

Exit Interview with Lori Baux, Staff Assistant, Presidential Personnel Office

Interviewer: David Alsobrook, Presidential Papers Staff

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Alsobrook: Lori, I thought in this interview I would deal with the role of the Presidential Personnel Office and your job within this office. I know we can probably spend hours talking about that, but we'll try not to spend that long. In addition, if we have enough time, I want to talk very briefly with you about some of the work you did during the '76 campaign and perhaps during the transition era. First, what position have you held in this particular White House?

Baux: I've been a staff assistant. I guess that has been my title since I came on board, technically. I've worked in.....there are several, there are two or three divisions in Personnel and I've worked in every one of them since I started out, and then I ended up working directly with the Jim Gamble, and now I work with Ernie Miller, so I have ended up working for the director versus working for the divisions, so staff assistant, I guess, is the best answer to that.

Alsobrook: OK. Could you describe, first of all, the overall duties of the office, and then perhaps tell me how your duties fit into that?

Baux: Sure. We're responsible for all the presidential appointments in the government, from agency and department appointments, to advisory boards and commissions, to regulatory bodies, and I said the departments, and during my stay at personnel I dealt in all of those areas. I've done regulatory boards, I've done agency appointments and department appointments and part time boards and commissions and also been involved in helping interview and set up interviews in agencies for lower level people who are interested in Schedule C's, which is not legitimately or not necessarily our responsibility, but we are called upon a lot to do that from the agencies and the department people I know, I have been responsible for some of that.

Alsobrook: What is a Schedule C job?

Baux: A Schedule C is a job that is traditionally called—I mean, it's a political spot within an agency. It is a position that is not a presidential appointment, not a top level position but not a civil service position—you don't have to test for it. You are not restricted like you are in the civil service.

Alsobrook: Hmm. Hmm. During the early months of the administration, now you came here in January of '77, were there certain types of appointments that occupied more of your time than others?

Baux: We were spending a tremendous amount of time simply dealing with a large volume of paperwork. We dealt with all the clearances for filling Jimmy's government, I mean we were staffing up the government, so every single top level from assistant secretary through all kinds, like the World Bank, the agencies at UPL, all those things, we were dealing with all the clearance work, which deals with the FBI and conflict of interest, the Hill checks. Coordinating the paperwork took a large volume of time, and we really didn't get into—in the initial months that is what we spent almost all of our time on, was just coordinating all of that paperwork, and the agencies and departments were forwarding their candidates to us, and we dealt, a lot of the time, like a clearinghouse of all of the paper.

Alsobrook: You mentioned the "Hill checks." What are the "Hill checks"?

Baux: We do a notification when there's particular topical interest. We deal with members of the Senate or the Congress which have particular expertise, or background, or impact on that area. Lots of times if we go up for nomination, confirmation hearings, we dealt with, you know, checking with them first and clearing the candidate with them. The protocol, always do protocol on the Hill prior to a public announcement.

Alsobrook: So during this early period, I guess like the first six months of the administration, you were doing all of this work yourself? Is that right?

Baux: Well, sure, everybody just had to do about all of the same things across the board. Even when we were looking at some part-time boards and commissions we were just on the phone inundated with the usual impact of staffing up the government.

Alsobrook: During this same time, Lori, as far as the regulatory board appointments go, were y'all handling a lot of these, or were these being done somewhere else?

Baux: We did. After we got our feet on the ground, which took a little while just to get organized and set up and figure out how to divide up the government between, you know, the few number of people we had. To deal with the initial mail, I mean, there was an extreme volume of mail. We just had massive numbers of resumes to deal with. We did do regulatory bodies in the office. We did the interviews and stuff there. We did have so many to do that we got help from other offices within the complex. Sometimes we would have Domestic Policy help us out on some interviews, so we divided up some of the work initially.

Alsobrook: Can you think of any other offices that helped you during this time besides Domestic Policy?

Baux: Vice President's office was really helpful, and Stu's shop, and I think that is really the two major places that we went for help.

Alsobrook: Did you work closely with Hamilton Jordan during this period, too?

Baux: Hamilton was who initially we were responsible to and who we fell under, I guess. Of course, Jim King was here, and he was an assistant to the President, but he always worked with Hamilton on it. Hamilton didn't get directly involved, we just worked together, and the memos were cosigned by Jim and Hamilton.

