

Jim(?)

United States Senate

WASHINGTON, D.C. 20510

Dear Fritz -

Romy

I don't know whether  
you know C.D. Wood well  
or not. He and his wife are  
two very fine people.

If you have a spare minute  
(he) you might find it helpful  
to visit with him. Just a thought.

Hope you and Joan are  
both well. Keep up the good  
work!

Best regards,  
Buck

United States Senate

WASHINGTON, D.C. 20510

Buck Bayl  
U.S.S.

The Honorable Fritz Mondale

3421 Lowell St., N. W.

Washington, D. C. 20016

## Letters to the editor

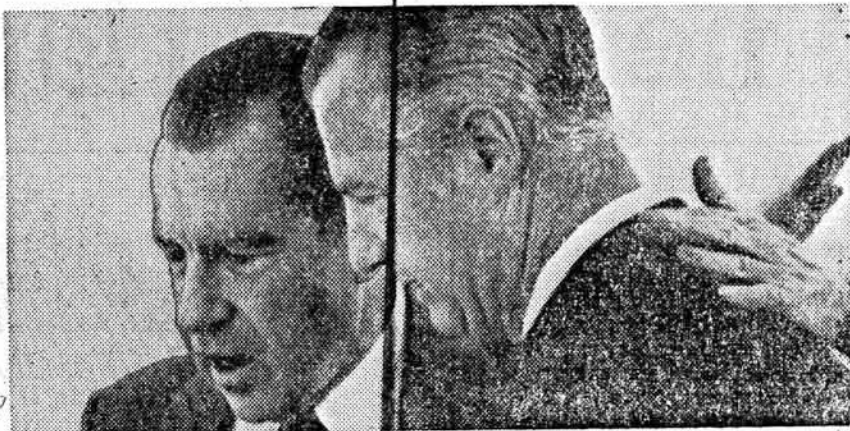
# How best to keep a veep busy

As President-elect Carter begins to organize his administration and reorganize the government, let us hope that he will not forget his vice president as so many other presidents have done.

Every president since Roosevelt has stressed his intention to make his vice president an integral part of his team and to provide him with productive, important and not merely ceremonial assignments. This has never happened, and it won't in the case of Sen. Mondale unless Gov. Carter establishes and institutionalizes a policy and a procedure designed to keep the vice president as fully briefed on domestic and foreign affairs as the president, and provides the vice president the opportunity to fully participate in the policy-making process.

Further, the president must make it known to his cabinet and his staff that he emphatically intends to monitor this procedure and is prepared to change personnel to insure that it works. Nothing but a forceful measure such as this can penetrate the intoxicating atmosphere of power which surrounds the presidency.

Many White House staffers are particularly opposed to any activity which they perceive as reducing their own power, now or in the fu-



ture. They also don't like to be reminded of the possibility of their losing their positions close to the leader. Therefore, they resist dealing with the vice president in a manner that carries with it the possibility of his immediate assumption of power.

Cabinet officers and other officials who want to deal with the president on a one-to-one basis, — "kings only want to talk with other kings" — are reluctant to afford the vice president the same rapport that they strive to establish with the president, as they fear a situation in which the vice president would be substituted for their contacts with the president.

The final obstacle is the president

himself, who may want such a role for his vice president but may subconsciously relieve his own anxiety of being replaced by not pushing for it.

There are a variety of procedures which might be established to provide the vice president with a more productive role. There are five living Americans who have occupied this position and who, I am certain, have extensive thoughts on how the office of the vice president could be improved.

I submit that the easiest and most effective way would be merely to require that every decision paper that goes to the president include the vice president's recommendations and comments. One would say that this would take up most of the vice president's time. Precisely! And what better way for him to spend it?

By having selected Mondale to be his vice president, Gov. Carter has told the nation that this is the man he feels best qualified to replace him. If that is so, then whose counsel is of more importance to him?

It is hoped that when Gov. Carter leaves the White House, he will have assured that his vice president was the best prepared in the history of our nation to assume the presidency should that need have arisen. Not a bad objective for Gov. Carter to add to his shopping list.

C. D. Ward

Washington, D.C.

(NOTE — Mr. Ward was an assistant to Spiro Agnew when he was vice president.)

