbors. That would mean that when say La Posada came to us and said we need another window over here, we need another doorway there, they wouldn't have to go through the whole system of the special use permit committee to review their special use permit contract. They could have it done quickly and get things moving along. There was some battles about that because as soon as you say you don't have to do it if, if, if, someone comes in and says that "if" is wrong. It really is bothering the neighbors, or it really is too big, or it really does take too much time. Whether we save much time, I'm not sure. We also said that you can't come in more than twice a year on this so they wouldn't nickel and dime it. Instead of a big project, they can do it in little pieces. SUPREC is still here and it still operates. The alarm systems were discussed. Whether or not to pay \$90,000 for a system that should be scrapped or not. The special use permits covered things like

resorts, schools, stables, anything that was not one house per acre or so-called one house per acre. An acre can be anywhere from 43,160 square feet to 10,000, depending where you are and whether you are grandfathered. Places like Kachina Country Day School began to come to us saying, "It's working very well, kindergarten through second grade, but now the second graders have to have a place to go, may we enlarge to third, may we enlarge to fourth, and so on. We saw this was happening, but they had the land to do it on. The problem again with the special use permit and schools and churches are the neighbors. The neighbors have a perfect right to say that church is too big. It's going to have too many cars on Sunday. It makes all this noise. They use it for extra uses. The church or school, in order to survive, have to grow. The churches, schools, stables, and pharmacies are businesses whether we like it or not. Our special uses are business-like. Unless we give them an advantage, when in doubt, to look at it through their eyes, they are serving a function within the Town for the Towns people, or even not. They are serving a function which adds character, visibility and charm of the Town. If the people of this Town always went outside to schools and churches as they do for shopping, symphony, and art, and they support them heavily, the Town has a more diverse character this way. I would never change one house per acre because that's what keeps this Town essentially the bedroom community of the whole metropolitan area. It is considered to be a very nice place to live one reason being that we have no property tax for the Town. We went through some minor litigation. We had a harassment ordinance which in May, of 1985, we threw out. La Place du Sommet settled out of court. People got together and did things for the good of the Town like contributing money to paint the scar on Mummy Mountain. We had our squabbles on the Council. We had a moderator come in from Los

Angeles to help us with our squabble. He helped some. He had us write our goals and say alright which ones do you disagree with. Most of us agreed with all of them. And he said if you can agree about this, what are you fighting over. It was personality. It was who was going to get the credit. It was who was going to have the power. It was who was going to get his name in the paper. The things that didn't matter at all that were upsetting the Council meetings. That's the Christmas I gave every Councilman a "Robert's Rules of Order" with their names stamped in gold on it. I don't think any of us ever opened it, but sitting at the desk, it looked like we knew what we were doing. We had a major squabble with the water in the state when there was major flooding of the Arizona Canal. Salt River Project had a large problem with Phoenix because of that. The Arizona Diversionary Canal was proposed. Reach 4, which is at the eastern end of one of our boundaries, starting at 40th Street at the playground of Phoenix Country Day School. This was a major fight because the people along the canal did not want this 20 foot wide, 20 foot deep cement ditch there. We fought it for awhile and then realized that the alternative to that which was holding retention basins which would have to be screened, cleaned out and occupy great acreages of the Town in order to create these, would not be as feasible as the ditch properly maintained. The people who were against it, particularly those along the canal, helped decide what it was going to look like, like landscaping and wrought iron fencing. Phoenix Country Day School said that was a good idea to control flooding, much like the Indian Bend Wash did. It turned from the Indian Bend Wash look greenery to this canal. To my knowledge, it has never been used in a major flood situation. The only reason it happened in the first place was because it had been built cross ways to the slope flow of the land. When the water flowed off the mountains down

towards what would have been the Salt River in the beginning, they ran into a cement barrier which turned out to be the canal. It flooded over the canal, it broke and caused \$4 million dollars in damage. I think it cost more than that to build the Lincoln ditch. I think various committees, like Personnel, were interesting. Always the discussion about water. Always the discussion about what the Town was going to do. That about covers it for two years. It was a fascinating thing to do.

Interviewer: It was. You are a very capable woman. I think it is wonderful that you really surprised those men.