Alsobrook: Uh huh. How did the reorganization of the EOP back in the summer of '77 affect your office?

Baux: Drastically, because we had an awful lot of people coding resumes for background and education, expertise, and then typing them onto a computer system, and we lost all of those detailees and ended up with just one out of several, and the staff was just cut back drastically. So there ended up being like 12 of us, and it had been, I don't know, at least twice, perhaps three times more, in the past two administrations, so it was cut drastically.

Alsobrook: Lori, what do you mean by coding resumes?

Baux: Well, for a computer system we went through and, during the transition time, they'd come up with a way to deal with the mass volume of resumes. You could call up particular backgrounds, but you can either do it manually or you can do it by a coding system, so you have to read through and figure out whether someone has a background of business administration and then go to the code book and figure out what codes that responds to, and then type it into a computer, so when you're looking for it again, you can call it up by numbers and letters rather than having to call it up by

Alsobrook: So, in addition to this vast mail flow that you had to handle, when you came in you had to set up this computer system to deal with your applications?

Baux: Right, right. We had such a large volume. We also had to bring with us the volume of information and resumes and personnel work that were done during the transition time and that all had to be put on the computer, too, 'cause there was no way you could deal with the organizing of those.

Alsobrook: Do you remember some of the people who worked with you in setting up the computer system?

Baux: We worked with the WHCA folks here on the system itself. Steven Slade used to be here, and he was with us in the campaign and did all our computer stuff there, and Jim Gamble's got a lot of background in computers and understands that stuff, so we all sort of just sit down and say, "What have we got, what do we need, how can we get there with the capacity of WHCA?" So

we just sat down and took some time to figure out what was working and what wasn't. We revised it several times since we initially set it up to where it's more efficient, I think.

Alsobrook: You're still using it now?

Baux: Oh, sure. It's not as easy because we don't have the numbers of people to code it in, so we have to revise it again for the cutback in the staff.

Alsobrook: By January of '78, I assume that most of the appointments, you know, at the presidential level probably had already been made. Is that true?

Baux: January of?

Alsobrook: '78. Like last year. By then, were most of those appointments already made?

Baux: Well, with regulatory bodies, you've always got terms rotating, so that's a never ending job to continue to fill those. It seems like you have fits where you have more terms rotating up at a certain time of the year, it seems like. It's a constant flow and it's a constant turnover, although there has been I think traditionally less in this administration than there has been traditionally. We've had very few changes; of course, no cabinet secretaries have left, no major agency heads have left, so we really have had no large volume of turnover, though there are some.

Alsobrook: You were speaking of cabinet heads, I think that's a record. I think I saw an item that said it's been back before World War II

Baux: It's interesting kind of now because we're two years into the administration, and I'm sure people expect people to be shifting and stuff now, and we're sort of getting Round 2 of people who may have wanted to come in initially, and they've sort of gone and done other things for a couple of years, and they're coming back to do something in government, and they're finding there's just not a lot of things moving in the city. There's just not a lot of changeover in agencies and departments. It probably is a record.

Alsobrook: Hmm! I guess the question I was getting at when I asked you about January of '78, I was wondering, after that point did you find you were working on certain types of appointments more than others?

Baux: Sure. Well, at that point, I guess it was, it could have been not too far from January of '78, we started doing a lot more advisory boards and commissions. That's pretty traditional, that you focus more in the initial part of the administration on full time positions, and you really don't get to a large volume of advisory boards until about one year into the administration, because they just don't take priority. They really don't.

Alsobrook: What are some of these boards? Some examples?

Baux: Oh, there's a large spectrum. He has reorganized an awful lot of them and put them together or abolished an awful lot of them. A good example is the President's Export Council. It's independent. They're presidential appointments. Twenty-seven public members, six members of Congress, and they're going to advise the President on export policy. They work with a staff that's in the Department of Commerce. There's the Advisory Board of Economic Opportunity. It's just endless. Some of them are very technical. Then you've got of course all the advisory boards that are secretarial, that we just don't do anything at all with.

Alsobrook: Could you perhaps take an advisory board and explain in some detail how you would go about finding somebody to sit on one of those boards?