### III. HOUSE MEMBERS (INCUMBENT)

MORRIS UDALL - SECRETARY OF INTERIOR

JOHN BRADEN - SECRETARY / UNDERSECRETARY HEW

PAUL SIMON - UNDERSECRETARY / ASST SECRETARY  
HEW, HUD, TRANSPORTATION

ANDY YOUNG - WHITE HOUSE COUNSEL

### IV. HOUSE MEMBERS (DEFEATED)

ED MARVIN - ASSISTANT SECRETARY  
HEW, HUD, TRANSPORTATION

RON HATCHER - ASSISTANT SECRETARY - MINERALS  
INTERIOR; DIRECTOR, MINE  
EMPLOYEES SAFETY ADMINISTRATION

BILL GREEN - ASSISTANT SECRETARY  
(SOME DOMESTIC DEPARTMENT)

PATSY MINIL - ASSISTANT SECRETARY  
(SOME DOMESTIC DEPARTMENT)

## MEMBERS OF CONGRESS: EXECUTIVE BRANCH POSITIONS

### I. SENATORS (INCUMBENT)

ABE RIGGOLF - AMBASSADOR TO EUROPEAN  
NATION OR ISRAEL

MAC MATHIAS - SECRETARY OF HUD,  
TRANSPORTATION, OR A MAJOR AMBASSADORSHIP  
(BIGGEST PROBLEM NOW IS IT ROBS THE REPUBLICAN  
PARTY OF A MUCH NEEDED INFLUENCE)

FRANK CHURCH - SECRETARY OF STATE  
(JUST TOUCHING ALL THE BASES)

JOE BIDEN - (NO PARTICULAR POSITION IN MIND  
BUT NOT WAS EARLY FOR CARTER AND WORKED  
HARD)

### II SENATORS (RETIRED, DEFEATED)

JOHN PASTORE - AMBASSADOR TO ITALY

MIKE MANFIELD, - AMBASSADOR TO P.R.C.

GALE Mc GEE - UNITED NATIONS

JOHN TUNNEY - (I DON'T KNOW)

1. MICHAEL BLUMENTHAL, MICHIGAN
2. BEN HEINEMAN, CHICAGO
3. ARJAY MILLER, STANFORD UNIV.
4. CHARLES SCHULTZE, BROOKINGS
5. ROBERT ROOSA, NYC
6. WALTER HELLER, MINNEAPOLIS
7. TOM CLAUSSEN, SAN FRANCISCO
8. ANDREW BRIMMER, WASHINGTON, D.C.
9. PETE PETERSON, NYC
10. VERNON JORDAN, NYC
11. ALICE RIVLIN, D.C.
12. ARTHUR OKUN, D.C.
- \* 13. ROBERT SOLOW, MIT
14. LARRY KLEIN, U. OF PENN.
15. RICHARD COOPER, YALE
16. LEONARD WOODCOCK, MICH.
17. CLIFF WHARTON, MICH. STATE UNIV.
18. PATRICIA HARRIS, D.C.
19. WARREN CHRISTOPHER, L.A.
20. JOHN DOAR, N.Y.C.
21. BURKE MARSHALL
22. ~~ED~~ CHESTERFIELD SMITH, FLA.
23. JUDGE FRANK JOHNSON, ALA.
- \* 24. GRIFFIN BELL, ATLANTA
- \* 25. JUDGE WADE MCCREA, MICHIGAN
- X 26. ANTHONY AMSTERDAM, CALIFORNIA

- \* 27. ANTHONY DOWNS, CHICAGO
- 28. TOM FOLEY, CONG. / WASH.
- 29. BOB BERGLAND, CONG / MINN.
- \* 30. FRANK THOMAS, NYC /
- 31. LEON HIGGINBOTHAM, FED. DIST JUDGE, PENN.
- \* 32. COLIN SEITZ, FED DIST JUDGE, 3RD CIRCUIT
- 33. RICHARD RAVITCH, NYC / HRH CONST.
- \* 34. JANE CANUL PRUEFFER, VP OF IBM; NYC
- \* 35. JUANITA KREPS, DUKE UN.
- 36. CYRUS VANCE
- 37. Z. BREZ
- 38. RICHARD GARDNER
- 39. THEODORE SORENTON
- 40. RICHARD HOLBROOKE
- 41. ANTHONY LAKE
- 42. PAUL WARWICK
- 43. PAUL NITZE
- 44. GEORGE BALL
- \* 45. TOM HUGHES
- 46. BILL GUY, N. DAKOTA
- 47. CECIL ANDRUS, IDAHO
- \* 48. FRANK MOSS, UTAH
- 49. PAT LUCY, WISC.
- 50. HENRY MEIER, WISC.
- 51. JOE CALFANO, D.C.
- 52. JOHN DUNLOP, HARVARD
- \* 53. FED. DIST. JUDGE ALDISERT ALDISERT?  
(over)

54. HAROLD BROWN, CAL TECH

55.



