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OFFICE OF THE PRESIDENT-ELECT

WASHINGTON, DC 20270

January 16, 1981

MEMORANDUM

TO: Penn James
FROM: Michael K. Deaver
SUBJECT: Resume - Morris H. Wolff

Attached resume for Mr. Morris
H. Wolff is forwarded for your
consideration.

MEMO

FROM

RUTH W. FIELDS

Dear Mike,

Here is the resume of
Morris H. Wolff (my brother)
- about whom I called
you on Sunday.

I appreciate your
understanding my awkward-
ness regarding this request
.....

~ and hope to see
you and Carolyn again
at the SEDS Grand Dinner
January 31!

Thank you!

MORRIS H. WOLFF
422 WEST MERMAID LANE
PHILADELPHIA, PA 19118

Jan 1, 1981

Dear Rufus,

It was good hearing your voice on New Year's Day. Enclosed is a copy of my resumé for Mike Deaver. Although it now has an academic orientation, most of my life has been spent in public service and private practice. My Washington experience has included work in the Senate, the House of Representatives with Schweikert and the Department of Justice.

Schweikert has offered to be a reference; also Drew Lewis would know of my experience. Loren Smith was on our faculty at Delaware before joining

the Reagan team. I love you and miss you,

(Over)

Hope this year will be a great one for you and the family. Love, Mom

I would be most interested in a position as Deputy Legal Advisor at State, Assistant Secretary of Commerce for International Trade, or a similar position in the International field. I was the endorsed Republican candidate for State Senator from Philadelphia in 1970 and served with Republican Senators Schweiker and John Sherman Cooper of Kentucky.

Finally, I was a member of the Executive Committee (Organizing Committee) of Law Professors for Reagan.

OFFICE OF THE PRESIDENT-ELECT

WASHINGTON, DC 20270

January 15, 1981

Dear Bill:

I received your letter regarding your interest in the post in Ireland. I am sending on my personal recommendations to Penn James. I suggest that you also see if you can't sit down with General Haig, as his input in the diplomatic area will be important. Good luck.

Sincerely,

MICHAEL K. DEEVER
Deputy Director
of the Transition

Mr. William E. McCann, FLMI
President
Foundation Life Insurance Company
of America
330 Main Street
Chatham, New Jersey 07928



FOUNDATION LIFE *Insurance Company of America*

330 MAIN STREET, CHATHAM, NEW JERSEY 07928 □ 201-635-2655

WILLIAM E. McCANN, FLMI
President

December 22, 1980

Mr. Michael Deaver
Deaver & Hannaford
10960 Wilshire Blvd.
Los Angeles, California 90024

Dear Mike:

At the suggestion of Morgan Mason, I am writing this letter to you to seek your support in securing a position within President-elect Reagan's Administration.

The position that I am most interested in is that of an ambassadorship. The ambassadorial post in Ireland deeply interests me. My responsibilities as President and Chief Executive Officer of a national life insurance company, along with many other achievements, motivate me to aspire to such a position.

Like yourself, my support of Governor Reagan was based on the qualities of the man himself with the deep belief that our country needed a man of the Governor's moral stature and capacity for getting things done, in order to restore our nation to the position it once held. I feel that the success of President-elect Reagan's term will depend upon the loyalty as well as capability of those with whom he surrounds himself.

I am enclosing a list of activities that I was involved in as a volunteer financial consultant to Dan Terra and the National Finance Committee on behalf of Governor Reagan's campaign.

I have been assured of the support of Bill Casey and Tom Evans, and have spoken with Dan Terra, and would appreciate your assistance in conveying to President-elect Reagan my interest for the Ambassadorship to Ireland.

Wishing you the best as you pursue your new challenge within the Administration, I remain,

Sincerely,

A handwritten signature in cursive script that reads "Bill".

William E. McCann, FLMI
President

WEM:len

Enclosure

cc: Mr. Morgan Mason

WILLIAM EDWARD McCANN

Special Activities:
(Reagan for President)

National Chairman - Reagan-Bush Pioneers -
to maintain close liaison with grass root supporters
and major contributors.

Chairman - N.J. fund raiser - first dinner outside
of California - September 1979 - raised
in excess of \$175,000

Coordinated with Morgan Mason -

Frank Sinatra-Dean Martin Concert -
November 1979 - Boston

Wayne Newton Concerts -
Dallas and Houston, Texas

Finance Consultant, Reagan for President, appointed
by National Finance Chairman, Daniel J. Terra

Assisted in all campaign funding in Massachusetts
and New Hampshire

Actively involved in the following fund raising events:

Governor Reagan's Announcement Dinner -
New York - November 1979

Palm Beach Dinner - January 1980

Fund raisers with the Reagans personally
in Chicago, New York, New Jersey, Florida,
Massachusetts, New Hampshire, etc.

Arranged for surrogate fund raisers with
Congressman Thomas B. Evans, Jr. and
The Honorable William J. Simon

Delegate at large - State of New Jersey -
for Ronald Reagan - Republican Convention - Detroit - 1980

Charter Member - Ten Thousand Dollar Club -
Reagan for President

Fund raising efforts contributed in excess of \$750,000
to Reagan for President treasury.

OFFICE OF THE PRESIDENT-ELECT

WASHINGTON, DC 20270

January 15, 1981

Dear Verna:

I received your note and passed my recommendation on to Penn James.

I frankly, haven't got any bright ideas as to such a position, but you certainly have my strong endorsement for something rewarding back in Washington, D.C.

Sincerely,

MICHAEL K. DEAVER
Deputy Director
of the Transition

Mrs. Verna Mattox
22647-B Nadine Circle
Torrance, California 90505

RECEIVED

DEC 23 1980

22647-B Nadine Circle
Torrance, California 90505
December 19, 1980

Mr. Michael Deaver
c/o Deaver & Hannaford
10960 Wilshire Boulevard, 4th Floor
Los Angeles, California 90024

Dear Mike:

As have probably thousands of others, I too have submitted my resume to Washington, hoping to be a part of the Reagan Administration.

Until now, I have not asked for letters of recommendation from anyone. However, realizing that the competition will be very keen, I thought it might be wise to ask someone close to the President-Elect, to "put in a good word" for me, and right now I can't think of anyone closer to Nancy and Ronald Reagan than you.

I have no particular position in mind, but feel I would be qualified to serve in most any capacity as office staff. My background as an executive secretary, a businesswoman and a citizen politician would be very helpful, especially as a member of Mrs. Reagan's staff.

Anything you might be able to do to further this ambition of mine to continue to serve President-Elect Reagan or Mrs. Reagan will be very much appreciated. If you have any questions, please do not hesitate to call me at 213-534-1915.

Sincerely,

Verna Mattox
(Mrs.) Verna Mattox

OFFICE OF THE PRESIDENT-ELECT

WASHINGTON, DC 20270

January 15, 1981

Dear Ernie:

I have both of your letters and the updated resume. I have asked Helene Von Damm to personally take a look at this. You should be hearing from her shortly.

Sincerely,

MICHAEL K. DEEVER
Deputy Director
of the Transition

Mr. Ernest T. Marshall
Vice Pres. & Director of
Public Relations
Montgomery Associates
Fairway Office Center
Suite 221B
4210 Johnson Drive
Fairway, Kansas 66205

Delone



Montgomery Associates

EXECUTIVE SEARCH
AGRI-BUSINESS ACQUISITIONS & MERGERS
CONSULTANTS

ERNEST T. MARSHALL
Vice Pres. & Director of Public Relations

Fairway Office Center
Suite 221B
4210 Johnson Dr.
Fairway, Kansas 66205
Ph. 913-236-8880



CONFIDENTIAL

January 7, 1980

Dear Mike,

For all your vigorous campaign years, the newest responsibility undoubtedly tops it all. So this will be brief.

Six weeks from now you'll be staffed and my situation less flexible, so I view this a timely subject.

Having ventured my letter of December 16, I've done some updating of resume* and need to share an updating of my situation.

The two 1981 mergers I projected are moving ahead of schedule... next negotiation dates are set for January 14-15 and February 4th.

As stated December 16, any move east would not be an easy decision. (You have a pretty firsthand view of that one: Mission Hills isn't California, but it's at least a 1000 miles better than Washington.) But as of January 7, 1980...I am willing to consider the possibility of a post in government somewhere, including Washington. That's the most I can say at this writing.

Sincerely,

Ernest T. Marshall

Mr. Mike Deaver
Deaver Hannaford
Los Angeles, CA

CC: Mr. Mike Deaver
Office of President-elect, Washington, DC 20270

*ENC: Resume, page two describes current business
Brochure, National Agri-Marketing Association



Montgomery Associates

EXECUTIVE SEARCH
AGRI-BUSINESS ACQUISITIONS & MERGERS
CONSULTANTS

ERNEST T. MARSHALL
Vice Pres. & Director of Public Relations

Fairway Office Center
Suite 221B
4210 Johnson Dr.
Fairway, Kansas 66205
Ph. 913-236-8880



December 16, 1980

PERSONAL

Dear Mike,

Our acquaintanceship, I know, is very limited. But there is a subject I can discuss with no one else.

I believe I could be of help. To the President-Elect, to you or perhaps in a designated agency where my qualifications would fit and where loyalty would also be key.

However, I have not submitted my resume' because my career experiences and qualifications have far exceeded my income accomplishments.

I left the association business where income ceiling was about \$35,000. I entered the merger field to catch up on the income side. In the merger business for the past two years, it often takes that long to effect a merger. Although I expect two acquisitions to close the first half of '81, producing to me \$175,000 to \$200,000, my tax statement for the first two years only show the business at break-even. As planned, we have drawn on savings and my wife's earnings to cover living expenses and two children currently in college. (That's our fourth and fifth, the youngest is still in high school and would make any Washington move, a decision of some deliberation. There's also the possibility of the K.C. Regional Office offering some mutual opportunity.)

Although we live in Kansas City's most elite area, Mission Hills, Kansas, and have belonged for fifteen years to one of the top country clubs, my salary record is unsupportive of what I would need to make a change now.

Resumes, computers and transition teams couldn't be expected to interpolate what I'm talking about. And I would not want my income record to be an embarrassment to the Governor. Yet I know I could handle a much broader responsibility than salary records indicate.

The second reason I'm writing you is that I'm sure you're aware that one of Carter's greatest shortcomings was properly communicating accomplishments. This is not only an opportunity area for the new administration, it is of priority importance. Public relations strategy -- as opposed to specific writing skills -- is an area to which I can contribute... creatively and as a forceful spokesman, Throughout my career, there was never a meeting table to which I didn't contribute more than my share. (Like the "single tree" lamp hanging at the Reagan ranch, my similar award from the National Agri-marketing Association is inscribed "for pulling more than your share of the load").

Michael Deaver: 12-16-80

My career experience includes major oil company (seven years) advertising agency (17 years), and association management (four years). I'm 55, look 45, work 35.

Mike, I'd appreciate a call at your first convenience. Your guidance will be of immense importance to me, my family and the balance of my career years.