Baux: Well, sometimes, well--the President's Export Council is a good example. There's 27 members public, and I probably ended up with between 150 and 175 candidates, either people who were referred to me and strongly supported by either a member of Congress or whatever interest group or, you know, the Chamber of Commerce. We had--Business Roundtable wanted candidates. The Department of Commerce, the Secretary of Commerce had her candidates. We had a broad spectrum of people. It's divided to where there has to be representation from labor, representation from agriculture, representation by big and small business, and general, which opens it up. And from that list it was just a process of culling it down to get a good balance of representation on the board. Now, that's not always the case where you have that strong an interest. This is, right now, a very interesting thing with what's going on in China, a lot of people are interested in what's going to happen with the export policy.

Alsobrook: Did you have to bring in, say 150 people and interview them?

Baux: Not for a part time advisory board, we didn't. Very seldom unless it is, I'm trying to think of one where you would bring somebody in. If it is, a good example might be board of directors for OPIC, Overseas Private Investment Corporation. They're board of directors, but they are part time jobs, but they require Senate confirmation. Most advisory boards do not. They are just straight presidential appointments and don't require the Hill. That, you would probably bring people in and interview them for, because they do have to go through a full field on FBI, full conflict of interest, and Senate confirmation. They deal with a lot of monetary policy stuff. They actually make policy. It is a part time job but it's a lot more demanding than say, for example, the National Advisory Board on, I don't know, Export Policy. I guess that's a reasonable example.

Alsobrook: Like the one on export policy, would most of the time be taken up just getting recommendations from people and waiting for FBI field checks. Is this what took so long?

Baux: No, it took a long time because you've got a lot of pressure. Everybody is lobbying very hard for their candidate, and it takes sort of talking to the people who are going to deal with the substance, and the direction the President wants to go, and export policy, and get a sense of that, and then try to talk to the people who are experts in that field and decide what the commission

needs to have a good makeup. And then learning what you can about those people whose pieces of paper are all sitting on your desk, and learning as much as you can without bringing them in. You can do a lot of stuff over the phone, try and do a lot of checks over the phone, and find out more about people, so ...

Alsobrook: You are talking about the people you would deal with. Would you deal with somebody like Bob Strauss?

Baux: Sure.

Alsobrook: OK.

Baux: Bobby has a strong interest in this particular commission. He had candidates also for this. We talked to him, talked to Collins, talked to Domestic Policy Staff and figure out what direction the President is going to be going in.

Alsobrook: OK. The advisory board you just told me about, could you tell me a little bit about the difference between that and, say, finding a candidate for a regulatory board?

Baux: It's really a lot different. It's a much smaller field. You try to not ... I always try to do ... there's two sides to it. You get people coming in and then you reach out for people. I try to make it always a two-sided situation. You get a lot of recommendations. You can do some initial checks, and looking at some of the pieces of paper you can find ... The collegial body itself needs to be analyzed. You may find the commission really lacks a scientist, they really need someone with a scientific or technical background, so you know that has to be applicable. You can cull out a lot of people that way. You find a set of criteria the collegial body itself needs. Then you have to deal in personal kinds of qualities a lot of times. You need somebody who is a strong leader if you're looking for a chairman; somebody who's really got strong administrative ... sometimes you need a good public speaker, sometimes you don't at all. You try to analyze what your perfect example of the commissioner Jimmy Carter ought to appoint is, and then you look for it in who you get in, and then you reach out and try to find better candidates. And then from that point you try to cull it down to a small list and generally do interviewing of more than one person and send in your recommendations to the President.

Alsobrook: And you mentioned like, for advisory boards, you told me about some of the types of people who have input or an interest in that particular appointment. Could you tell me some of the types of people who have input into regulatory board appointments?

Baux: You can learn an awful lot from the past on a regulatory body, what past policy has been, by talking to people on the regulatory commission. Now, sometimes that's not a good idea. There's some commissions where there's a strong split—of people, I mean, people going one way and people going another. Somebody in the middle is what you are looking for. Somebody who is going to be able to bring the two sides together. And you go back to a lot of the same

kinds of bases. You also can talk to outside groups, for example, SEC, you'd want to know what the financial world's feelings were on this. That wouldn't mean that that's necessarily who you'd listen to but you've got to know where they're coming from. And in the consumer world, of course, you want to find out where the large consumer groups are going to be, umm, what they see the need for, and the downfalls of where the consumer product safety has gone. And then, you've got the industry folks involved in something like CPSC. So you need to just check that out with the real world out there, and what their impression is of what the commission might need and try to strike some balance with the President in mind.