Dear Brock:

I am writing to recommend for your consideration one of the ablest young men I know, Eliot R. Cutler ~~of Bangor, Maine~~. Eliot would like to be considered for three positions in the Department of Transportation, all of which have <sup>3</sup>a bearing on his interest in the conservation of our environmental resources:

Assistant Secretary of Transportation for  
Environment, Safety and Consumer Affairs  
General Counsel to the Department of Transportation  
Assistant Secretary of Transportation for Congressional  
and Intergovernmental Affairs  
~~Relations~~

Eliot has an impressive record of experience ~~with~~ which qualifies him for these ~~pos~~ positions. He is a graduate of Harvard College and Georgetown University Law School. He has served on Senator Muskie's staff, with responsibility for environmental legislation. He has also been a staff member of the Senate Subcommittee on Environmental Pollution. As <sup>he enclosed</sup> ~~his~~ resume shows, his experience in the Senate came at a time when our most important environmental <sup>leg</sup>islation was being written. For the last two years, Eliot's law practice has kept him abreast of developments in the areas of air and water pollution and land use <sup>man</sup>agement.

During the campaign just past, Eliot served as my Scheduling Director. He held line responsibility for making some of the most important political decisions in ~~my~~ campaign; and in the course of his work, he earned not only the respect of the other top managers in the campaign, but my <sup>own</sup> respect as well.



Most important, Eliot brings personal qualities to his work that I believe would be a valuable asset to your Department. Eliot is extraordinarily bright. He has an impressive ability to analyze policy issues and ~~set~~<sup>Set</sup> out pragmatic means of dealing with them. Despite his age, Eliot is mature and trustworthy; he can be counted on to handle assignments that require sensitivity<sup>to</sup> constituent groups and political issues.

In sum, Brock, I would like to enter my highest recommendation of Eliot Cutler, ~~XX~~<sup>and ask</sup> that you see him at your first opportunity. ~~if you think it would be~~<sup>also</sup> useful, I would ~~xx~~<sup>also</sup> like to talk personally with you about Eliot.

Once again, my ~~g~~ congratulations on your appointment, and my best wishes to Betty and yourself for a good Christmas.

Sincerely,

WFM

M E M O R A N D U M

November 22, 1976

TO: President-elect

FROM: TIP Staff

Secretary of the Interior

The Secretary must solidly possess the capability to work effectively with the Congress, especially Senator Jackson. While avoiding dominance by Senator Jackson, the appointee will need his support. A Westerner is traditional, though not absolutely critical.

A philosophical appreciation of natural resources consistent with yours and the ability to balance competing concerns in the public interest are required. The Secretary must not be tied to any one constituency. A broad understanding of resource issues and the Department's programs is needed. He or she must infuse the Department with a renewed sense of mission through strong and dynamic leadership.

The Secretary is appointed by the President, with the advice and consent of the Senate (Committee on Interior and Insular Affairs). He is responsible for, and has supervisory powers relating to, territorial governments, as well as all activities of the Department. He serves at the pleasure of the President at Executive Level 1.

The following alphabetized list of primary candidates includes a brief summary of the reaction received, followed by selected representative quotations from the third-party interviews.

Attachments:  
14 pages plus map

## Secretary of the Interior

### GOVERNOR CECIL ANDRUS (D-Idaho)

As Governor of Idaho since 1970, Cecil Andrus, though not personally well known nationally, has established a reputation for concern and for effective advocacy of the state's natural resources. He is viewed as a capable new face among the western governors —a man who has few scars and therefore probably little opposition.