Sincerely,

A handwritten signature in black ink, appearing to read "Ernest".

Ernest T. Marshall

ETM:ce

Enc. Please see my only other reference to this subject in a PS to the man in November. Also, his 1978 response when I asked to use his name as reference when I was leaving the association.

OFFICE OF THE PRESIDENT-ELECT

WASHINGTON, DC 20270

January 15, 1981

Dear Art:

President-Elect Reagan handed me your letter and other material relative to your interest in a position. I have sent that material on to Penn James, who will be directing the office of personnel in the White House.

Obviously, I have relayed to Mr. James the President-Elect's personal interest in this material. I am sure you will be hearing from someone in that office shortly.

Warm regards,

MICHAEL K. DEAVER
Deputy Director
of the Transition

Mr. Arthur F. VanCourt
670 Hawthorne Road
Sacramento, CA 95825

*Mike -
I haven't answered
this. What is the
situation for
Marshall
etc. It's fine with
me if there's a legit
spot where he
can be used
at least we can do
something about his
P.S.*

670 Hawthorne Road
Sacramento, CA 95825
November 18, 1980

The Honorable Ronald Reagan
President-Elect
1669 San Onofre Drive
Pacific Palisades, California 90272

Ron

Dear Ron:

Your election to the Presidency has restored a feeling of cause and hope in millions of Americans who are despairing about our government. I join in this feeling with enthusiasm because of the advantage I have in knowing you personally. The comment heard the most, is confidence that the new President will find and appoint people who will bring knowledge, efficiency, and initiative back to government. Your record certainly justifies that confidence.

I am writing personally to offer my services whenever you feel they could be of the best advantage to you. I would like to become a part of the team to help you succeed in the monumental task before you. The screening process workload is tremendous during the transition, and perhaps my experience with Tom Reed and Ned Hutchinson would be of value in this task. In short, you know from our personal experiences that I can handle people effectively and diplomatically. I am sure that there are countless places in your administration where my talents and reputation may be useful.

Whenever my knowledge, ability, and experience can be of value, I will accept any job assigned. In addition, you have my absolute loyalty, dedication, and faith pledged to you personally and to any task you choose to assign me.

Please know that we are thankful for your willingness to serve the Nation; you and Nancy will have our constant prayers and best wishes. Congratulations again. I remain your trusted friend, travel secretary, horse wrangler, photographer, expiditer, time keeper, Chief of Security, etc., etc.

Respectfully,
Art
Arthur F. VanCourt

Enclosure

*P.S. Marcia & I would love to attend your
Inauguration if possible*

OFFICE OF THE PRESIDENT-ELECT

WASHINGTON, DC 20270

January 15, 1981

MEMORANDUM

TO: Helene Von Domm
FROM: Michael K. Deaver
SUBJECT: Maureen Romney - Resume

Would you please take a look at Maureen Romney's resume? See if you can match her up with a job. She is a good friend and has been a loyal supporter.

10 Moonlit Circle
Sacramento, California, 95831

Mr. Michael Deaver
1415 38th Street
Sacramento, California

Dear Mike,

Following your suggestion, I am taking the liberty of sending you a resume of my experience for your consideration.

Since I don't seem to know the difference between Las Vegas, New Mexico and Las Vegas, Nevada I presume you would rule out recommending me for Secretary of the Interior!

On a more serious note I would specifically be interested in working in the United States International Communications Agency (USICA). Obviously I would be honored to consider anything else where you feel I might make a contribution.

My very best wishes to you, Carolyn and the children for a happy, successful and exciting stay in Washington.

Hoping to hear from you, I remain

Sincerely yours,



MAUREEN ROMNEY

Resume of

Maureen Romney
10 Moonlit Circle
Sacramento, California, 95831

Telephone: (916) 428-8578
Bus: (916) 481-4252

Occupational
Objective

To be associated with the new Reagan Administration in Washington, D.C. in a wide sphere of responsibility covering public affairs/public information.

Experience
Highlights

DRW Realtors
Sacramento, California

1974 to
present

An associate with DRW Realtors covering a wide sphere of real estate transactions. Took several continuing courses in various aspects of real estate.

1953 to
1961

MGM STUDIOS and
SAMUEL GOLDWYN STUDIOS

Production assistant to Arthur Hornblow, Jr., Producer covering a wide sphere of motion picture production including publicity, script preparation, music cutting.

Executive secretary and assistant to Richard Rodgers and Oscar Hammerstein during their west coast stay involving their musicals. Worked for Agnes de Mille during the filming of Oklahoma.

Education

Educated in England -
City of London College - General Business

2 years City College equivalent
Majored in English Literature, French
and Biology - Minored in History

Early
Background

Born in London, England. Won academic scholarship to private convent boarding school (Ursuline Convent). Graduated with a 4.0 average in top of class. Student body president of house. Represented school in debating team with area competition. Captain of the tennis, hockey basketball teams. Won gymnastics cup.

Early
Background

Had the lead in several school plays.
Wrote and directed a play for French students during a summer stay in England.
Won Margaret Hooley-Marston award as outstanding student for academic and athletic achievement upon graduation.
Played many years of tournament tennis.
Assistant Tennis Pro, Pacific Palisades Tennis Club during child raising years.

Personal
Interests

Music, literature, International affairs,
Tennis and Golf as time permits.

Personal
Data

Age 47. Divorced, 4 children.

Excellent health. Last physical August, 1980.
Willing to relocate

References

Personal references available on request.

OFFICE OF THE PRESIDENT-ELECT

WASHINGTON, DC 20270

January 15, 1981

MEMORANDUM

TO: Penn James

FROM: Michael K. Deaver

SUBJECT: Mrs. Earle Jorgenson - Resume

The attached letter comes from the attached resume from Mrs. Earle Jorgenson and should be greeted accordingly.

schulman

DEAR MICHAEL WATER Los Angeles, California
December 29th. 1980

THIS IS THE 4th LBTIer FROM WHO I DO
THIS MAIL NOT KNOW REGARD S

Mr. depre (Blommingdale)
1885 Century Park East
Century City, California 90067

Dear Mr. Blommingdale:-

Colonel Howard Brookfield, an assistant to General Boyd, National Commander of the Air Force-Civil Air Patrol, has informed me that my suggestion pertaining to the presentation of an honorary membership document to the President-elect, after the inauguration, has been enthusiastically approved.

Enclosed are several United States Air Force post sheets, describing the Civil Air Patrol. I will appreciate your giving a post sheet to the President elect.

I will appreciate the opportunity of discussing the presentation matter with you, on the telephone. I will call you Mr. Blommingdale.

Lt. Colonel Edward Argon, CAP,
4425 W. Beaulieu Rd.

Cordially,
E.

BIOGRAPHICAL INFORMATION

EDMONDE A. HADDAD
Executive Director

Edmonde Haddad has been Executive Director of the 8000 member Los Angeles World Affairs Council since June 1973. He is responsible for all aspects involved in operating one of the nation's leading and most prestigious international affairs civic organizations. Distinguished citizens from around the world, including heads of state, regularly come to Los Angeles specifically to address the Council. Mr. Haddad and his staff are also responsible for the Council's growing youth program and for the International Visitor Program. Each year, the United States Government invites some 3000 people from most countries of the world as official guests. The Council is responsible for these visitors when they come to Los Angeles. The Council operates one of the two largest visitor programs in the United States. All aspects of the operations of the Council fall under the purview of the Executive Director. These include programming, administration, budget, individual, corporate and foundation fund-raising and communications and visibility.

Born in California, Mr. Haddad, 49, earned an AA from Los Angeles City College, a BA in Mass Communications from the University of Southern California and an MA in Public Law and Government from Columbia University. The graduate degree came as a result of a CBS News and Public Affairs Fellowship to Columbia.

After two years as Staff Writer for WCBS News, New York, Mr. Haddad joined KPOL Radio, Los Angeles as a reporter-commentator. While at KPOL (1961-1973), he was honored by the American Political Science Association for Distinguished Reporting of Public Affairs. He also won a "Golden Mike" as Best Commentator from the Radio and Television News Association of Southern California which later elected him its President. In 1966, he was named one of the "Outstanding Young Men of America" by the United States Junior Chamber of Commerce.

Mr. Haddad also chaired a committee of print and broadcast journalists and educators formed in response to the McCone Commission Investigation of the Watts Riots. The committee's "Suggestions for the Reporting of Civil Disorders" were adopted by journalists across the nation and published in an article by Mr. Haddad in Columbia Journalism Review.

In 1969, Mr. Haddad was appointed Director of Public Affairs at KPOL. In that post, he initiated and carried out major projects for the station and its parent, Capital Cities Communications. The "American Youth at the Crossroads" Conferences, involving every public and private high school in the Los Angeles School District, were nationally acclaimed.

Edmonde A. Haddad

- 2 -

He also organized a city-wide anti-narcotics campaign in cooperation with the Los Angeles Police Department that resulted in materials explaining drug abuse being delivered to more than a million and a half parents in the Los Angeles School District. Other projects included daylong Seminars on Small Business Opportunities aimed at assisting minorities to open their own businesses.

Mr. Haddad has addressed such public fora as the National Press Club in Washington, Town Hall of California and the Los Angeles World Affairs Council. He has also lectured to faculty and student groups at the University of California, the University of Southern California, Occidental College, Redlands University, and Loyola-Marymount University. In April 1980, he delivered the Keynote Address at the State Convention of the California Foreign Language Teachers Association.

President-elect of the National Council of Community World Affairs Organizations of the United States, Mr. Haddad has also served as Vice President of American Friends of Wilton Park, the British Foreign and Commonwealth Office Conference Center in Sussex, England. He will be a delegate to the 225th Wilton Park Conference in January, 1981. He has led World Affairs Council Diplomatic Tours to the Soviet Union and Eastern Europe and also to Western Europe. In 1977, he visited Jordan as the personal guest of King Hussein and helped form the World Affairs Council of Amman.

Invited by the Chinese People's Institute on Foreign Affairs, Mr. Haddad headed a delegation of Civic Leaders on a visit to China in November, 1980. The invitation, by the Chinese, was the first to any of the more than 60 World Affairs Councils in the United States. In 1978, Mr. Haddad visited the PRC as part of a delegation of United States Civic Leader's headed by the President of the Brookings Institution in Washington.

He is married to the former Harriet Ann Lenhart of Minneapolis. Mrs. Haddad is on the staff of Symphonies for Youth of the Los Angeles Philharmonic Orchestra. The Haddad's have three sons: Mark, a Stanford Honors Graduate who also graduated with First Class Honors from Oxford University as a Rhodes Scholar; Brent, a junior in International Relations at Stanford; and John, who is now a junior in high school.

