

✓ ACCOMPLISHED AS OF 12/30/78

FIRST DRAFT: Programs of Action for Governor-Elect In Loosely Priority Order
Assumes Parallel Programs of Action Will Spin Off When Formed
Confidentiality Until After Polls Closed Essential
Requires Transition Officer Have Confidence of Incumbent Governor **TRUE**
Essential that Transition Officer Be Known to GE Staff as Temporary Only
and Not Beyond Inaugural But To Have Full Backing of GE in Interim

✓ Incomplete
or
DECLINED

HAVE NOT
SEEN

1. Campaign Crew Compiles Appreciation Lists, Prepares Thank Yous, Finance Reports, Alpha of Donors, Donors by Amts, By Occupations, by Cities.
- ✓ 2. Schedule Vacation for G-E and wife. Away. Tan or Sunlamp or Ski. *urge until Jan. 8*
- ✓ 3. In concession ~~xxx~~ phone call or within 72 hours of election, set conference with I-G.
4. Establish dates for Conferences with (a) ✓ Legis. Idrs; (b) ✓ Chief Justice; (c) Cong Del; (d) ✓ Statewide Elective Officers.
- ✓ 5. Set Up Interim Office. Place and Furnishings, Equipment.
- ✓ 6. Name topsecretary. *Lee J, Jim Russell, Bob Oliver* 6A. Every major appointment has Tax, Police, Motor Veh Check.
7. After Conference with I-G meet with press together, if climate permits, giving outcome of Conference and agreeing upon a transition officer. Phone Check: P, T, MV. Meet press separately if climate does not permit together.
- ✓ 8. Establish job nomination/application tickler system for dated jobs. Overlay I-G file if made available, form one of own if not made available.
- ✓ 9. Prepare review of jobs without dates (pleasure of)
(a) Immediate Office (b) Key "Cabinet" Types
10. Begin Appointments and Announcements to Personal Staff
✓ (a) Executive Assistant ✓ (b) Director of Finance ✓ (c) Legal *Twins Unclear*
✓ (d) Liaison With Press (e) Continue as time and coordination permit.
- ✓ 11. Phone Calls to Those Department Heads You Know You Want to Keep.
(Avoids implication that no news is you don't want them and good ones begin landing new jobs and are lost.)
12. Boards and Commissions: at least three cross-filings: Alpha, Expiration Date, Bd/Comm Name.
- ✓ 13. G-E resigns Business Connections
- ? 14. G-E establishes Blind Trust for Investments
- 15. Invite Catholic/Protestant/Jewish Delegations
- ✓ 16. Request Supt. State Police To Compile List of Nominees for Security Detail/Accompany.
- ✓ 17. Organize Inaugural Message Team: Tom Vaughn, etc. *JACIE FAUST, Howard Runkel*
- ✓ 18. Organize Ceremony Liaison Team: Consider Sw/In Outside; Boy-Scouts; ~~Consuls~~.
- ✓ 19. Organize Inaugural Ball Committee: Armory, NG band, Bruce Kelley, Consuls.
- 20. Organize Inaugural Church Service Committee: Mall Presby/Catholic, Walk Between S or
- 21. Schedule Thanksgiving, Christmas, New Year's Visits to Blind, Deaf, Mental, Penal.
- Reverse: 22. I-L-E Invites IOL to Home plus Barbara Hanaman and Glenia Hayden.
- 23. Portland House Completely Wired for Security/State Police Liaison.
Beach/Mt " " " " " " " " " "
- ✓ 24. New official photograph of self; and one of family.
25. Invite Lobby Leadership: Business, Labor, Socially Concerned.
26. County officials; League of Oregon Cities Leadership.
- ✓ 27. Involvement of Norma in spirit of Mondale Orientation. Let it be known.
28. Call Dixy *Lee Ray*, Jerry *Brown* if they have not called GE. *SUGGEST CALL*
- ✓ 29. Get G-E Schooling Date from Council of State Govts.
- 30. Announce no Christmas Cards.
- 31. Date Foreign Consuls for Call After Inauguration
- 32. Prepare Directive to State Police to Continue F-G Service Post Inaugural *JAMES*
- 33. Recommend Exec. Asst, Fin Dir, Legal Aid, Press Invite All Worthy Predecessors to Get
- ✓ 34. Master Calendar Must Dates: Gov. Conf, Port 1st Citz, Rose Parade, Pend Rndup, Shakes, SF.
- 35. Assemble speech team for three or four basic themes.
- 36. Create 90-100 Park Forces in (a) Youth, (b) Economy, (c) Govt. etc.