#### Quotes

"The only western governor who has a sincere interest in well-balanced management of resources. I don't know a whole lot about him, but he seems to balance concerns in a development-oriented state without antagonizing everybody." —Barbara Heller, Environmental Policy Center

"I am quite positive, gather that he has made some important and big decisions that go against corporate interest. Apparently either he has or will soon rule against Kepone disposal and abandoned missile silos." —Dun Gifford, President, Cabot, Cabot & Forbes (real estate developers)

"By reputation, have a favorable impression of him; perhaps more pro-development than some." —W. Devier Pierson, attorney and oil industry lobbyist who was high in the Johnson Administration

"Do not know him personally, but leaders of all organizations in that region speak very highly of him." —Alex Radin, American Public Power Association

"Governor Andrus stands out as someone widely respected and having the support of the active citizens in the region who are most concerned about Interior Department policies and programs. None of the other western governors would enjoy this kind of support. Idaho having no coal has provided him the opportunity to avoid becoming embroiled in a lot of battles. While he knows the Department and its problems, I do not think he would be a controversial appointment." —Kathy Fletcher, Carter/Mondale Transition Team

"Tough, competent, no nonsense, very well respected by peers; has a good working relationship with environmentalists. He was definitely not hostile to Jimmy Carter early on. He is an incredibly nice, pleasant man, very easy and likable. He has no tinge of corruption, now clear. (Several western governors were under investigation by Justice in a sort of witch hunt; I don't think Cecil Andrus was ever involved.)" —Mark Siegel, Carter/Mondale Transition Team

\_\_\_\_\_ I would like further checks made.

\_\_\_\_\_ I am not interested.

\_\_\_\_\_ Let's discuss.

Secretary of the Interior

BOB ARMSTRONG (D-Texas Land Commissioner)

He is an attorney and former State Representative. He consistently demonstrates strong perception of the public interest. He is philosophically well-balanced on environmental issues and is respected by environmentalists. Armstrong is very bright and articulate. We should check closely on his administrative ability.

Quotes

"Very bright, good administrator. Not a lackey of the oil industry; he has good environmental credentials." -- Tom Siegler, Senior Vice President, Continental Oil Company

"Recommend highly. Exceptionally able young man--bright, well balanced, has the image, integrity, is articulate; is familiar with the field. I could see him easily as Under Secretary, maybe even Secretary of Interior. He would bring quality and excellence in the Carter Administration." -- Lloyd N. Hand, Senior Vice President, T R W, Inc.

"Early supporter; mixed reviews on competence. No outstanding report or any terribly derogatory statements from the business community in Texas, including some Democrats and some Republicans." -- W. Devier Pierson, Attorney representing El Paso Natural Gas

\_\_\_\_\_ I would like further checks made.

\_\_\_\_\_ I am not interested.

\_\_\_\_\_ Let's discuss.

## Secretary of the Interior

### GOVERNOR DAN EVANS (R-Washington)

Although he is a Republican governor, he is highly regarded for substantial progress made on natural resources management under his administration. He has made efforts at governmental reorganization. He has a problem with Indians.

#### Quotes

"He is known as an excellent administrator and a very decent man--has a good record as governor. I don't know his position on environmental issues. He is a moderate to liberal Republican. If we have to have a Republican in the administration, Evans would be the right kind." -- Mark Siegel, Carter-Mondale Transition Group

"A Republican governor, but has tremendous management and organizational ability and a good feel for the whole environmental area. He put together a good Coastal Zone Management Plan. I know him personally as a tremendous guy who has ability to take the Interior Department, which is in a mess, and do a systems plan. An engineer by training, he has capacity, objectivity, and a new view. I do not know how he would come down on specific issues." -- Dr. Russell Peterson, President, New Directions

"Most widely acclaimed accomplishments in the field of environmental protection. He made a major effort at governmental reorganization. A liberal Republican, Norman Underwood respects him." -- Joe Tanner, Commissioner of Georgia Department of Natural Resources

"There is a strong negative reaction from Indians based on decisions dealing with Indian claims." -- Chuck Trimble, National Conference of American Indians

"Independent-minded, knowledgeable, he has stood up to special interests. He would probably place more emphasis on conservation to achieve energy goals. His background as an engineer would be helpful to him in administering large construction programs undertaken by Department of Interior." -- Alex Radin, American Public Power Association

"By reputation, excellent. He would be an unknown quantity on many issues, but it would generally be a popular choice." -- Dave Freeman, Carter-Mondale Transition Team

\_\_\_\_ I would like further checks made.  
\_\_\_\_ I am not interested.  
\_\_\_\_ Let's discuss.