HOME ADDRESS: 12730 Halkirk Street
Studio City, California 91604
213/766-0082

OFFICE: 213/628-2333

December 1980



Los Angeles World Affairs Council

900 WILSHIRE BOULEVARD, SUITE 230, LOS ANGELES, CALIFORNIA 90017

ADMINISTRATIVE OFFICES:

(213) 628-2333

INTERNATIONAL VISITOR PROGRAM: (213) 629-3166

December 1, 1980

Mrs. Earle M. Jorgensen
960 Bel Air Road
Los Angeles, California 90024

Dear Mrs. Jorgensen:

Just let me reiterate the main points I covered when I spoke to you this morning.

First, after spending a week in Washington, I am convinced that the incoming administration would greatly benefit from having Ed Haddad on board.

I know that he would more than adequately fill any of the following positions, I am going to list them in the order of where I feel he could do the most good:

1. Assistant Secretary of State for Public Affairs and/or spokesman for the Department of State.
i.e. Hodding Carter
2. Press Secretary to the President.
3. Administrator, International Communications Agency.
4. Director, Voice of America.

As you know, Ed is a very impressive, articulate spokesman. From past contact he knows most Washington correspondents on a first name basis, having worked with them. His background, as you can see from his biography, is in the media, both print and broadcast. His knowledge of the Public Affairs program is the best you can find. He knows almost everyone of the career people in the bureau and all of them know him. In addition, he knows the heads of all non-governmental organizations that the Bureau deals with.

I contacted you in the knowledge that Ed was going to move on eventually and although the loss to the Council will be great, I felt that before anything else came up, the Reagan administration could certainly use a man of his talents and caliber. By the way, I felt I should tell Ed what I had done. I understand that he already had contact with Bill Smith and Mr. Smith had said that he would do what he could. I am just adding my voice and thoughts to the process.

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and Treasurer
MRS. EARLE M. JORGENSEN
Secretary
EDMONDE A. HADDAD
Executive Director

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Los Angeles World Affairs Council

900 WILSHIRE BOULEVARD, SUITE 230, LOS ANGELES, CALIFORNIA 90017

ADMINISTRATIVE OFFICES: (213) 628-2333
INTERNATIONAL VISITOR PROGRAM: (213) 629-3166

Mrs. Earle M. Jorgensen
December 1, 1980

Page 2

I certainly appreciate your willingness in listening to me this morning and knowing you feel as I do about Ed--his experience-qualifications and stature--certainly would be an asset to any administration.

With warmest best wishes.

Sincerely,

Thelma U. Weston
Associate Director

P.S. I now know why I have a Secretary to type my letters. Just another thought--Ed, as a reporter, covered the 1964 through the 1972 Republican Conventions and has been known as an expert in Republican gubernatorial and presidential politics

OFFICERS

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President
MRS. HOWARD AHMANSON
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Secretary
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C. J. MEDBERRY III
PAUL A. MILLER
J. J. PINOLA
DR. ALLEN E. PUCKETT
DR. SIMON RAMO
RT. REV. ROBERT C. RUSACK
MRS. JOHN HENRY RUSSELL
THEODORE J. SAENGER
GEO. T. SCHARFFENBERGER
DR. HENRY E. SINGLETON
WILLIAM FRENCH SMITH
CHARLES B. THORNTON
JOHN V. VAUGHN
THOMAS R. WILCOX
GIN D. WONG

DIRECTORS EMERITUS

J. L. ATWOOD
DR. IVAN A. GETTING
PRESTON HOTCHKIS
JAMES E. KENNEY
JOHN A. McCONE
HENRY T. MUDD
DR. FRANKLIN D. MURPHY
EDWIN W. PAULEY
DR. JOSEPH B. PLATT
DR. NORMAN TOPPING

OFFICE OF THE PRESIDENT-ELECT

WASHINGTON, DC 20270

January 15, 1981

Dear Gil:

Thanks for sending on the note and resume of Ted Heydinger. I have sent his resume on to Jim Baker, White House Chief of Staff, who will be responsible for such appointments. Mr. Heydinger should be hearing from someone in his office soon.

Many thanks.

Sincerely,

MICHAEL K. DEEVER
Deputy Director
of the Transition

Mr. G. P. Williamson
NCR Corporation
Dayton, Ohio 45479



NCR Corporation
Dayton, Ohio 45479

Vice President
Far East / Australasia

International
Data Processing Group

December 12, 1980

Mr. Michael K. Deaver
President
Deaver & Hannaford, Inc.
10960 Wilshire Blvd.
Los Angeles, California 90024

Dear Mike:

Enclosed is a copy of a resume of an individual that is interested in the White House business liaison function. We have worked with him in his current job and found him to be very sharp.

Usually staffing with qualified people is a problem, so I pass this on in case it can be helpful.

Sincerely,

A handwritten signature in blue ink, appearing to read 'G. P. Williamson'.

G. P. Williamson

Enclosure

TED ALLEN HEYDINGER

2920 S. Buchanan
Arlington, Virginia 22206

Telephone: O - (202) 659-6146
H - (703) 578-3089

PERSONAL: Single
6'3"
208 lbs.
34 years old

EDUCATION: Bachelor of Arts -- 1968; Miami University, Oxford, Ohio
Major -- American Diplomacy and Foreign Affairs
Master of Arts -- 1971; Miami University, Oxford, Ohio
Major -- Political Science, emphasis on American
national government, national issues, and
interest groups; experience in programming
political data for data processing and in
organizing information retrieval systems.
Admitted to but did not pursue Ph.D. program.

[REDACTED]

WORK EXPERIENCE:

[REDACTED]
[REDACTED]
[REDACTED]

Work with corporate representatives and trade association officials in organizing legislative strategy groups. Lobby directly with Members of Congress and staffers for National Chamber positions. Work with National Chamber staff specialists in developing Chamber policy. Assist in writing legislative status reports published by Legislative Department.

[REDACTED]
[REDACTED]
[REDACTED]

Prepared legislation for introduction. Drafted committee testimony, speeches, and press releases. Compiled legislative summaries for committee meetings and House sessions. Responsible for all agency liaison and grant work.

[REDACTED]
[REDACTED]
[REDACTED]

Responsible for development and administration of all phases of the general election campaign in North Carolina.

July, 1973 to January, 1975

Special Assistant, Congressman Clarence J. Brown

Worked in district and Washington offices. Assisted in legislation, case work, scheduling, and youth programs. Worked closely with House committee staff. Campaign Manager for 1974 Congressional race with responsibilities for all phases of campaign.

January, 1973 to June, 1973

Administrative Assistant, Raymond Humphreys Assoc., Washington, D.C.

Conducted basic research and assisted in strategy development for several state-wide races; [redacted]

[redacted] Governor primary.

June, 1972 to December, 1972

Executive Campaign Coordinator, Butler County Republican Organization, Hamilton, Ohio

Assisted several candidates with strategy, management, media design and production, partisan voter registration, and election day activities. Coordinated scheduling of public appearances and assisted in advance work.

August, 1970 to June, 1972

Resident Advisor, Office of the Dean of Men
Miami University, Oxford, Ohio

Director of a freshman and an upperclass hall with responsibility for administration, educational and social programming, and discipline. Served on numerous university committees and as a member of University Senate. Position also provided ample experience in budgeting and office management.

September, 1968 to August, 1970

Social Studies Teacher, Bellefontaine Public Schools,
Bellefontaine, Ohio

Taught civics and history at the secondary level. Advisor to several student groups including Student Senate. Organized local Council on World Affairs.

References will be furnished on request.

OFFICE OF THE PRESIDENT-ELECT

WASHINGTON, DC 20270

January 7, 1981

Dear Paul:

Thanks for sending on the resume of John M. Proctor.
I will see that it gets into the proper channel.

Thanks again for thinking of us.

Sincerely,

MICHAEL K. DEEVER
Deputy Director
of the Transition

Senator Paul Laxalt
United States Senate
Washington, D.C. 20510

PAUL LAXALT
NEVADA



DEC 29 1980

United States Senate
WASHINGTON, D. C.

December 22, 1980

Dear Mike:

Enclosed are materials left me by Tex.

It appears to me that Mr. Proctor should be seriously considered to assist Nancy in her proposed drug abuse effort.

Since you'll probably be involved in this effort, I thought it would be best to send you the enclosed rather than risk it "slipping through the cracks" in the transition bureaucracy.

Sincerely,

A handwritten signature in black ink, appearing to read "Paul".

PAUL LAXALT
U.S. Senator

PL:dd

enclosures

cc - Tex McCrary

Mike Deaver
DEAVER & HANNAFORD
10960 Wilshire Blvd., #422
Los Angeles, CA 90024

CURRICULUM VITAE

JOHN M. PROCTOR
Executive Officer
National Institute on Drug Abuse
Department of Health and Human Services
Rockville, Maryland

BUSINESS ADDRESS: National Institute on Drug Abuse
5600 Fishers Lane
Rockville, Maryland 20857

HOME ADDRESS: 12512 Knightsbridge Court
Rockville, Maryland 20850

TELEPHONE: (301) 443-6487 Work
(301) 424-3739 Home

EDUCATION:

Washington College, Chestertown, Maryland - September 1955--May 1956

Maryland University, College Park, Maryland - February 1957--June 1960 BA Degree

Maryland University, College Park, Maryland - September 1961--February 1962
Secondary School Certification - 1961

Chief undergraduate college subjects:

English - 18 Semester Hours; History - 45 Semester Hours; Education - 23
Semester Hours; Sociology - 21 Semester Hours

PRESENT POSITION:

Executive Officer, National Institute on Drug Abuse, Rockville, Maryland, 1972
to present; grade GS-15

Responsible for overall management of the Institute's administrative operation. This includes award and business management of all grants and contracts, the development and execution of the annual budget (\$272M in FY 1980) and management of support operations, i.e., space, personnel, purchasing. These activities involve meetings, discussions and negotiation with individuals at all levels of the Department of Health and Human Services, State and local government officials, senior research scientists, and Congressional staff members.

PREVIOUS POSITIONS:

Administrative Officer, Division of Special Mental Health Research, National Institute of Mental Health, Washington, D.C. April 1967 to September 1972; beginning grade GS-12; ending grade GS-14.

The Division of Special Mental Health Research conducts clinical and basic research on drugs and the central nervous system. As principal management advisor to the Director, Special Mental Health Research, participated in all

major management activities concerning development and conduct of programs, organizational structure, and distribution of resources. Had primary responsibility for management of Division's administrative operations. This included, but not limited to, such matters as preparation, justification, and presentation of budget requests, development of management policies and procedures, development of research contracts and intra-agency collaborative studies, and facilities construction.

Administrative Assistant, National Institutes of Health, Bethesda, Maryland 20014, March 1966 to April 1967; beginning grade GS 11.

Participated in all phases and functions of administrative management as it pertained to Extramural Grants Program of the National Heart Institute. Worked with Senior Administrative Officer and Associate Director of the Extramural Grants Program in the formulation and execution of annual and special grants budget documents and completion of background information for preparation of grants forecasts and summary reports.

Personnel Management Assistant, National Institutes of Health, Bethesda, Maryland 20014, April 1964 to March 1966; beginning grade GS-7, ending grade GS-9.