Gov. Strauss's
MAGGIE
Pendleton

FAUST
EDWARDS
RUSSELL
SPATIVEN

Reverse:

! →

MEMORANDUM

To: G-E
Subject: TRANSITION

The concept of having a Transition Officer is to interdict a personality that has not been involved in the campaign, who has the confidence of both the Governor-Elect and the Incumbent Governor and their immediate staffs. His importance becomes progressively less as the new administration takes shape and his service terminates with the Oath of Office. In the first days, until proper introductions are made and reasonable rapport established, all liaison excepting the G-E and I-G themselves should be centralized. As appointments are made, introductions accomplished, and rapport begun, counter-parts can begin conversations and conferences, but relationships across and beyond counter-parts are to be entered into only with the greatest of sensitivity. For instance the new press man calling the incumbent Executive Assistant, or the new Executive Assistant calling an incumbent department head who may serve at the pleasure.

It is all too easy for an incoming staff member to ruffle the outgoing and cause them to observe: "Our guy is still it, you know, and will be for 60 long days." The outgoing staff has all the cards in their deck—the files to be shared or destroyed or jumbled; the reappointment of lightweights or the delay for the oath of office. Their cooperation will depend upon the lead from the top but even with blanket harmony they can let campaign hurts carry over into the transition.

New staff should have some cardinal rules: Always distinguish between when one is speaking for the Governor, when one is speaking for the Governor with his knowledge, and when one is speaking only within his own sphere of responsibility and authority. One could cite a special session of the legislature that became necessary because these lines were not clear.

Seek ever in reading the Governor's mind to know when to act without asking and when to ask without acting.

Try to avoid having a candidate for a position be able to say: "Oh yeah, so and so got that job. I turned the Governor down when he asked me."

Centralize the act of commitment of a date for the Governor's appearance and try to avoid publicity that reads: "The Governor is invited to attend." When he says no and doesn't he looks like a no-show.

Be visible to departments. Go to them on occasion. Expect to be stopped with problems or intelligence you would not otherwise get. Walk therefore takes longer to get to destination. Allow for in scheduling.

Log every letter, except mass mailings, every phone call. Turnaround on correspondence and returned phone call standards should be understood and accepted.

In disaster, log is critical.

MEMORANDUM
Jan. 1 79

To: Governor-Elect Victor Atiyeh
From: Transition

Only copy in existence
as of time of forwarding

Attached is the 36-point check list developed at election time for transition action. There is also a memorandum about relationships with the incumbent Governor staff and some principles for Governor staff activity once in office.

At the time of turnover to the Executive Assistant the transition budget had not been consumed beyond the \$15,000 limitation set by press release. We are unable to account for the expenditures since the Executive Assistant came on board. Various commitments of no-pay before inauguration (Paul Phillips) to full pay from campaign funds (Carol Whitney through Jan. 7) to Dec. 1 thru Jan. 7 at campaign rate but from state transition funds (Denny Miles) to Senate Minority Staff (Marta, Glenna) existed in order to balance the budget. Underwriting of some such as Winters from incumbent position and from Northwest Natural Gas for Maudlin were also arranged. Newbry and Cross cost nothing in compensation but Cross at least put in for some expenses.

Discussion has taken place about the ~~tax~~ raising of a special fund through Punch Green. **This could become a dangerous pitfall.** Some governors earn enough thru honoraria to finance out state political trips but the hosting political group should cover except possibly ones like the Republican Governors Association.