Alsobrook: Lori, did you find as you worked in Presidential Personnel that there were certain types of appointments that gave you more personal satisfaction working with than others?

Baux: Sure. I think without a doubt, I can tell you right off that the one that fascinated me most was TVA, Tennessee Valley Authority. I know I read about it when I was 10, but I had no idea what TVA really was until I got up here. We had one vacancy immediately. They're nine-year terms, so you don't expect, the President doesn't expect to do it, and then suddenly we had the chairman, had his term come up, and then we had the other guy resign, and all of a sudden we were about to fill, this President was going to fill the TVA board entirely, the first time since Eisenhower's first term.

Alsobrook: Hmmm!

Baux: But a regulatory body, I think, is the most interesting to me. It's not the most fun. Advisory boards and commissions are the most fun, because you don't have to do kind of thorough scrutiny, because they're not really setting policy like a regulatory body is.

Alsobrook: Was that why the regulatory body was more interesting to you, because you could immerse yourself in it?

Baux: It was more challenging. Yeah. You really have to do an awful quick study of sometimes topics that you don't have an expertise in, and you've got to find out what it is you need to know. It pushes you, I think, and when you find somebody who is a really good appointment, is going to make a good commissioner, it's really a satisfying feeling to feel like you are making good recommendations to the President and is going to do a good appointment.

Alsobrook: Can you give me an example of a technical area that maybe came up that you didn't feel like you knew enough about and you had to really do a lot of background work on it?

Baux: I'd automatically go back to the TVA. Shit, darlin', they do everything in that seven-state area. They are involved in economic development. They do everything, including supplying emergency health facilities in some areas, to building the Tellico Dam. They do a lot of nuclear research. They do—their spectrum is just remarkable. They are the light company down there too and knowing ... learning what the politics of the valley, the scientific needs, what you needed to

be a board of directors to look over a major staff of hundreds of people, what that really required. Talk about wave structures. I didn't know anything about electric light costs; I mean, I just didn't know. I knew how to pay them but I didn't know how to do that at all, and it's so historical down there. I mean, it was the saving grace to the Tennessee Valley just for jobs. So you have to look at that some.

Alsobrook: Did you have to travel down there, too?

Baux: We went. Right after we had been to Memphis, Jim and I went on down into Nashville, and there was a reception going on, and we'd just gotten through with our second appointment and we went down to the reception from Memphis. It was really an interesting area. We met a lot of the people that we'd been talking to for a year on the phone off and on. It was really interesting.

Alsobrook: You were talking about trying to prepare yourself to know all these different things. And again, did everybody in the office just sort of pitch in and just learn everything they could about a particular area or appointment?

Baux: Jim and I did that one. Gamble and I did that one almost--just together. We split it up and we brought in a lot of groups of people from the valley, like, there's public power distributors, the people the TVA hires to go out and sell their power in local areas, and they generally tend to be a pretty conservative group of folks, but they talk to the day-to-day consumer. Then you bring in the side that has to do with the environmental concerns. You bring in the environmentalists who are scared of nuclear power—don't want them building nuclear plants. You bring in those folks. So we brought in several interest groups and learned a lot from them. We spent a lot of time with the chairman. And then the Hill! There's somebody still up there; I guess there's some people up there still who remember before TVA. There's not many of them around, but there is a lot of Hill interest, a strong Hill interest in that, so we did go up to the Hill and talk to some of the valley senators and congressmen.

Alsobrook: Hmm. That is interesting. I guess the question I was leading to there was, once again, is this the way y'all normally did business, like a particular appointment, say you and Jim would work on it or Diana Rock, I think? Would you split the assignments up?

Baux: Yeah. We would split them up. Diana deals mostly with almost all the regulatory bodies with few exceptions, and then Peggy Rainwater has all the advisory boards and commissions, with few exceptions. And it started out to where there was Diana and Betsy Godley and Peggy, and Betsy left, and so there was just Diana and Peggy. We sort of have floated for the last two years, and I've done bits and pieces of all of them. We generally do try to spread it out and if I've gotten to the point where I've got several done and I've got a bit of time, I can pick up a few from Peg and do some advisory boards for a while and vice versa.

Alsobrook: It sounds like a rather long day, too.

Baux: It is a long day. I haven't ever lost my campaign hours. [Alsobrook laughs.]

Alsobrook: And that includes all day Saturday too?