Secretary of the Interior

SENATOR JOHN GLENN (D-Ohio)

Senator Glenn is considered a careful and thorough man but overly cautious and not decisive enough.

Quotes

"He is stronger than most realize, very careful and thorough. The main problem is indecision. A hard worker, he would be able to bridge the gap between business and labor on one hand and environmental interests on the other." — Kitty Schirmer, Carter/Mondale Transition Team

"I'm not impressed with Senator Glenn. He is aware of key issues, but his approach is overly cautious. When he comes up against a large issue which should be dealt with, he tends to sidestep. He is overly committed to procedural approaches to solving problems which should be dealt with as policy." — Jeff Knight, Friends of the Earth

"Not much of a record on Indian issues, but feel he would be open — more than Indians have had in awhile." — Chuck Trimble, National Conference of American Indians

\_\_\_\_\_ I would like further checks made.

\_\_\_\_\_ I am not interested.

\_\_\_\_\_ Let's discuss.

## Secretary of the Interior

### SENATOR GARY HART (D-Colorado)

Hart has a reputation for commitment to environmental issues. He is somewhat knowledgeable of the Department of the Interior and energy issues. He lacks experience managing a large organization. He would be a significant loss if not in the Senate.

#### Quotes

"He has a reputation as being committed to the environment. He has little administrative experience; being in the Senate is not a good background for administrators." —Eugene Burdach, Professor of Political Science, University of California

"He has established himself as a credible, competent, and popular senator who would be qualified to run the Department of Interior." —Kathy Fletcher, Carter/Mondale Transition Team

"He formerly worked as an attorney for the Department of Interior and, therefore, has an excellent background in specifics of operation of that agency. He would not be a stooge of the oil or coal interests; he has been a leader in the fight of vertical divestiture of oil companies. He is articulate, attractive, and independent-minded." —Alex Radin, American Public Power Association

"He is the kind of broad-gauged person for the job. I believe Interior would be the best fit because his knowledge of energy problems is probably fairly narrow. Also, there is a question about administrative ability. He would be an excellent candidate in tune with the Carter policies." —Dave Freeman, Carter/Mondale Transition Team

\_\_\_\_\_ I would like further checks made.

\_\_\_\_\_ I am not interested.

\_\_\_\_\_ Let's discuss.



## Secretary of the Interior

GUY MARTIN (D-Commissioner, Alaska Department of Natural Resources)

He is well liked and respected by environmentalists. He is apparently an effective administrator and has had substantial dealings with Interior. He is somewhat young and, if not seasoned enough for Secretary, should be considered for other top positions. He should be checked for administrative ability.

### Quotes

"I know him slightly and by reputation. Excellent candidate — correct values—good experience. The main drawback is he may not be experienced enough for the job." —Dave Freeman, Carter/Mondale Transition Team

"Legislative aide to Democratic Congressman from Alaska. He had to develop a balanced approach to concerns; did very well. He became a Washington representative for Republican Governor Hammond. He is good at resolving differences between people. He has done more to get Interior Department to move on oil issues than any other person. He is a good administrator and has a great deal of respect for his work. When he disagrees, he lets you know." —Barbara Heller, Environmental Policy Center

By reputation, he is "not up to being a Cabinet member; controversial in Alaska, by no means regarded as the fair-haired boy in that state. He is more an operator than an administrator; perhaps good as an Assistant Secretary (need a very good administrator as Under-Secretary)." — W. Devier Pierson, Attorney, oil industry lobbyist

"I have a little reservation based on whether he has the national stature we are looking for." —Shearon Harris, Chairman/President, Carolina Power and Light Company

\_\_\_\_\_ I would like further checks made.

\_\_\_\_\_ I am not interested.

\_\_\_\_\_ Let's discuss.

## Secretary of the Interior

### FORMER GOVERNOR TOM McCALL (R-Oregon)

He is progressive-minded; he took innovative actions on environmental issues as governor. He may have a tendency to shoot from the hip and could cause problems. He may be weak on detailed implementation. His health should be carefully checked.