Performed a variety of personnel management assignments involving field of classification and wage administration, recruitment and placement, employee relations, and employee development.

Personnel Management Assistant, National Institutes of Health, Bethesda, Maryland 20014, December 1963 to April 1964; beginning grade GS-5, ending grade GS-7.

As a Personnel Management Assistant in the Program Evaluation and Reports Section, PMB, participated in various personnel studies concerned with overall effectiveness of personnel management at NIH.

Personnel Management Assistant, Personnel Management Branch, National Institutes of Health, Bethesda, Maryland 20014, July 1963 to December 1963; beginning grade GS-5, ending grade GS-5.

Personnel trainee--served in a series of rotating assignments designed to acquaint trainees with personnel generalist program at the National Institutes of Health.

Teacher, Robert E. Peary High School, Rockville, Maryland, April 1962 to July 1963; starting salary \$4800, final \$4917.

Instructor in English and US History. Instructed, counselled, and supervised class student activities. Performed standard teacher administrative duties.

Page 3

MILITARY SERVICE:

September 1960 to March 1961, Maryland Army National Guard

PROFESSIONAL SOCIETIES:

Society for Public Administration

PROFESSIONAL ACTIVITIES:

Participated in numerous Drug Abuse Regional Meetings.

Addressed the National Graduate Institute on Federal Funding 1978

Published in Government Executive, "EEO: For the States a Reporting Nightmare."

DISTINGUISHED AWARDS:

Selected for an Intergovernmental Personnel Act (IPA) appointment to work on administrative management problems at both the State and local level for the State of Maryland in April 1976.

The first 9 months I served as Special Assistant to the Secretary of the Department of Economic and Community Development, State of Maryland. In this capacity I helped organize the administrative services program for the Department and served as a senior advisor to the Secretary on matters concerning staffing and organizational structure. I spent the final 3 months of the IPA appointment as Senior Management Advisor to the Director of the Montgomery County Health Department, working as a consultant on the Director's long-range health care task force. This group developed and published the County's current Comprehensive Health Plan Guide.

Award for Meritorious Performance--1973

REFERENCES:

Dr. Floyd Bloom
Director
A.V. Davis Center
Salk Institute
P.O. Box 1809
San Diego, California 92112

Mr. Gerard Schiappa
President
Problems and Solutions, Inc.
1730 M Street, NW
Washington, D.C.

Dr. John C. Eberhart
Director
Intramural Research
National Institute of Mental Health
NIH Campus
Bethesda, Maryland

OFFICE OF THE PRESIDENT-ELECT

WASHINGTON, DC 20270

January 7, 1981

Dear Anna:

Thanks for your good note regarding your interest in the Reagan administration.

I have passed your letter on to E. Pendelton James, Director of Presidential Personnel. I am sure you will be hearing from him soon.

Sincerely,

MICHAEL K. DEEVER
Deputy Director
of the Transition

Anna C. Chennault
TAC International, Inc.
1511 K Street, N.W.
Washington, D.C. 20005

TAC INTERNATIONAL, INC.

1511 K Street, N. W.
Washington, D. C. 20005

ANNA C. CHENNAULT
PRESIDENT

Telex 64513
(202) 347-0516

RECEIVED
DEC 23 1980

December 18, 1980

Mr. Michael K. Deaver
10960 Wilshire Boulevard
Los Angeles, California 90024

Dear Mike:

The President-elect talked to me about two weeks ago and personally thanked me for what I have done for him in the past and during the campaign. We touched on my appointment briefly and he suggested I discuss this matter with you.

The areas I am interested in are:

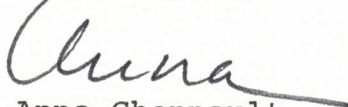
Ambassador at Large on Special Missions
and Negotiations in Foreign Affairs
Commerce and Transportation

Special Assistant to the President for
Ethnic Affairs and Special Projects

Delegate to the United Nations

I hope to hear from you at your earliest convenience.
I would appreciate whatever you can do to help.

Sincerely,


Anna Chennault

Enclosures

OFFICE OF THE PRESIDENT-ELECT

WASHINGTON, DC 20270

January 7, 1981

Dear Mr. O'Neill:

Thank you very much for sending on your letter of support for Mike Fitzgerald. I have passed your recommendations on to E. Pendelton James, Director of Presidential Personnel. I am sure you will be hearing from his office soon.

Sincerely,

MICHAEL K. DEEVER
Deputy Director
of the Transition

Mr. Danny O'Neill
7625 Lost River Road
Klamath Falls, Oregon
97601

December 22, 1980

Danny O'Neill
7625 Lost River Road
Klamath Falls, Oregon 97601

Mr. Mike Dever
10960 Wilshire Boulevard
Los Angeles, California 90024

RECEIVED

DEC 23 1980

Regarding: Mike Fitzgerald

Dear Mr. Dever:

As per our phone conversation Monday, I am writing for urgent support of Mike Fitzgerald as Director of the Bureau of Land Management. As Chairman of the Klamath County Citizen Involvement Program I want you to know the great concern we have about matters affecting land.

The contribution you and others are making brings honor to this Country. There are, however, many elements desiring President Elect Reagan's pledge to remain unfulfilled.

It is reported that Al Ullman lost his close defeat, due to the voters of Klamath County. From my experience, our victory here and throughout this country shocked many organizations. In my opinion, extreme elements of the opposition will organize their efforts to create the condition of apathy for the months ahead, and the compromise of integrity for the Reagan team.

Mike, for all of us, it is vital that President Reagan's intentions are successful. I know the job you and others have taken is not easy. For the past several days and weeks, several of us have given all our time in support of James Watt. From my perception, redirecting the course of a speeding locomotive requires teamwork in alliance with absolute intention.

In viewing the lay of the land and the nature of the task upon the Department of Interior, Mike Fitzgerald's quality of character, experience, and ability, are essential for redirecting the course of the Bureau of Land Management.

Included is a partial list of supporters for Mike Fitzgerald.

Thank you for taking the time in considering our thoughtful request.

Respectfully,


Danny O'Neill

DO/sm

Enclosure

Bill Brissenden, Vice President, J. R. Simplot Company, Boise, Idaho
William J. Moshoffky, Senior Vice President, Georgia Pacific, Oregon
Paula Kent Meehan, Chairman of the Board, Redken Laboratories, Beverly Hills, California
Paul Fairclo, Fairclo Ranches, Klamath Falls, Oregon
Peggy O'Neill, Primary Source, Inc. Nuss Lake Ranch, Klamath Falls, Or.
Larry Burke, Publisher, Outside Magazine, Chicago, Illinois
Basil Brown, Brown Cattle Company, Klamath Falls, Oregon
Bob Kennedy, Oregon State Representative
Dave Reeder, Surgeon, Klamath Falls, Oregon
C. Wyle Smith, Coos Head Timber, Coos Bay, Oregon
Aaron Jones, Seneca Saw Mills, Eugene, Oregon
Kirk Uewart, Boise Cascade
Edward N. Gladish, Champlin Petroleum, Long Beach, California
Hollis Dole, Oregon State Forester, Lake Oswego, Oregon
Kirt Christensen, Forester International Paper
Granville Simmons, County Commissioner, Tillamook, Oregon
Nell Kuonen, Klamath County Commissioner, Klamath Falls, Oregon
Richard Aikman, Vice President est, an educational corporation
Dick Fairclo, Attorney, Klamath Falls, Oregon
Candace Bristow O'Neill, Barber, Klamath Falls, Oregon
Joe Keller, Real Estate and Land Development, Klamath Falls, Oregon

Michael Fitzgerald
 20991 Carpenterville Rd.
 Brookings, Oregon 97415

(503) 469-3691/469-6977

OCCUPATION: Rancher, Public Relations and Advertising Consultant; Elected County Commissioner, Curry County, Oregon November 1976 through January 1981.

OCCUPATIONAL BACKGROUND: Manager and herdsman Len-Rox Farms (purebred registered Guernseys), Macomb County, Michigan 1947-1949. Valley National Bank, Arizona 1956-1959; Account Executive, Copy Chief, Creative Director Champ, Wilson & Slocum Advertising, San Diego 1959-1961; Public Relations Director United States National Bank, Southern California (San Diego HQ) 1961-1964; American Institute of Banking lecturer in English, Phoenix (1957), San Diego (1961); cofounder, Fitzgerald-Palmer Advertising and Public Relations (later Michael Fitzgerald Company), San Diego, 1964 serving private and public clients including the San Diego Opera. Founder and Publisher, Today in San Diego 1964-66; since 1969 owns and operates 1,100-acre sheep and cattle ranch and tree farm in Southwest coastal Oregon. A private pilot with 2,000 hours in the Fitzgerald Cessna 182.

EDUCATIONAL BACKGROUND: Undergraduate work, liberal arts, University of Santa Clara, 1950-53. B.A., English, Arizona State University, Tempe, 1954. Graduate, Infantry Officer School, Ft. Benning, Georgia, 1955.

PRIOR GOVERNMENTAL EXPERIENCE: Public Relations Counsel, San Diego County Water Authority, 1964-68. Chairman, Resource Committee, O & C Counties Association (Oregon), 1979-80. Member, Public Lands Committee, Association of Oregon Counties 1976-1981. Member, Oregon Coastal Zone Management Association 1977-81. Member, joint government-industry Forestry Intensive Research Committee of Oregon, developing new methods of reforesting harsh growing sites in southwestern Oregon.

MILITARY: Commissioned U.S. Infantry Officer, 1954. Winner, Regimental Combat Leadership Award, 22nd Infantry RCT, 4th Division, Germany, 1955 and 1956.

PERSONAL: Born, Mt. Clemens, Michigan, June 10, 1933. Married Norma Hurley of Phoenix, Arizona, 1953. Four children: Shannon, Julie, Katie and Ted. Norma Hurley Fitzgerald teaches elementary grades in the Brookings, Oregon school system, joins the rest of the family running the ranch.

Comments from news media: "'Iron Mike has spark'...It is Fitzgerald's goal to try to bring the 'silent majorities' -- be they timbermen or property owners or others -- out of their private circles into the public eye...to encourage them to tell their story..."
 --Coos Bay World, May 16, 1978

"Energetic and well-read, Fitzgerald operated an influential and successful advertising business in San Diego before purchasing a 1,100-acre sheep, cattle and tree farm in Curry County in 1969. His agenda included programs to protect and enhance the forest products economy in the district..."
 --Portland Oregonian, April 19, 1980

closed soon because of a lack of supplies. The problem is aggravated, he said, by the fact that allocations are based on year-ago use and July 1978 was a wet month, reducing the amount of paving work done.

The walkers left Astoria June 24, spending the next three weekends in

Weskovin, one of the organizers of the walk. "We expected to be greeted by more hostility that we've encountered. We've been offered a place to stay in every area. People have fed us, given us money. They've told us we're doing good work."