Baux: Sure. And I've spent more Sundays in here than I'd like to remember, sometimes take it home.

Alsobrook: Hmmm. OK. You answered the question so thoroughly, you took care of a couple of other questions I had. I know your day was full, you just told me, but did you ever work on any task force jobs that really didn't have anything to do with your office?

Baux: Well, yeah, see, I, um, there was a switch over when Tim took his new job. We now fall under Tim's office, we're all combined into Tim's office. Tim and I worked together starting from 1975 in the Iowa caucuses together, so, besides being in the same complex, he's an old friend. I've never stopped being who I was before I got into this building, so I've always been called upon to do a lot of outside things. Also gotten involved in the process of the confirmation hearings more than some others in the office because I went to a lot of the congressional, did some liaison work with the congressional office to get our nominations through on the Hill. Yes, and it's just been on a case-by-case basis as to what it is, and also since I am from Iowa, and they were so early, and they're still so much a part of this administration, I've continued to get an awful lot of calls about that particular state. I'm called upon to help out whenever that's involved.

Alsobrook: For example, I think early in the administration, I think, when they were bringing a lot of people in from the states to visit with the President and the First Lady, did you help coordinate the group of Iowans who came in?

Baux: Oh, you know, I did that list. Don't ever tell them I did that. [Both laugh.] But I had a lot of help but, I mean, I just did that, because they wanted, you know, I guess I knew them better than anybody else and Tim was on vacation, calling me to see how I was doing. Yeah, and I've helped with the briefing list, because I know a lot of the people that they were bringing in.

Alsobrook: Did you work along this line, bringing in contact with other units besides Tim Kraft?

Baux: Yeah, sure.

Alsobrook: What were some of those?

Baux: Oh, Bill Rainwater's been real involved and Joel McClary, and Rick Hernandez, and Tom Baird, and Anne Wexler, and Landon Butler. You just touch about every office. Then of course, Jack's staff, too, because of bringing in elected officials. I don't know that there's really an office that it hasn't touched upon. I probably never gathered too many names from Eizenstat. Most of the offices in the complex.

Alsobrook: Everybody.

Baux: Yes, it's just been everybody.

Alsobrook: We're almost through but this is a huge can of worms here, so I won't keep you too much longer. I know that you worked for the '76 campaign. Could you tell me a little bit about your duties? We could be here all afternoon. [Laughs]

Baux: I did field work, which is everything from sometimes babysitting so someone could go out and drive a car to the polls, to running a mimeograph machine from 11:00 until 2 in the morning, because you don't have any literature left. You just do everything, but basically I started out in '75 with Tim in Iowa for the caucuses and for the primary circuits.

Alsobrook: With all of them?

Baux: Well, no, I went from Iowa to Nebraska. After Tim left in Iowa, I stayed through the convention process, after the caucus, to elect the delegates. I stayed through the district, went to Nebraska, went from Nebraska to Oregon, Oregon back into Iowa to do the state convention, on to Ohio, and then went down to Atlanta and did work before the convention on the delegates. And then went up to New York and worked in the boiler room at the convention and went down to Atlanta, and we hired the '76 election staff, and then stayed in Atlanta through the general and worked directly with Tim who was, of course, field director. I did an awful lot of the negotiating on the schedule for the field. We always lobbied for the candidate and all of the billing. I did a lot of work with that, and then tried to help, you know, set the schedule for the family.

Alsobrook: You mentioned Tim several times. In addition to Tim Kraft, who were the other people you were working very closely with during this time?

Baux: Oh, Alicia Smith and Scott Burnett. We ran the desk system, which included a lot of people. We did it regionally, so there was Tim Davis and John Carlin, and Cindy Ladue, Moira Egan, and Charles Duncan, and, OK, go around the room here [Alsobrook laughs]... Kathy Scott and that's about all.

Alsobrook: The desk system was really people who were responsible for certain areas of the country? Is that what you mean?

Baux: Right. Right.

Alsobrook: You mentioned the boiler room at the convention, what was that?