#### Quotes

"Ahead of his time, he is progressive-minded on land use, recycling, and rethinking the orthodoxy. He is contemplating running for governor again in 1978; he is very popular at home. I have not dealt with him at home. He would probably be better in Interior than EPA. He is more policy than day-to-day regulation oriented. He would be good at Interior, but better at EPA." -- Jeff Knight, Friends of the Earth

"He shoots from the hip; he would certainly get the president in trouble and might be embarrassing. Not as stable as needed, but his heart is in the right place." -- Dr. Russell Peterson, President, New Directions

"I do not know him personally, but he has been described by some of my associates in the region as 'lightweight,' not very profound, and phony." -- Alex Radin, American Public Power Association

"He is another good Republican candidate. He was an early slow-growth advocate. He is a dynamic public spokesman--more a showman, perhaps, than concerned with detailed implementation of programs. A good candidate if his health is okay (cancer operation a few years ago)." -- Dave Freeman, Carter-Mondale Transition Group

\_\_\_\_ I would like further checks made.  
\_\_\_\_ I am not interested.  
\_\_\_\_ Let's discuss.

Secretary of the Interior

REPRESENTATIVE PATSY MINK (D-Hawaii)

She served on the Interior Committee subcommittees of mining and Indian affairs. She is considered philosophically good and generally knowledgeable on the issues. She may be difficult to work with. She lacks administrative experience.

Quotes

"She is a good ally on environmental issues in Congress. You might consider her for something in ERDA, also in Interior." —Tom Kimball, National Wildlife Federation

"She has a lot of experience on the Interior Committee and cares about issues. She is a hard worker. She would meet with the approval of environmentalists; she is knowledgeable with the issues in Interior." —Jeff Knight, Friends of the Earth

"She is good on environmental issues. She does not have management experience, but she would be okay for CEQ (which is a small group), especially with a good staff director. Her lack of experience would be a handicap in Interior or EPA, but not CEQ." —Dr. Russell Peterson, President, New Directions

"I have not personally worked with her, but some of her former staff members whom I know have indicated that she is very difficult to work with. From impressions I have had from others, she would not be a good choice." —Alex Radin, American Public Power Association

"A woman, good on the issues, but I am not sure of her administrative ability." —Barbara Heller, Environmental Policy Center

"Leave on the list. She has been an avid environmentalist. When it comes to the big body of Federal western lands, I do not know what her acceptability is politically. She was an author of strip-mining legislation which would predetermine (signal) a deemphasis of western coal. Should consider energy policy and recruit compatible people." —Shearon Harris, Chairman/President, Carolina Power and Light Company

\_\_\_\_\_ I would like further checks made.

\_\_\_\_\_ I am not interested.

\_\_\_\_\_ Let's discuss.

Secretary of the Interior

SENATOR FRANK MOSS (D-Utah)

He wants the job and is receiving some support from the Hill. He is generally regarded as not being particularly heavy -- not generally identified with resource management as a senator.

Quotes

"Moss is probably a pretty good senator; I do not identify him with resource management. He did well on nursing homes."  
-- Eugene Burdach, Professor, University of California

"He is knowledgeable, but not as good as Scoop or Mo. He is getting up in years." -- Tom Kimball, National Wildlife Federation

"I have had a pleasant relationship with him. I don't believe he is as aggressive, active and vital enough to suit President-elect Carter. He is of an age and relaxed attitude that do not fit what Jimmy Carter is trying to do."  
-- Shearon Harris, Chairman/President, Carolina Power and Light Company

\_\_\_\_ I would like further checks made.  
\_\_\_\_ I am not interested.  
\_\_\_\_ Let's discuss.

## Secretary of the Interior

RUSSELL PETERSON (Former Republican Governor of Delaware;  
Former Chairman of CEQ; President of New Directions)

He is highly regarded as a progressive thinker and an effective spokesman. He is strongly committed to environmental issues and has a good perspective; he did a good job as a Republican governor. Peterson is not afraid to confront tough issues. Some feel he may not be the strongest administrator; his performance as governor should be checked. He would be a retread from the Republican Administration.