Use of Camp Rilea should be restricted to occasions and people authorized by the Governor personally, himself, only. If President Carter can be the scheduler of the White House tennis courts this requirement is reasonable. Criteria should be to not interfere with the military purpose of the base, the function should not be one that normally would take place in a private business sector facility, that it is high enough level to merit the "Camp David" atmosphere. Its greatest service can be a "get away" for the two Atiyehs and family for restoration. No public resort in state will offer that refuge for long once TV takes its recognition toll.

Security: One last argument for plain clothes. It gives the man maneuverability in crowds. Does not attract attention (waiting arrival at airport.) enables to mix as at Illahe Club social event. Scrambled license plate for car is desirable on occasions. Availability for orientation for Larry is offered herewith.

National Governors Conference: this trip is prized by staff. There are a limited few whose expenses are ~~blanked-it~~ blanketed in by the host state. An early commitment should be to Glenna. Others depend upon relationship to subject matter and after that basis for choice would be reward or travel compatibility.

It is also already apparent that a system of communications for the Governor-on-the-Road is needed lest missed messages result. The state police radio should be used only for significant messages and they can be classified as follows: "5590 Call the Office ~~widix~~ for a Red/Yellow/Green Message." This would signify--red (urgent, stop at next phone); yellow (would be good if you knew, phone from destination before activity); green (at your convenience.)

A matter of concern from the Straub administration is that he isolated himself from department heads. A danger in the four assistants-to-the-governor system is that he be isolated from his immediate staff. A diffusion of power of the Executive Assistant can be accomplished with either or all of the following reporting direct: (1) Executive Appointments; (2) Communications; and/or (3) Ombudsman (Complaints of Highest Magnitude, not solvable at lower level).

EXECUTIVE DISCIPLINE: Bither notations or dictation should follow office visits of substance. It is humanly impossible to remember who said what about what without a system of reminder. An alternative is to have a key staff member present for notes and/or follow up. Things just won't get done if one of these systems is not adopted.

Mail: The Chief executive can be engulfed by mail. It is both a heavy burden and a great source of public contact. But it must be handled effectively which means promptly and with substance.

Reading File Habits: One of the former chief executives used to say the thing he missed most about being Governor is not getting to devour the sports page. The staff simply has to read the daily newspaper. None should be exempted from this requirement. The Governor should be provided with a news digest daily.

Speech preparation: Assignment of four major speech categories should be made and outline or four pages of text prepared. Several poems or anecdotes or quotations should be memorized by the Governor for insertion in those ad lib situations.

STAFF EVALUATION:

Glenna. Terribly loyal. Tremendously able. Needs to be paced for rest. System of spell off for days off or breaks or lunch hour needs to be established. Simply must be backed as the scheduler, keeper of the gate, and over-rulable by only one or two people.

Lee. Lightning movement leaves trail of bodies and gaping mouths among immediate staff. Cannot be permitted to make enuch of Denny or others like Shirley with identifiable responsibility. Danger that Oliver become another Human Resources Bureau Layer between Department Head and Lee and/or Governor, for instance. Frenetic pace and chain smoking portends danger. Greatest of potential, greatest of screwup potential. But of such is genius made.

Shirley. Needs to be needed. Commitments to her must be kept.

Carol. Access should be through Exec. Dept. Director or Lee.

Denny. Will hopefully learn to move with the faster track. Be on lookout for first bad double cross from press he trusts. Office needs a wordsmith, both for simple letter composition and big statements.

Marta. Needs to be impressed with fact that receptionist will be overheard by waiting room; needs to relay calls as if talking to a third person; can be productive between calls and visitors; job is ~~more~~ crucial in phone handling and guest recognition.

Glenice. Should be augmented by speed typist for high productivity. Staff may be short in indians to get out work volume.

Betty. Only key to Lee. Talented. Best combination Executive and Deputy without hesitancy as to which to be when.

Oliver. Kept to niche, okay.

Russell. No view.

Amedeo. Needs turf on which to run, encouraged to express views openly.

Exc Dept Dir: Brings scope and perspective to budget's tunnel vision, Data Processing's concentration on things notx people, etc.