Baux: It was simply a trailer with a lot of sick people in it. [Both laugh.] We all had the same disease. We all had terrible colds and running fever, and everybody had a roll of toilet paper next to their phones. And, well, we were the communications system between people like Hamilton and Tim and the candidate and the floor organizers for the convention, and there were of course, floors on the phone. We were responsible for certain states and we had floor leaders. I think we were responsible for three different kinds of floor leaders, and they would all be communicating

back and forth whenever there was a vote on the floor. Conventions are very confusing things and it's simply to keep a line; we had closed circuit TV in the trailer, so we could keep track of what was actually happening on the floor. If somebody couldn't figure out what was going on, or what the vote was, or what the topic was, or where we were coming from, or what our position was, we would transfer that information and keep tallies, do vote counts, and anticipated votes for how it was going to go.

Alsobrook: You mentioned the various primaries. Was there any one that you found more interesting than the others?

Baux: Ohio was great. I mean, Ohio was just real fast and furious, and it was everything to us. It was, sort of, you know, it was the last one, and that was a big night. Ohio really did us very well. I was in Dayton, coming out of Dayton, we got 68 percent of the vote in Dayton, Ohio. I was just appalled. That's not winning, that's just WINNING (stresses the word). That was just great. It was so good for us. That was interesting. Oregon was very hard, because we were out in the west, and I couldn't believe I was still traveling in places, in rural parts outside of Portland in Oregon, and still trying to explain who Jimmy Carter was after all of this time. It's just a much different situation. And an awful lot of ground folks out there. We would have two people leafleting two bus stops and they would have 200 people leafleting. They had proximity. They could just transfer a lot of volunteers out there. It was painful and I was real tired by then. The caucus convention system is really an interesting thing to me, too, because it's just different than a primary. It's small and calculated organization work. Really more so, I think, even than the primary.

Alsobrook: We're talking about some of the rigors of logistics and the traveling. Was this the most difficult thing about the campaign for you personally?

Baux: The traveling? Oh, I don't know because I did it in '74. I at least had worked the entire state of Iowa for the state Democratic Party, so I was used to traveling. You get tired and you end up where you gotta make a decision whether to take your suitcase or three boxes of literature, because you don't have any money to pay to get all of them on the plane ... and you take the literature. I mean, there's no choice. So then those kind of things, when you get into Oregon and you're the only one who has two traveler's checks left and there's 15 of you, so you get one room, and there's all those kinds of stories. [Alsobrook laughs.]

Alsobrook: Well, you got your candidate elected and the transition began. Did your transition job just evolve logically out of what you'd been doing during the campaign? How did your transition job come about?

Baux: Tim came to Washington and called us and said, "Get up here, go get on the plane." And we used one credit card and got on the plane and flew up here. [Alsobrook laughs.] We had an awful lot of response from all the people. We had a national network of people who were now interested in the administration, and we just sort of took the Atlanta organization for the field

system up and continued with that constituency, and we [were] just inundated of course, people who were still ready to help. I mean, everybody was very enthusiastic and happy. Everybody wanted to come to Washington.

Alsobrook: Everybody in the campaign?

Baux: Oh yeah, everybody did. From somebody who did a lot of leafleting in Nebraska to the governor of the state to ... whatever. There was just a lot of enthusiasm and optimism about Carter coming in, and so we just kept in touch with that constituency.

Alsobrook: Did you assume, Lori that you would just be working for the administration when the transition was over? Did you come up here thinking this would just be temporary? What was your thinking?

Baux: I was supposed to go to Europe and get married, and I just never got there. My fiancé was living in Europe at the time. So I really did come up and just intend to—you know, Tim said, “Please come up and help and set this thing up.” And so I did that, and I just, I never left. But I didn’t, I certainly didn’t think in 1975 that I would be looking for a job in the White House. It wasn’t what I was looking for. No, I never really never thought about it. Definitely a campaign intellect. I sort of took every day as it came and dealing with what came in front of us then.

Alsobrook: And that was the kind of work you did during the transition, day to day?

Baux: Day to day. I mean, we sort of knew what we were going toward, but it was all a very new thing and we were learning a whole lot real fast. And the volume. There were just large volumes of stuff.

Alsobrook: Did you have any choice about where you would work in administration, and did you get your choice?

Baux: Well, no, I suppose I could have had one if I’d wanted one, but where I went was a very logical place to go. I know Tim went and did something different, but it was just a very logical place for me to go. There was a need for, I think, the people that I knew, being across the country, I think were comfortable with having somebody there who remembered them, and I think that it was a very logical thing for me to do. That’s what I had been doing in the transition, anyway.