### Quotes

"He may be too environmentally-oriented. I have a hunch that he may not be the most able administrator. He talked a lot at CEQ, but that's what the job involved." - Eugene Burdach, Professor of Political Science, University of California

"Splendid person - I have been impressed by his grasp of broad-range environmental issues. Given the down-played role of CEQ under the Republican administration, he accomplished quite a bit. He was a governor, and a pretty good governor." - Jeff Knight, Friends of the Earth

"He has impressed me as a competent, thoughtful person with a good perspective on environmental issues. He is also an articulate spokesman." - Alex Radin, American Public Power Association

"Excellent choice. The main problem is that he's a Ford retread. He has a real sense of land issues and a record of strong, courageous stands. He's a really good candidate for an Interior job. He would not be suited for FEA or ERDA because his energy knowledge is not that deep, and his environmental color is a bit too strong for the Energy Chief. He was superb at CEQ and might well be good at EPA if a Republican from the Ford Administration is a desirable choice. (I doubt it.)" - Dave Freeman, Carter/Mondale Transition Group

"He is a lone, brave environmental spokesman; he may be beaten down on creative thinking. A strong environmentalist, he is committed to environmental and resource preservation causes." Kitty Schirmer, Carter/Mondale Transition Group

\_\_\_\_\_ I would like further checks made.

\_\_\_\_\_ I am not interested.

\_\_\_\_\_ Let's discuss.

## Secretary of the Interior

### REPRESENTATIVE JOHN SEIBERLING (D-Ohio)

He serves on the House Interior Committee. He is active on public lands issues. He has good stature and is developing a national reputation. Philosophically, he is rather liberal on environmental issues. He has been involved in energy issues.

#### Quotes

"He is one of the rare fine people in Congress--smart, dedicated. He cares about the environment and public lands issues. Tough, fair, well-respected, he is willing to take stands on issues. He's not that flashy a speaker." -- Jeff Knight, Friends of the Earth

"He would be a good choice, would establish a more national perspective of the agency." -- Kathy Fletcher, Carter-Mondale Transition Team

"He is knowledgeable on issues because of his service as a member of the House Interior Committee. He was involved especially in surface mining legislation and also has been a strong advocate of greater competition in the energy field." --Alex Radin, American Public Power Association

"He served on the Indian Affairs Subcommittee and, I believe, did very well." -- Chuck Trimble, National Conference of American Indians

"He has long interests in energy issues." -- Barbara Heller, Environmental Policy Center

"He is not far enough West. He has a strong environmental record and qualifies in that respect. There are no other problems that I am aware of." -- Shearon Harris, Chairman/President, Carolina Power and Light Company

\_\_\_\_ I would like further checks made.  
\_\_\_\_ I am not interested.  
\_\_\_\_ Let's discuss.



## Secretary of the Interior

### REPRESENTATIVE MORRIS UDALL (D-Arizona)

Udall is in many respects consistent with positions held by President-elect Carter in his philosophical approach to resource management. He is viewed by some more developmental-oriented individuals as a little too ideological in his approach to problems. He is held in high regard by environmentalists, but lacks experience in managing a large organization. He would do well working with the Congress.

#### Quotes

"A fine man, he may be too anti-development to be an able administrator. One needs a commitment to the concept of balance. Coal leasing is a good thing if done well—also, offshore oil if it is done well on a case-by-case basis, each on its own merit. Udall may be too biased; the same may be true of Hart and Peterson." —Eugene Burdach, Professor, University of California

"He's very acceptable from the environmental community. Very knowledgeable, he could move into the job without equivocation; I do not believe he's interested. He's high on personal preferences." —Tom Kimball, National Wildlife Federation

"I question his ability as a manager. It would be good to have a Secretary with experience in management, but Udall has many other good characteristics." —Dr. Russell Peterson, President, New Directions

"I know him and believe his policy perception is good. He could be a good Secretary, even a great one. My major concern is whether he would be stubborn enough in the tough fights and do his 'homework' well enough. His instincts are good, but he is shallow in much of his knowledge." —Dave Freeman, Carter-Mondale Transition Group

"The Indian Tribal Council of Arizona supports Morris Udall. He would be acceptable to Indians." —Chuck Trimble, Executive Director, National Conference of American Indians

"Someone that has a record of interest which would qualify him. Leave him high on the list." —Shearon Harris, Chairman/President, Carolina Power and Light Company

\_\_\_\_\_ I would like further checks made.