Hum Res Dir: Order out of chaos. Cost conscious compassion.

Commerce: A businessman's businessman, loyalty to ATIYGH.

Econ Dev: Imagination, resourcefulness, harmony of drive for new business.

NINETY DAY TASK FORCES

(Health, Economy, Govt Mgt.)

Danger in putting these off until legislature is out of your hair is that by then the term is 1/8th over, the honeymoon may be over, the magic of enlisting top people may be less.

The fallacy of making sure you know what they will come up with stifles imagination and adventurous thinking.

Health

Dr. Dale Reynolds (M.D.)
Dr. Ralph Crawshaw (OMH doctor of the year)
Pete Fleisner OAH
Bob Davis (if still nursing homes)
Blue Cross
OPS
Teamsters
AFL CIO
Tektronix
Sylvia Davidson (next HSA president)
Marne Munn (ex HSA president)
Bob Darnedde
Consumer

Economy

John Howard
Robert Pamplin
Robert Kennedy
Joe Edgar
Florida
Wallace
Love
U of O Professor of Business (ex Dean)
Economist from Ec. Dev.
Oregon Farm Bureau
John Schwabe

Govt Mgt.

Earl Wentland
Phone Co. VP for Oregon
Clarence Eichen
Don Frisbee
Bob Thort
George Keck
Stub Stewart
Bob Ingalls
William Ineddean Sr.
Leiland Johnson
Rudie Wilhelm
Bob Johnson (ex Dir of Fin and Adm)

ROBERT W. STRAUB
GOVERNOR



*None -
you copy*

OFFICE OF THE GOVERNOR
STATE CAPITOL
SALEM, OREGON 97310

GOVERNOR	Robert W. Straub	378-3100
Secretary to the Governor	Barbara Hanneman	378-3111
Executive Assistant	Loren Kramer	378-3101
Secretary to Mr. Kramer	Lois Nuss	378-3101
Assistant to Mr. Kramer	Pat Pine <i>Isaac Regenstein</i>	378-4584
Speech Writer	Richard Sanders	378-6752
Administrative Assistant for Natural Resources	Janet McLennan	378-3109
Assistant to Ms. McLennan	Judi Hertz	378-3109
Secretary to Ms. McLennan	Vicky Edwards	378-3109
Administrative Assistant for Legislative Affairs	Len Bergstein	378-3123
Assistant to Mr. Bergstein	Nina Weinstein	378-3123
Administrative Assistant for Intergovernmental Affairs	Don Jones	378-5978
Assistant to Mr. Jones	Kathy Goff	378-5978
Administrative Assistant for Public Relations	Ken Fobes <i>Michael Hart</i>	378-3121
Assistant to Mr. Fobes	Nancy Kraus	378-3121
Public Affairs Intern	Julie Grecco	378-3121
Legal Counsel	Edward Sullivan	378-3138
Assistant to Mr. Sullivan	Sandra Carter	378-3138
Ombudsperson	Gladys McCoy	378-4582
Deputy Ombudsperson	Jim MacDonald	378-4582
Assistant to Ombudspersons	Elaine Johnston	378-4582
Secretary to Ombudspersons	Elsie Reynolds	378-4582

Director, Affirmative Action	Harold Williams	378-6868
Equal Employment Opportunity Coordinator	Jane Edwards	378-6868
Assistant to Affirmative Action Office	Rosa Smith	378-6868
Assistant for Pacific Northwest Regional Commission	Dale Mallicoat	378-3457
Assistant to Mr. Mallicoat	Nancy Dickey	378-3457
Administrative Assistant for Boards and Commissions	Pat Johnson <i>Maggie Pendleton</i>	378-3123 5652
Office Manager	Mary Walling	378-3113
Administrative Aide	Barbara Haymowicz	378-3113
Administrative Aide	Jan Sollis	378-3113
Administrative Aide	Maggie Pendleton <i>Lynne Espey</i>	378-3113
Receptionist	Carole Eggers	378-3100
Aide to Governor	Lt. Bob Brickeen	378-3120