Alsobrook: Can you tell me anything about any other jobs you had in addition to your campaign and transition experience that may have helped prepare you for this job?

Baux: Oh shoot. Yeah. In 1974 I worked full time for the Democratic Party in Iowa, state party in Iowa, very [unintelligible] in 1974. After that, I guess, when I went into the state legislature in Iowa, and from there then I went into Polk County government, which is Des Moines.

Alsobrook: You went into it. I am not sure I understand what you mean.

Baux: OK. I worked at the capital in the House of Representatives, working on legislation. Did a lot of constituency work there. Then I went down and worked for the Board of Supervisors in Polk County. That was pretty interesting, because it's county government but it's also the state capital, so it's fairly interesting. It's pretty Democratic, so I enjoyed it. And, what did I do after that? I guess I quit from Polk County government and went to work for Tim, went to work for the President.

Alsobrook: Is that when you first met Tim Kraft?

Baux: Um hmm. It was in the courthouse. It was a great place to be, because there were an awful lot of Democrats and it was a good organization. He and the President were there, he and Governor Carter, he and candidate Carter were there.

Alsobrook: Uh huh.

Baux: And I met them there. And decided to go to work for him.

Alsobrook: And that was the first time you met the President?

Baux: The first time I'd met the President, was, yeah, in the courthouse. The first time I saw him. I didn't meet him until after I had been at work for him for three days. That was, I guess, the first time he was in the state that I was working was in October. It was the weekend before he got Secret Service. I remember he stayed in the car.

Alsobrook: That was before New Hampshire then, right?

Baux: Oh, sure. It was in ...

Alsobrook: Way back

Baux: The caucuses were in--January 19th of 1976.

Alsobrook: Oh, yeah. OK.

Baux: New Hampshire was in February.

Alsobrook: What do you recall? Do you have any impressions of the first time you met the President?

Baux: Oh, yeah, a lot of it. Tim was on one side of me and he was on the other side of me in the back of a, I think, a Chevy. I don't know. This couple driving us all around. Well, he's real quiet, and then all of a sudden he just tapped me on the shoulder, and he said "Now, talk to me." I didn't have any idea what to talk about, so I talked about myself, and so we just talked a little bit. We talked about some different ways he felt about some topics that were of interest to me, and we chatted, and I guess it took us about an hour's ride to another city, and then we walked into the reception and he tapped Tim on the shoulder and said, "I like her." And we went in. We spent

an awful lot of time together, I mean, shoot, he was getting off a plane and we were trying to get somebody to talk to; so it was just, you know, I was spelling out Carter—CARTER---he used to be governor of Georgia, you know, Georgia. It's south of here. We're talking about Iowa. We were flying around the state in a Cessna 150. He just spent a tremendous amount of time in Iowa. So I am very lucky to have had that much time. I was always intimidated by him. Simply because, I guess, that aura of a candidate, I guess. He's just extremely ... he always seemed very nice to me ... a very nice man.

Alsobrook: You know, during your time here have you still had the opportunity to talk with him?

Baux: Yeah, I've tried not to do that, because it is just a very uncomfortable situation. I know him as a man I respect in a lot of ways. You know, he has my total respect and devotion, but I also know him as a very warm and understanding man, and also somebody who also has been my boss for a long time in a very personal way. It's just so different, you know. If I see him ... I've been lucky to see him sometimes when I could just talk a little bit, and that's nice. And then, I'm good friends with Chip, and so when I do see him in the residence is when it's most comfortable, I guess, because we are both from [unintelligible (spoken over)].

Alsobrook: Have you got any future plans that you can share with me?

Baux: Yeah, they're not public yet. I'm going to leave and go work for Evan Dobbelle, because I guess I'm crazy. One thing that's most important to me is that, if the President comes back to finish up, if he wants to do that, to come back and do what he started to do, finish things.

Alsobrook: The last question is really a little housekeeping question. We need a permanent address and telephone number for use of future oral historians or archivists at the future Carter Library.

Baux: OK. Well, where I am now?

Alsobrook: If you have an address in Iowa, a legal address or something that is permanent. That would be the best address.

Baux: I don't suppose my family will ever leave. It is Route 1, Bussey, Iowa. It is B-U-S-S-E-Y. And it is 50044. And that's my mother.

Alsobrook: And telephone number?

Baux: It's 515-943-2272.

Alsobrook: OK. Thank you very much.

Baux: You're welcome.