\_\_\_\_\_ I am not interested.

\_\_\_\_\_ Let's discuss.



Secretary of the Interior

The following is our alphabetized list of potential candidates for whom we have not received adequate feedback.

GOVERNOR JERRY APODACA (D- New Mexico)

\_\_\_\_\_ I would like further checks made.  
\_\_\_\_\_ I am not interested.  
\_\_\_\_\_ Let's discuss.

BARBARA BLUM (Carter-Mondale Transition Team)

\_\_\_\_\_ I would like further checks made.  
\_\_\_\_\_ I am not interested.  
\_\_\_\_\_ Let's discuss.

RANDOLPH BROMERY (Chancellor, University of Massachusetts; Black)

\_\_\_\_\_ I would like further checks made.  
\_\_\_\_\_ I am not interested.  
\_\_\_\_\_ Let's discuss.

CLAIRE DEDRICK (California Secretary of Natural Resources)

\_\_\_\_\_ I would like further checks made.  
\_\_\_\_\_ I am not interested.  
\_\_\_\_\_ Let's discuss.

KATHY FLETCHER (Carter-Mondale Transition Team)

\_\_\_\_\_ I would like further checks made.  
\_\_\_\_\_ I am not interested.  
\_\_\_\_\_ Let's discuss.

WILLIAM L. GUY (Former Democratic Governor of North Dakota)

\_\_\_\_\_ I would like further checks made.  
\_\_\_\_\_ I am not interested.  
\_\_\_\_\_ Let's discuss.

MIKE McCLOSKEY (Executive Director, Sierra Club)

\_\_\_\_\_ I would like further checks made.  
\_\_\_\_\_ I am not interested.  
\_\_\_\_\_ Let's discuss.

EVELYN MURPHY (Secretary of Massachusetts Environmental Affairs)

\_\_\_\_\_ I would like further checks made.  
\_\_\_\_\_ I am not interested.  
\_\_\_\_\_ Let's discuss.

JOAN NICHOLSON (President, Bolton Institute)

\_\_\_\_\_ I would like further checks made.  
\_\_\_\_\_ I am not interested.  
\_\_\_\_\_ Let's discuss.

HERB RHODES (Director, California Department of Parks and Recreation; Black)

\_\_\_\_\_ I would like further checks made.  
\_\_\_\_\_ I am not interested.  
\_\_\_\_\_ Let's discuss.

HARRIS SHERMAN (Executive Director, Colorado Department of Natural Resources)

\_\_\_\_\_ I would like further checks made.  
\_\_\_\_\_ I am not interested.  
\_\_\_\_\_ Let's discuss.

ELVIS STAHR (President, Audubon Society)

\_\_\_\_\_ I would like further checks made.  
\_\_\_\_\_ I am not interested.  
\_\_\_\_\_ Let's discuss.

PATRICIA STARRATT (Energy Advisor, ARCO)

\_\_\_\_\_ I would like further checks made.  
\_\_\_\_\_ I am not interested.  
\_\_\_\_\_ Let's discuss.

MARTIN- Alaska  
MINK - Hawaii



AGENDA ITEMS/MONDAY NIGHT MEETING

1. Status on Talent Search

- Review of process
- Progress/problems
- Agreement on general timetable
- Agreement on work product

2. Cabinet/Other Major Appointments

- Composition/Style
- Affirmative Action/Women and minorities
- Political considerations/commitment to appoint governor

3. Interview Procedures

- Questions for interviews
- Agreement as to process for selection of key staff persons
- Security checks

4. General Review of Major Appointments

## WORK PRODUCT ON TOP PERSONS FOR EACH MAJOR POSITION

### 1. Biographical Information

- Narrative summary
- Education
- Position(s) held
- Awards/honors

### 2. Special Information (when available)

- Copies of speeches and/or writings on subjects related to area for which person is being considered
- Favorable and unfavorable news articles, magazine articles;

### 3. Evaluation

- Interviews with experts in the field
- Interviews with persons who know and have worked with potential appointee
- Contact with Congressional leaders, homestate leaders, campaign supporters and other political organizations;

### 4. Summary

- Narrative which will attempt to summarize findings, highlighting strengths and weaknesses and suggesting special areas which should be discussed if interview takes place



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