Curry's Mike Fitzgerald

Man behind the lawsuit

By AL RISKE
Curry Staff Writer

Who is Mike Fitzgerald and why is he out to dismantle Oregon's land-use program?

Doesn't he believe in conservation? And who are the non-use planners and confiscation cultists he keeps complaining about?

Fitzgerald, 45, is best known for his impassioned attacks against the state Land Conservation and Development Commission. He is the man behind the lawsuit challenging LCDC's right to exist under the Oregon and U.S. constitutions.

Some environmentalists, he says, have called him not only a fool, but a dangerous one.

But contrary to the image he has developed since initiating the lawsuit nearly two years ago, Fitzgerald claims he is the true environmentalist.

A mid-on-the-boots rancher, he raised sheep on 1,100 acres above the Thoma Creek bridge in southern Curry County. He came to get away from big city congestion.

Now a county commissioner, Fitzgerald says his hostility toward LCDC — and its power to dictate how land is used — spurred him to seek office.

"It came as a great shock to me, once we bought the ranch, to find that, in Oregon, LCDC was gearing up to tell me what I could and could not do with it," Fitzgerald says.

He figured the best way to buck the LCDC system was to become a county commissioner.



MIKE FITZGERALD
Leads fight against LCDC

Fitzgerald was raised on both law and land. The son of a Michigan lawyer, he grew up working on his granddad's dairy farm.

"It was a youthful dream of mine to own my own farm," he says. Although he has finally realized the dream, he has to laugh. For most of his adult life, he succumbed to the bright lights of the big city. He cultivated skills in advertising and public relations in stead of farming.

But in a San Diego traffic jam one

to work in a car designed for speeds of 120 miles per hour — but traveling at its typical 3 miles per hour — that my life would soon be over and my kids would only see me disappearing each day," he says.

"I had a desire to have them see me perform actual physical work and to give them a chance to experience a rural lifestyle."

He traded a Tucson office building with faulty air-conditioning for a ranch he'd never seen and the back-to-land transition was complete.

So why is Fitzgerald, a metropolitan deserter, picking a fight with the one agency dedicated to protecting farmland from urban sprawl?

"The agricultural goal is phony. It's predicated on the idea that developers and newcomers are using up 24,000 acres of prime farmland each year," Fitzgerald says.

"And if we allow people — God forbid — to live on agricultural land, those unfortunate fools will starve because there is only so much agricultural land."

"To this, I reply — with a certain knowledge of the facts — baloney! Oregon is a textbook example of the opposite. Farmland availability is predicated on the market more than anything. And on technology," he says.

"Irrigation on land near the Columbia River that never produced a crop before is a good example. If there's a market for something, man will find a profitable way to produce

and the inevitable Volkswagen bus round out the procession.

Walker Eric Nicholson estimated the response on the road at 98 percent positive.

Though the walkers generally are in their 20s, Nicholson said they draw positive responses from a wide variety of people. "There are a lot of local people... there are a lot of Winnebagoes."

"It's not just young people — we get a lot of old people. Today an elderly man and woman came down specifically to look at this."

Those were two of an estimated 200 people who stopped by the anti-nuclear trailer, while it was parked on Bay Street Sunday to pick up leaflets, study exhibits and chat with the walkers.

One elderly gentleman asked Friedman, "What do you think of Carter coming out in favor of more nuclear

and waves.

"We're laying the groundwork for an alternative energy system," Friedman said. "We have centers and teach people these things — solar ovens, units and panels, photovoltaic (which convert the sun's electricity)."

About a dozen people pressed an interest in "energy cooperative."

Cheap materials are added, including recycled aluminum. For people who don't have the money, Friedman said the SNUB — the Sundatac — is the best.

"We're telling people to turn off their television sets and electricity on Sundays as a protest in the window as a pro-

Removal of moratorium on subdivisions urged

COQUILLE — Coos County officials "are leaning" toward removal of a moratorium on subdivisions, The World-Journal learned this morning.

The moratorium was placed on any subdivision or major land division in February as the county looked forward to completion of its comprehensive plan by July 1.

With the comprehensive plan now "another nine months off," County Commission Chairman Woody Robison said this morning, "I want to turn the whole thing loose."

The original action had been taken to avoid confusion and frustration among

applicants for subdivision moved from the existing plan to a new plan and ordinance.

"Let's go on with our Robison urged today. However, that he wants to take action with new Planning Grille and the planning before taking action at commission level.

Grille said this morning already working on a record lift the moratorium.

"I am seeking direction and the legal counsel before planning commission and commissioners," Grille said. "I want to make sure that he has already sent a staff asking for suggestions

The moratorium block subdivisions (any division four or more parcels) and partitions (divisions into parcels) but requiring creative subdivisions. Robison said this morning "are not too many" applica-

Low clouds

FORECAST: Wind north to northwest 10-20 mph (16-32km) tonight and Tuesday. Fog and low clouds spreading slowly northward tonight. Mostly cloudy or foggy Tuesday. Low tonight in the 50s (11-13C), high Tuesday in the 60s (17-19C).

TEMPERATURES: High 60-65, low 45-50.

Fitzgerald: Man behind lawsuit

(Continued from Page 1)

meadows, but because the agency destroys the freedom land ownership lands for, he says.

"What the LCDC's agricultural regulation says is: If you're a farmer, you're going to keep on being a farmer, regardless of the economics of farming or your personal situation from now on. Period," he says.

Land-use restrictions effectively take away ownership — without compensation, he contends. "If you don't use it, you don't own it."

A favorite Fitzgerald example is the farmer who saves his money and buys some river front property as an investment:

"Then he finds that, on implementation of LCDC, he can do only what that land what LCDC allows — which is to have a picnic on it. He can't build a house. He can't subdivide the thing and sell off a couple of acres so he can retire when that point comes," Fitzgerald says.

the economic impact of the state's

land-use planning program has never been spelled out, he says.

Fitzgerald believes there is still enough land in America to go around. "You could put everybody on a farm overnight," he says, "but the transition isn't easy. People aren't willing to make the sacrifice required for the actual experience of what they seek.

"If you're an activist on environmental issues, you want to do your part. But the question is: What is your part? Is it to send \$50 to the Sierra Club and continue to sit at home and watch Barnaby Jones and WKRP from Cincinnati?"

"Publications like the Mother Earth News are circulated to people who dream of living in the country, but haven't been able to leave the siren song they hear in the city.

"An environmentalist, in the current political sense of the word, is a member of the Sierra Club living in our old house in La Jolla ... or Phoenix or Seattle or wherever," he says.

"They are nice people who's concern for the environment is sincere, but it is activated from a distance — on an emotional basis — without the benefit of the experience a rancher, a farmer or someone working in the actual environment has.

"What I'm saying is: Don't try to control the country from the city. Be of the country if you're going to get into this thing. Become a full-fledged member. Don't just carry a card."

Fitzgerald criticizes card-carrying land-use planners for using convenient-to-the-cause euphemisms such as "goal" when they mean "regulation, policy or law." He calls it double-talk, propaganda, "semantic skyjacking." Land-use planning amounts to non-use planning, he says.

The charisma of former Governor Tom McCall and the "movement aura" surrounding the push for clean air, clean water and recycling have turned environmental concern into a political automaton, Fitzgerald says.

A new generation of bureaucrats and theoreticians have capitalized on

the "cause syndrome," he says.

"Carrying the Ralph Nadar banner of consumer protection, they have gotten their swords thrust through a whole lot of different doors including the most sacred: private property.

"Unfortunately, in human commerce, it isn't possible to guarantee things. I don't think the products of people can be guaranteed. Autonomy is what makes you self-sufficient, not the ability to read government approval seals," he says.

"The thing land symbolizes — and this whole return to the farm thing — is the individual as responsible for himself. I wanted to build my own house, string my own fences and raise my own food. And we're doing that. We have a garden and I can even butcher my own meat.

"You can't find more of an environmentalist than a rancher or a farmer. He lives in the world of reality. He has dirt on his hands, mud on his boots, sweat in his clothes and the experience of the elements that guide his activities," Fitzgerald says, cleaning his nails with a Swiss army knife.

Date set for LCDC court test

By AL RISKE
Curry Staff Writer

OLD BEACH — A legal battle aimed at erasing the land-use lines from the zoning maps of Oregon is set to begin Aug. 6, Curry County Commissioner Mike Fitzgerald announced today.

The lawsuit, challenging the constitutionality of the state Department of Conservation and Environment Commission, will be tried in Marion County Circuit Court. A judge has not yet been assigned to the case, Fitzgerald said.

Fitzgerald instigated the challenge nearly two years ago. Various legal maneuvers have postponed trial three times, but he said he is confident the new date will not be changed.

In the meantime, Curry County is possible LCDC order, forcing the county to comply with statewide planning goals.

John Kvarsten, director of the Department of Land Conservation and Development, said he asked the commission to hold the enforcement order until he can

through the state to pick up such examples of LCDC property confiscation as we may not already have," Fitzgerald said. "We have been gathering this stuff for a year and a half now."

Fitzgerald said he and other plaintiffs in the case will be looking for instances in which

LCDC action reduced the value of property, precluded its use or interrupted the owner's enjoyment of his property "in a blatantly irrational manner which does not benefit the public."

They will also be seeking out examples of LCDC actions which required government

bodies to alter their structures or procedures, he said.

"We're encouraging people to get in touch with us ... What we're looking for is not zone problems or difficulties with variances that could have been a problem before LCDC. We're looking only for those things occasioned by LCDC

regulations.

"That would not be limited to what LCDC does, but could include problems caused by other agencies applying LCDC regulations," Fitzgerald said.

"LCDC has caused a lot of illegal-type activity. This (lawsuit) is an attempt to preserve the law," he said.

— Obituaries —

John Ira McCool

Services for John Ira McCool, 56, will be held Tuesday at 1 p.m. at the Coos Bay Chapel of Campbell-Watkins Funeral Homes with the Rev. Malcolm Turkington of the Charleston Community Church officiating. Concluding services will follow at Ocean View Memory Gar-

the Beaver Hill Coal Mines.

He died July 15 in Vancouver.

Being from a musical family, he organized a band which played at The Oaks dance pavilion in Powers and worked as a brakeman and conductor for Southern Pacific Railroad and at Coos Bay Lumber Co. for many years.

He married Katherine Louise (Lulu) Matthews in

Six die in Oregon traffic

By United Press International
Two deaths Sunday sent Oregon's weekend traffic toll to six.

Three people died in separate accidents Saturday and one was killed Friday night.

In addition, Redmond Police said the death of a Madras man probably also was the result of a traffic accident and

of Eugene, was killed Saturday night in a collision between the pickup truck he was driving and a garbage truck on Highway 22 at Idanha. State Police said the operator of the garbage truck, Jack Truman Fine, 47, suffered only minor injuries.