Mrs. Lincoln:: I think what I did that I am the proudest were the 118 articles that I wrote for the *Independent* during those six years, from 1984 to 1990. I kept most of the actual newspapers somewhere, but I kept copies of every article. If I would say to the populace, "I think it might be a good idea to call your legislator and tell him how you feel about the water rates." His secretary would call in several days and say get off my back. You're tying up the phone lines. If I would say, "This is what we're doing this week. This is what is on the agenda. We're talking about a leash law, and this." It's a housekeeping agenda. If you haven't already done so, you don't have to come. Nobody would show.

Interviewer: What power you have lady.

Mrs. Lincoln:: It wasn't power so much as it was easier to get the job done to keep the public as informed as possible. If you can do that, the people feel included, then they

won't feel so nervous about the government. They will show up, they will be pleasant, they will come to receptions, they will come to Arbor Day, and they will be on an Historical Committee who talk to people. It won't be, "Look at those dumb politicians, they've done it again." If they read suddenly in the paper that the budget is through the roof, and the Council replies, "Well we had work shops." Yes, but when and at what time? I think communications in and out of Town Hall is the most valuable thing I learned.

Interviewer: Would that be one of the messages for today's Council and future Councils.

Mrs. Lincoln:: Any Council.

Interviewer: Any other suggestions or advice you'd like to give future Councils.

Mrs. Lincoln:: I've talking non-stop for 52 minutes, what else can I tell you.

Interviewer: Anything else you want to. You're fascinating. You're one of the best interviews we've done. It's so valuable. Anything funny happen.

Mrs. Lincoln:: The people would come and you would try and make them feel at home. In Vox Populi, which we incidentally changed from the end of the meeting to the first of the meeting so the people wouldn't have to sit, the Council found it embarrassing if after

Vox Populi, everybody got up and left. Forget the Council, if you just have the people come in, sit there, then they leave, and then you can get your nitty gritty done. We changed it. We also began to salute the flag which I thought was an important thing. We also had a brief meditation at the beginning which lasted two meetings because it was so corny and because nobody wanted it. I thought, "Oh well, I don't need that anyway." But the flag salute has stayed.

Interviewer: I thought all Council meetings had flag salutes.

Mrs. Lincoln:: They started it in 1984.

Joan Horne: I didn't realize it hadn't gone on before.

Mrs. Lincoln:: Nobody saluted it. I said we ought to salute it because it shows what we are grass roots of a governmental organization that goes right on up to the top of the heap. To go to a meeting for League of Cities, or conferences or whatever in Washington, D.C., to be checked for firearms before you go in, have 1500 Mayors from all over the country, the President comes and tells you are the grass roots, it gives you a fantastically enlightening political feel. Granted it only lasts for 20 minutes, but it's that feeling of the group of you all working together. It heightens your awareness of what you can do. This dear, sweet lady came up to the podium on Vox Populi, leans on the podium with one elbow, looks at me and says, "Now look here, honey." Then there was this funny little silence. A sort of shock stillness fell over the room. I started to laugh because it was

hilarious. To think that you automatically deserve a title when you're the only one that remembers it, is very unimportant. I've said thousands of times; "A little bit of ring kissing goes a long, long way." As long as you communicate and as long as there is a chain of command that runs an organization, it's as close to military I think as you can get. Except that if the military did some things that some Councils do, they would be shot. My dog wrote the article one summer. I had a dog named Kofa. Kofa was the same color as the then carpeting in Town Hall so he was not very noticeable so they let him come in. Mary Ann Brines fed him little dog biscuits. Every spring, there are these horrible instances where dogs and children are left in cars and they die from a temperature that goes in no time all to 120, or 130 degrees. Not so much the heat as they suffocate from lack of oxygen. I was down at the school doing a program for the kids and one of them came tearing into the room saying, "Your dog is crying." I went out and here was the dog with his muzzle out of the window trying to get out. I opened the door and he came out, pushed me out of the way, and went to the nearest irrigation pool around the tree. I followed him and he and I sat in this puddle. I consoled him, patted his head, and told him I was an idiot. He agreed with me. Finally, he calmed down. He was wet and I was soaked and we got back in the car. He wrote the next article about how dumb I was for having done that. He really loved me very much but of all the stupid things to do. I liked that column. I wrote it when I wasn't in Town and would send it in to the *Independent*. The first one I ever wrote was about money and how if you want something, you'd have to put it in the budget. You can go on and on about how something ought to happen, but if you don't have the money to pay for it, it's not going to happen. The second one I took down because there wasn't anybody to type it into the