Sandra Lynn Skeate, 20, of Walla Walla, Wash., was killed Saturday morning when

Danny O'Neill
7625 Lost River Road
December 18, 1980

Mr. James Watt
c/o Mountain States Legal Foundation
1845 Sherman
Denver, Colorado 80202

Regarding: Mike Fitzgerald

Dear Mr. Watt:

I am urging you to support Mike Fitzgerald as the Director of The Bureau of Land Management. As Chairman of the Klamath County Citizen Involvement Program I want you to know the great concern our citizens have for matters affecting land.

Extreme elements of the environmental cause have targeted Oregon as one area of this country to demonstrate Land Use Plans that confiscate ownership rights. From the position of preserving our environment, they attempt to make their actions look moral.

Some years ago, a handful of these people, backed by Cecil Andrus, successfully stopped construction of a major power line through this county and redirected its route at a cost in excess of \$250 million, from the pretense that a goose might fly into it and die.

At that time several of us committed ourselves to what looked like an impossible battle. Our community has transformed and we now have the most effective citizen involvement program in the state. It is acknowledged that Al Ulman lost his close defeat due to the voters of the Klamath County.

From my experience of participating throughout this State, Mike Fitzgerald, more than anyone, is able to develop solutions for the complex matters we all face.

As the extremist does not compromise about halting private enterprise, Mike's honesty, keen mind, highly original and powerful character, is an invaluable asset for the difficult task ahead.

This is not an overstatement. Those who have had the pleasure of knowing him will tell you I am barely scratching the surface. Those who oppose Mike rigorously avoid confronting him in any type of debate. Mike is cheerfully spontaneous, has absolute intention, and has acute perception in his ability to reveal the essence of many, many, diverse and complex conditions.

The opposition or audience does not intimidate Mike as he approaches matters from substance. He sidesteps no question, issue or item of

r. James Watt
December 18, 1980
Page 2

concern to the opposition, and makes opportunities from adverse situations. His ability to communicate clear workable solutions in a warm affable way reveals heart, courage, integrity, and leaves any audience with the experience of being empowered.

Jim, the people I've spoken with are uplifted and our country is honored by the courage you and others demonstrate in taking on this huge assignment. The intention of this letter is to make a contribution. In support of you, we request full support of Mike Fitzgerald.

Very truly yours,

Danny O'Neill

DO/sm

OFFICE OF THE PRESIDENT-ELECT

WASHINGTON, DC 20270

January 6, 1981

Dear Nancy:

I appreciate your taking the time to give me such a complete background and endorsement of David Bushong. I have sent copies of your letter on to E. Pendelton James, Director of Presidential Personnel, and to Ed Meese so that I am sure David will not get lost in the shuffle.

Don't hesitate to call if you need any other help in this matter.

Warm regards,

MICHAEL K. DEEVER
Deputy Director of the Transition

Senator Nancy Landon Kassebaum
United States Senate
Washington, DC 20510

United States Senate

WASHINGTON, D.C. 20510

November 25, 1980

Mr. Michael Deaver
3610 Cutterway
Sacramento, California 95818

Dear Mike:

Knowing that the Administration is handling an avalanche of resumes, I wanted to get this letter to you so that it would not be lost in the shuffle. My purpose in writing is to apprise those close to the President-elect of my efforts to secure the post of Ambassador to the Organization for Economic Cooperation and Development for David Bushong.

The OECD function and structure particularly lend themselves to David's talents, education and experience. The United States delegation to OECD is made up of twenty-three professionals. Of these, eighteen are drawn from various elements of federal bureaucracy. They pursue their individual areas of expertise within the appropriate confines of the organization's jurisdictional subcomponents. The remainder of the delegation is made up of foreign service officers, who perform principally administrative duties, and the Ambassador. Due to the supremacy of the Ambassador to France, who, of course, is also stationed in Paris, the head of the OECD mission is more manager than policy maker. He must be sensitive to the chain of command, know how to get the best out of a wide range of professional staff, and be politically perceptive. The latter characteristic is not only important to the internal operation of the mission, but is also applicable to the conduct of the business of the organization as a whole.

OECD's mandate is to promote policies designed to contribute to sound economic expansion in member and non-member countries. As the organization has no enforcement authority over member, let alone non-member, nations, it is obvious that the success of any U.S. initiative is largely reliant on persuasive politics. As with other international bureaucracies, the business of the OECD, at its higher levels, is essentially politics.

Mr. Michael Deaver
November 25, 1980
Page 2

It is in this context--the need for an ambassadorial candidate possessing management ability, a demonstrated knowledge of economics, and proven political instinct--that I express my strong support for David. His resume, while impressive, does not come close to inventorying his talents. My friendship with David predates my entrance into professional politics. His ability to quickly analyze and succinctly articulate alternate courses of action led me to seek his help when I ran for the Senate. David managed my campaign--from issues to people to finances--with an effectiveness and style that were invaluable. In two years in the Senate, he has been my strong right and left arms in running the staff and advising me on the full spectrum of legislative and policy issues. Whatever the problem, David is the first person to whom I turn.

David earned his degree in economics through a program that emphasized international studies. His knowledge of economics has been honed by practical legislative experience. As a member of the Budget Committee, I have frequently had occasion to draw on David's theoretical and applied economic expertise. His legal education and experience have given him the tools with which to exercise his natural talents as a negotiator. That he can handle highly sensitive matters discreetly is evident from his service as minority counsel to the Intelligence Committee.

In all, I think David is well prepared for this new challenge. The OECD offers him the opportunity to return to his initial career choice of international business. The prospect of trying to replace David is not a pleasant one. Nevertheless, I am firmly committed to making his objective a reality. I will be speaking with Ed Meese on this, and I would greatly appreciate your advice on how best to proceed.

Warmest regards,

Nancy

Nancy Landon Kassebaum
United States Senator

Enclosure

Many thanks for your assistance -

RESUME

DAVID BUSHONG

Objective:

Appointment to Ambassador of the United States Mission to the Organization for Economic Co-operation Development

Education:

Bachelor of Arts, Economics, University of Texas at Austin (1969)
Juris Doctorate, Capital University, Bexley, Ohio (1972)

Professional Experience:

December 1979 to Present--Administrative Assistant to Senator Nancy Landon Kassebaum

Responsible for development and implementation of the Senator's legislative program, initiating legislation, and coordinating both committee and floor activities; draft speeches, correspondence, bills, amendments, and offer policy options; oversaw the establishment of the Senator's office as a freshman senator; personnel responsibility for Washington and Kansas staffs; responsible for \$750,000 annual budget and staff of 30.

The Senator's 96th Congress committee assignments were: Commerce; Banking, Housing and Urban Development (International Finance Subcommittee); Budget.

August 1978-November 1978--Campaign Manager, Nancy Kassebaum's Senate Campaign

Oversaw financial and political operations; responsible for raising and disbursing \$1 million; prepared position papers; assisted in preparation of print and electronic media; coordinated scheduling and field activities.

May 1977-August 1978--Minority Counsel, Senate Intelligence Committee (Ranking Minority Member--Senator Barry Goldwater)

Responsible for coordinating minority members' activities on budget, legislation, and oversight; conducted Panama Canal Treaty review, investigation and oral report to the full Senate; conducted secrecy and classification policy review; assisted in drafting intelligence charter, anti-terrorism, and budget secrecy legislation; assisted in budget reviews.

January 1976-May 1977--Legislative Director for Senator James B. Pearson

Responsible for the Senator's legislative program.

The Senator's committee assignments were: Foreign Relations; Commerce; Joint Committee on Atomic Energy. Office focus was on international economic affairs.

July 1975-January 1976--Staff Counsel to Senate Select Committee on Intelligence (Ranking Minority Member--Senator John Tower)

Responsible for investigation and report on assassinations and foreign intelligence operations.

February 1974-July 1975--Special Assistant to U.S. Attorney General William Saxbe and Attorney Advisor to Justice's office of Policy and Planning

Assisted in establishment of President Ford's Vietnam Era Clemency Program; assisted Attorney General on U.S. Attorney Advisory Counsel; conducted Attorney General's review and report on Organized Crime Strike Force structure.

June 1973-February 1974--Associate Attorney in private practice with Teaford and Bernard, Columbus, Ohio

Corporate, tax, and plaintiff's personal injury litigation.

January 1973-June 1973--Staff Attorney, Federal Trade Commission, Washington, D.C.

Internship, following graduation until notification of admission to Ohio Bar; competition and consumer economics.

Scholastic Recognition:

Undergraduate

Dean's List
Teaching Assistant, International Political Analysis
Latin American Fellow

Graduate

Top Ten Law Graduate
President, Student Bar
Order of Curia
American Law Publisher's Outstanding Scholar Award

Personal:

Health -- Excellent	Birth -- August 10, 1947
Marital Status -- Married, three children	Place -- Findlay, Ohio
Residence -- 2035 Chadds Ford Drive Reston, Virginia 22091	Phone -- (O) 202 224-4774 (H) 703 860-5305

File

December 22, 1980

MEMORANDUM

TO: Mike Deaver

FROM: Bob Garrick *rg*

Ed Melanson is one of the sharpest, most highly-respected Captains in the Navy on active duty today. I have stayed with the chain of command, and I have sent his request and supporting material to Pen James. However, in the event that you are lacking for an outstanding Naval Aide, you might want to review Ed's background and the attached material.

x x x

Attachment as stated.

OFFICE OF THE PRESIDENT-ELECT

WASHINGTON, DC 20270

December 20, 1980

Mr. Edward J. Melanson, Jr.
8447 Thames Street
Springfield, VA 22151

Dear Ed:

Thank you for your correspondence of 18 December. I appreciate the kind words it contained.

Mike Deaver is in Southern California, but I would strongly recommend that you make contact with him. Possibly, first through correspondence and then arrange a meeting with him when he is in Washington with the Governor. You can refer to our past conversation and the fact that I have passed on the material you have sent to Pen James here in the Transition Office.

Most cordially,



Robert M. Garrick
Deputy Director of the Transition
For public Affairs

December 20, 1980

MEMORANDUM

TO: Pen James

FROM: Bob Garrick

Here is additional information concerning Captain Edward J. Melanson, USN, relative to his desire to be Military Assistant and Naval Aide at the White House.

This is an exceptionally bright man, and I suggest you take a long, hard look at his qualifications.

x x x

Attachment

EDWARD J. MELANSON, JR.
8447 THAMES STREET • SPRINGFIELD, VIRGINIA 22151

18 December 1980

Dear Admiral Garrick:

If one is to believe the Washington Post (always a bit of a risk in this town) you deserve congratulations on the possibility that you will be joining the White House staff in a senior level assignment. Maybe commiseration would be more appropriate since you will be leaving the paradise of southern California. But at any rate, I just wanted to let you know how pleased I was to read that. There is a lot of wreckage to rebuild and a lot of solid management needed. If the impressive structure you put together at campaign headquarters is any barometer, the job will be done right!

You may recall that when we last talked you were very optimistic as we focused on my assignment as Military Assistant and Naval Aide. Now that some of the more significant assignments have been made and the spheres of responsibility on the senior White House staff level are being defined, I would like to reiterate my interest in working in that support role. I would think that even though the Military Assistant is clearly not a policy maker, his value to those who are is enlarged by an instinctive understanding of major issues which confront decision makers, the policy ramifications involved, the political subtleties which exist, and even the personality considerations which frequently emerge in any issue on that level. The portfolio which you have including copies of my fitness reports, references, and a photograph shows that kind of understanding of issues as well as considerable experience in working closely with senior military and civilian officers of various government agencies. That background seems to point naturally to the kind of assignment we talked about.

With that in mind, would it now make sense to meet with Mr. Deaver or other as necessary? I just assume that before the inauguration he would want to insure that his own team is in place and well prepared to support the President and senior staff members on what is likely to be a myriad of details and issues over the weeks and months ahead.

Within the last month the authorities have completed a scheduled background investigation in connection with the periodic updating of my special access clearances and I know that circumstances here would allow me to be available immediately. That, of course, would be my preference. I'd be grateful for your continued support and advice and I would look forward to a continued association on the White House staff. Should you need to reach me to schedule an interview of any kind either here in Washington or on the coast, you can reach me at the office on 697-4436 or at home at 323-0237.

With all best regards,

Sincerely,

A handwritten signature in cursive script that reads "Ed Melanson". The signature is written in dark ink and is positioned below the word "Sincerely,".

P.S. Enclosed is a copy of a recent article from Washingtonian magazine which you may not have seen. On the whole it is rather apropos and the section outlined on the last page is especially relevant.

Rear Admiral Robert M. Garrick, UNSR, (ret.)
Office of the President-Elect
Washington, D.C. 20270

The Buck Still Stops at

An Open Letter to President-Elect Reagan From a Respected Public Administrator Who Served Three Presidents in the White House

By Bradley H. Patterson, Jr.



You have been elected America's chief executive.

Be one.

You won your election in part because the public is fed up with amateurism in the White House—Hamilton Jordan and Jody Powell dressing up for the cover of *Rolling Stone*, Frank Moore discussing Khomeini's illness, Peter Bourne kiting a prescription, Robert Lipschutz overlooking a grain-company conflict of interest in a senior appointee.

Now it's your turn.

Angered at the spectacle of such third-rate White House staff work, and experienced as you are in using the Cabinet method as governor, you may be tempted to overreact.

You may be advised to rely on your Cabinet, to make your White House staff small and deferential to the departments.

Take it from a professional public administrator: That is a mistake. You can't be an effective President without a staff that is tough, smart, and energetic.

If the idea of an activist White House staff raises your hackles, and those of your Cabinet-to-be, inject quickly into this equation one central principle that has too often been violated in recent years: The White House staff must do its work in anonymity. No more Kissinger/Brzezinski antics in front of the world media.

Let me state the case for a strong White House staff—a case that can be made even after Vietnam, Watergate, and the Carter crew.

There are five important jobs that the White House staff does for any President, jobs the Cabinet cannot do:

The Bridging Role

Mr. President-elect: Under your direct control in the Executive Branch will be 13 Departments and 38 agencies. They are specialized institutions with old traditions, rigid boundary lines. But the big

Bradley H. Patterson, a federal career executive for 32 years, served 14 years on the White House staff. He was deputy Cabinet secretary to President Eisenhower, and an executive assistant in the Nixon-Ford years. He is now a senior staff member at the Brookings Institution. The views here are his own.

at the President's Desk

problems the country is expecting you to handle don't fit neatly inside these boundaries.

Curbing inflation, getting the economy back on its feet, easing the regulatory burden, cutting unemployment, carrying out an energy program, overhauling immigration policies, improving national security—such issues cannot be tucked within the authority of just one or even two or three of those separate departments. To deal with problems of that scope, you must demand information and advice from half a dozen or more of those legally and traditionally disparate institutions.

How can you be sure of getting this raw material—fully, systematically, and on time—for your decision-making, especially when some of the information may be embarrassing to the departments themselves?

You may jump to the conclusion that the answer is to try to change the separatist statutes and traditions—but such reorganizations are rarely worth the effort. Besides, you will never be able to combine such protagonists as State and Defense, Justice and Interior, Labor and Commerce. You will always have departmental wars.

You may want to try forming Cabinet committees, but major issues like inflation provoke major disagreements, and Cabinet officers do not defer to each other.

It is in this policy-formulation area that a good White House staff can help you: Without ruffling the statutes or challenging the traditions, without substituting itself for the legally responsible departments, White House assistants can organize and pull together the interdepartmental staff work that is the indispensable requirement for presidential decision-making. It is in this interdepartmental arena that no single Cabinet officer's voice can command or suffice.

Your White House staff will draft the organizing memoranda for policy studies; they will have to police the study as it goes on; and they probably will prepare the final option paper for you, especially

if the Cabinet differences are emotional as well as substantive. In 1972, when Deputy Secretary of Defense William Clements disagreed with presidential assistant Anne Armstrong about admitting women to the military academies, the option paper for the President had to be written by a separate White House office, by someone who could look objectively at both sides of the issue. (Nixon decided not to admit women, but the Congress allowed them in.)

Your adviser George Shultz will remember the intensive staff work that went into answering the 75 questions the Congressional Black Caucus put to Nixon in 1973. He wanted to give a substantive answer to each question. Information was combed out from dozens of agencies, assembled by OMB and the White House into a comprehensive reply. Several issues were flushed up for presidential decision, and the final package—a consistent whole—was sent to the Caucus under a presidential letter. No Cabinet officer alone, or even a committee, could have handled that undertaking.

Your staff will include its own assessments in this policy work—you will want and need their contribution. But you must insist that any staff views be made explicit and be evaluated along with those of Cabinet officers. In other words, you must demand intellectual integrity from your personal policy assistants. Sycophants on the staff will be of no help to you. Advocates will be an actual hindrance.

This, then, is the bridging function of White House assistants. If they are smart men and women who know what questions to ask, where to go in the Executive Branch establishment to get answers, how to connect the disparate pieces, and how to lay out alternative options objectively, your interdepartmental policy process can work well.

Will your staff meet that description?

The Confidential Role

There will be some matters so novel, so delicate in either a political or a security sense, or so important to you as personal

initiatives that you will want the staff work to be done entirely within the White House. You will wish for a minimum of consultation outside a circle of intimates.

Johnson's plans for draft reform and Nixon's trip to China and his recommendations on busing were incubated within the White House, with Cabinet members informed at the last minute.

There is another, more potent reason for you to confine policy staff work to your close White House associates: the problem of leakers and whistleblowers. Not a new problem, of course: Eisenhower saw his top-secret Gaither Report on continental defense spread on the front pages of the *Washington Post*; Jack Anderson printed Nixon's "tilt toward Pakistan" instructions. But knowing that previous Presidents have had to endure this kind of embarrassment will not make your first exposure any less traumatic. Your reaction will be to tighten the circle of those with whom you share your most candid communications. (You and your staff will use leaks yourselves on occasion, but that is a different game.)

There is a countervailing risk to secret preparatory work within the White House: You and your staff may cut yourselves off from facts, precedents, and evaluations that Cabinet people could contribute to the policy process. You could also anger Cabinet officers personally if they interpret your secretiveness as a lack of confidence in them. You can minimize the risks if your inner personal staff is sensitive, sophisticated, and diplomatic. Will it be?

Radar on the Roof

You have more than four million military and civilian advisers and helpers in the Executive Branch. They are scattered around the city, around the nation, and around the world. This very minute, some are closely involved with events or issues that are problems for them today—and will be your problems tomorrow. What they tell you about these problems—even if the telling is embarrassing to them

Continued on page

Open Letter to Reagan

Continued from page 127

Will they alert you before Sarah McClendon or one of her colleagues at your next press conference yells: "Mistah President, did you know that . . . ?"

The answer: No, they won't.

Eisenhower had to read in the newspapers that his GSA administrator was going to auction off Ellis Island before he could step in and reverse it, or that HEW had found that AEC was letting radioactive contamination get into one of his favorite Colorado trout streams. Nixon learned only at a press conference that all the VA checks were late one week. A President is 100-percent accountable but only 30-percent informed.

Systems must therefore be invented. Take the cable traffic of the national-security community: All the significant messages are creamed off and electronically sent to the White House Situation Room. Because the domestic agencies of government are still a few years away from putting in such electronic systems (but they are coming), it is in the domestic area that the White House staff has had to improvise. President Eisenhower and General Andrew J. Goodpaster, his staff secretary, set up a "Staff Notes" dragnet in 1956 and finally trained the reluctant departments to send daily reports about anticipated problems to the White House. President Kennedy asked for two pages of anticipatory information from every agency by 2 PM each Tuesday. He also instructed MacGeorge Bundy and Walt Rostow to ferret out from State's lower-ranking officers all the original options they had considered internally, before the final recommendation was sent to Secretary Dean Rusk.

But the most comprehensive—although informal—White House information system is the personal radar of each member of the White House staff. If there are 300 White House staffers, 300 listening "dishes" sprout from the White House roof.

Lawyers and lobbyists, mayors and governors, ministers and reporters, friendly bureaucrats and dissident Indian tribesmen: They beam their tips and stories at these dishes. Do they follow the Cabinet chain of command? In no way. Could Cabinet members limit such backchat? Of course not.

Can all the static from 400 radars be funneled indiscriminately into the Oval Office? Absolutely not—and the experienced and discriminating White House staff officer will make a thousand judgments a day as to what is important and urgent and what is rubbish.

Do you have discriminating people like this?

The Washingtonian/December 1980

From Talk to Action
The campaign is over. You set an agenda for solving the nation's toughest problems. You have made promises, outlined new courses of action, pledged new initiatives.

Some of what you have promised is dramatically different from what the Executive Branch has been doing up to now.

Will those changes really be made? Will the federal bureaucracy—in Washington and in faraway field offices—do the turnabouts that may be needed?

In some cases, very slowly.

The White House staff should have compassion, restraint, and quick reflexes. Will yours?

Your new ideas will be up against ingrained habits, against old concepts of what used to be proper, and against personal attachments to past priorities.

You may jump to the conclusion that inertia is the same as malice—that slow compliance is the federal bureaucracy's way of intentionally doing you in, that what is needed is some head-knocking.

Hold your fire.

Many of those federal employees probably have not gotten a clear idea of what you want done and why you want to make the changes you propose. Some special communication efforts may be necessary. Suggestion: Schedule some early meetings between some of your senior advisers and the top career officials. Not PR rallies, but closed, substantive sessions. Convene them around the country, not just in Washington. But even with such a good beginning, in the subsequent months follow-up will be needed to spotlight areas where change is most necessary, to set some examples of how you want your new policies to work, to drive home just how serious you are about breaking with the past.

Because some of this example-setting may have to be done with non-career departmental officers, your White House staff often has to get into the act.