machine. The two or three disinterested persons in the room, Mark Scarp wasn't there that day, said you put it in. So I wasn't used to having to do that. I sat down and typed it in. After I was done, I looked around and they all had their heads in their typewriters. I said, "Is anybody going to edit this, do you want it shorter, can I go now." They said, "We haven't edited it since the first one, Mark said it wouldn't be necessary." Well, I learned that when you want something in the paper, you keep to the point. I would write a day or so before 1000 words. Mark and I had an agreement. I would be on the editorial page. I may or may not have a by line. I may or may not have a picture, he couldn't promise that. But I would have that space, that many column inches. If I could keep to that and promise to deliver it by three o'clock the deadline date, I could have that any time I wanted it. I would write 1000 words the night before and that many column inches is 750. If you have to pick 25% away of what you have just said, it gets very precise. That was, I think, one reason why people read it because I said it as briefly as possible, in an interesting way, and I rarely said anything mean. If I read through them, I will find that I wasn't too fond of Mr. Odestein when he told me that Paradise Valley should have been Scottsdale anyway. Things like that would irritate me. If you can do that and you're consistent, Mark was wonderful about it. He would call once in awhile and make some comment about an article. I think that was the most gratifying thing I did for myself to have written those articles.

Interviewer: 118 of them. You were dedicated.

Mrs. Lincoln:: It was fun to do. The people you meet.

Interviewer: Well we wish you were back on the Council again.

Mrs. Lincoln:: I'll ask a question of Joan Horne. Is there any Mayor that you think could be resuscitated and come back and be Mayor of this Town if indeed that voting for Mayor had passed.

Joan Horne: I don't know. I think we have had some very favorable people.

Interviewer: Do you think any of them could be voted back in again. I don't.

Joan Horne: No, I think timing is everything when you run for office. Once you've been Mayor, done that, then you step down and it's over. I don't think anybody could be brought back. I don't think we need to. We have enough talent in this community. I wouldn't like to see it.

Mrs. Lincoln:: No, because by the time you're at it like I was for eight years, all those little things that happened in eight years that you're not on top of, you can't pick up and get a running start.

Joan Horne: No, but you could be brought back up to snuff in a short period of time. You don't know it now because you're not in executive meetings, etc.

Mrs. Lincoln:: I still have trouble with that concept. That's one of the reasons why when they said at the *Independent*, "Are you going to keep writing this article." No, I was in a position of knowing things that the outside people didn't know. I could use the knowledge of that to either prepare people for what was going to happen or advise them of something to look out for, or do you think this is a good idea. Kind of shade them into things to keep them informed. I didn't give away the store. I never told anything out of school. I never gave away anything from Executive Sessions. But, if you're completely on top of it, you write a more comprehensive article. You can't do that if you're sitting on the outside like a gossip columnist who says this and this happened in Paradise Valley and you think, "Holy cow, they don't know where they are." I was lucky to be both places. To be able to do it and to speak about it at the same time.

Interviewer: I want to thank you so much. You may feel you're lucky, but from our interview today, I know Paradise Valley was very, very fortunate to have you on Council and as Mayor, and your leadership. Thank you also for sharing your thoughts today and information.

Mrs. Lincoln:: Thank you. If you run out of people to talk to, I have five more books of notes on what happened from 1986 to 1990. If you need information about anything that happened during that time, let me know. Like here, on January, 1985, we okayed the water resources study at \$18,500.

Joan Horne: I think I still have a copy of that. I was on the committee. I was on P&Z and you asked me to join. I went to several Saturday morning meetings.

Mrs. Lincoln:: Yes, Saturday morning meetings with those people. Were there ever Councilmen there? Once or twice.