Consider this example:

On July 8, 1970, President Nixon announced a new policy for American Indians. The colonialism of 180 years or more was to be ended. Indian tribal governments were to be encouraged to step forward, become governments in fact, run their own schools, hospitals, police forces. The thousands of Bureau of Indian Affairs teachers—all federal em-

ployees, many non-Indian—were to become tribal employees. Some Indian lands, improperly acquired long ago by the Forest Service, were to be returned. Indian trust rights—in land, water, fishing, hunting—were to be defended by federal lawyers, not nibbled away as in the past.

But in parts of BIA, the Forest Service, the Department of Justice, and the Bureau of the Budget, there was grumbling and apprehension. Some of this static was selfishly motivated, but most of it came from honest professional concern about the national interest.

Throughout the next four years, while BIA commissioners, assistant attorneys general, assistant secretaries, and assistant OMB directors came and went, the White House staff (Leonard Garment and myself) had to remind, push, needle, and cajole. On one occasion a Forest Service officer was discovered lobbying a key senator in opposition to the President. He was told to get back to his desk.

In 1971 there was a showdown. IRS and Justice were prosecuting an Indian for alleged tax evasion of grazing income from trust land in Montana. The White House "radar" was alerted by a telephone call from a private individual. The Indian had been convicted in tax court, and his case was on appeal in the Ninth Circuit. The feds were the prosecutors, but where were the feds in their role of defenders of Indian trust rights—as the President had promised a year before? Was the promise to be reneged on, or was Justice to be told to file a brief for the defense as well as for the prosecution—a departure from professional practice?

Garment restudied the President's message, then told the Treasury and Justice prosecutors to include a brief for the defense in the government's appeal. The Indian won resoundingly in court; the President's policy was vindicated—but Justice and Treasury were acutely unhappy at the White House's action.

A White House must learn this lesson quickly: Unless the White House staff is ready and able to intervene, to make sure presidential policies are carried out, especially those setting new directions and initiatives, a President's promises and declarations are just empty words.

But there is one more lesson: Garment never crowed about what he had accomplished, nor did he ever act vindictively. He handled that Indian issue—and many others—firmly yet quietly, treating it as a clash of policy, not of personality.

Will your aides meet that standard?

Handling a Crisis

In a crisis—foreign or domestic—the force of all the previous observation is tripled.

A crisis turns the President's bureaucratic world upside down. The unexpected is everywhere. Contingency plans, if there are any, don't fit the events of the moment. The rule books have to be set aside; you rely on improvisation and finesse.

Big institutions—departments and agencies—do not function well in these bewildering circumstances. There is an acute danger that well-meaning but rigid reactions by lesser officials will make a crisis drastically worse—so much worse that the top decision-maker, in this case the President, will have to pull back delegations of authority and concentrate all supervision in the White House.

Eisenhower, for instance, did not delegate the details of the U-2 sorties over the Soviet Union to anybody—he approved each individual flight. When the shoot-down crisis came, he publicly took responsibility, tearing off the fabricated cover that a President “wouldn't know about such things.”

Kennedy “carefully and personally selected” (in his brother's words) the first ship approaching Cuba to be boarded and searched by the US naval blockaders in the Cuban missile crisis.

Johnson ordered raw intelligence reports on the block-by-block fighting in Santo Domingo sent to him directly, with no intermediate evaluation by any of the intelligence agencies.

The Indian occupation of Wounded Knee took place in March 1973. First reports were that a dozen hostages were being held—and again the White House took direct command of the federal responses. For 72 days negotiations by day alternated with gunfire by night. There were so many press conferences called by the Indians that even the press called it “Bamboozle Me Not at Wounded Knee!” An Army colonel sized up the options for a full-scale military attack; the White House vetoed it. A senior Justice Department official told the Defense Department to store up gas; the White House scotched that too. Direct telephone links were used between the Justice/White House staffers and the negotiators on the spot at Wounded Knee. In the end, five White House representatives flew to Wounded Knee for three days of symbolic discussions after the Indians evacuated the historic hamlet.

Now, dozens of demonstrations and many hostages later, the principles of restraint and of direct White House crisis management are firmly established. But the staff should have compassion, restraint, and quick reflexes.

Will yours?

The five parts of this essay each raise a question about the White House staff. Taken together, they add up to a larger

question to which no President in history has yet provided a good answer: How can a White House staff be prepared ahead of time with the skills they must have?

There is no orientation program—no graduate course in public administration at the apex of government.

Just the opposite.

Almost all White House staffers come from the campaign apparatus of the President-elect, and in this crucible they have been imbued with ways of thinking that are precisely contrary to those they will need at 1600 Pennsylvania Avenue. In the campaign:

■ Issues were simplified. There were clear rights and wrongs. But now the White House staffers must dissect complicated policy options where there are

**In the campaign they
have been imbued
with ways of thinking
that are precisely
opposite to those they will
need at the White House.**

no wrongs, only trade-offs to be made among many gradations of right.

■ People were divvied up—into white hats and black hats, supporters versus opponents. In all campaigns, the competitive edge is honed nearly to the point of vindictiveness. But now, after the election, coalitions must be built, compromises discussed with erstwhile enemies.

■ The limelight was everything: column-inches in the paper, seconds on prime time. But now the work has to be done quietly, and the passion must be for anonymity.

Can a hard-driving, fast-moving bunch of egotists be so metamorphosed between November 5 and January 20?

Perhaps.

In a number of White House staffs, there has been a shift in the first year—with people of greater experience and administrative skill replacing old pals and campaign novices. Bob Hartmann, who was the closest staff member to Ford as Vice President, “did not fit the prescription” to be the chief of staff to the President (to use Ford's words), and Rumsfeld got the job. On Carter's staff, Washington-wise attorney Lloyd Cutler succeeded Georgian Robert Lipschutz as counsel; lawyer Sarah Weddington and the experienced Anne Wexler took over from the amateurish and temperamental Midge Constanza. Some of these changes



very
very
very good!

Candela's

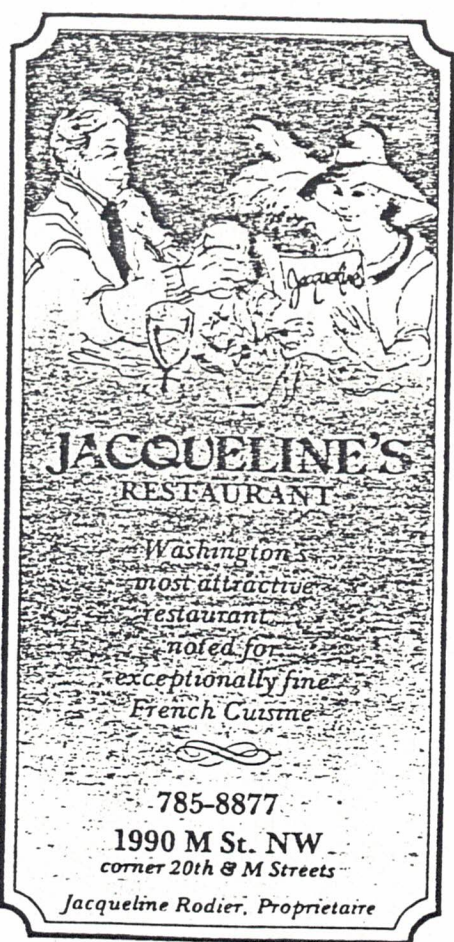
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were quiet and graceful; some were messy.
What kind of person is needed in the
White House?

Mr. President-elect, if a prospective
White House appointee stands before you,
you ought to ask these questions:

Are you so filled with the campaign's
combateness that you will want to stick
it to these troublesome opponents? Get
even with the press? If so, stay away
from the White House.

Are you so loyal that you will tell me
what you think I want to hear, rather
than give me the truth about what op-
tions there are? Apply elsewhere.

Are you thinking about your inter-
rupted or future career? What will hap-
pen in the company while you are away?

**The internal White House
environment is not
that of a friendly
club. It must have
frequent competition and
tough discipline.**

How much you will be worth at the end
of White House service? We're not in-
terested.

Planning to run for office? To use
White House magic to help? Store up
friends and get people in political debt
to you? Disqualified.

Like to be in the headlines? Be pho-
tographed standing next to the President?
Make the society pages? Try someplace
else.

You need to feel important? Get grat-
ification from issuing orders? No vac-
ancy.

You want to write a diary? Backstairs,
front stairs, 1,000 days, tales from bed-
room or Cabinet room? Close the door
on your way out.

Like many Americans, newly designated
staffers will be full of misconceptions
about how the White House gets its work
done. Among them:

- The White House is small. The
modern White House has some 2,000
people assigned to it, not counting the
careerists in the Executive Office. Many
are technicians—police, Secret Service,
communicators, chauffeurs, mail, tele-
phone, and file experts—but several
hundred are policy officials.

- The White House is homogeneous.
A White House staff is as diverse in its
thinking as is the ideological spread of
the party. Nixon's staff made room for
the tough, right-wing ideologue Pat
Buchanan and the former Democratic,

clarinet-playing humanist Jew from
Brooklyn, Len Garment.

- The White House staff is harmo-
nious. Egotists all, senior White House
staffers are driven people, competing—
necessarily—with the Cabinet, and with
one another for the President's time. They
are spurred by the fact that they have
been individually called to service by the
President of the United States. They tend
to be "don't-get-in-my-way" people.
Policy differences, piled on top of per-
sonality clashes, multiplied by time pres-
sures, and heated by sometimes vin-
dictive news leaks, can add up to an
incandescent plasma of high-voltage
conflict.

All White House staffers are not ex-
pected to be advocates. Once members
of the White House staff get so much in
bed with the groups with whom they may
work that the borderline is crossed be-
tween liaison and advocacy, their use-
fulness in the White House is at an end.
Their memoranda to the President are
discounted, and their very presence in
the White House is reduced to window
dressing.

The fact is that the internal White House
environment is not that of a friendly club.
It must have frequent competition and
tough discipline. The senior staffers find
that they have to levy sacrifices on their
nights, weekends, families, and mar-
riages, and give up much of their pri-
vacy. Everything they do or say reflects
on the President and is properly attrib-
uted to him.

There are temptations for every White
House staffer: hints of jobs in the future,
chances for fame in the present. Maga-
zines will want to run cover stories, and
gossip columnists will record who is sit-
ting on the right hand of whom. But the
more a President lets his White House
staff get into the business of promi-
nently articulating policy, the more *they*
are in the headlines, the sharper grow
the polarities between themselves and
the Cabinet.

Here is a proposal, Mr. President-elect:
Require that your new White House staff
go through a one-day orientation pro-
gram—not just about the specific duties
they will take over, but about the role
of the White House in the government
and the tender relationships between the
White House and the Cabinet.

We close as we began. Mr. President-
elect, while Cabinet government is a
constitutional necessity in Great Britain,
Canada, and elsewhere, in the American
presidential system it is only a slogan for
a mythical concept.

The presidency is the policy center of
the Executive Branch, and a strong, tough
White House staff—working quietly and
with a low profile—will be the indis-
pensable part of your presidency. □