

**“Green Mountain Chronicles”**  
**Oral History Transcriptions, 1981-1989 (bulk: 1987-1988)**  
**MSA 199 & 200**

**Introduction**

This transcription is one of approximately 42 transcriptions of interviews with individuals conducted primarily in 1987 and 1988 in preparation for a radio program sponsored by the Vermont Historical Society entitled “Green Mountain Chronicles.”

**Deane C. Davis**  
**Part 4**

former Governor then, but he was joined by <sup>the</sup> Lieutenant Governor of your administration.

DD Yea.

MK Lt. Gov. Hayes.

DD Governor Hayes. Lieutenant Governor Hayes yea.

MK And what I was wondering was how, how was that for you? Your Lieutenant Governor is joining, joining your predecessor, the other party and...

DD Well it was uncomfortable. Well, Hayes was an ambitious man, very ambitious man. And in our administration, it was hardly, had hardly taken office in '69. See the election was in '68, November of '68 and we took office in January of '69. First thing that came up was the matter of what we were going to do about the horrible deficit that we saw looming up if we didn't find other means of revenue and that brought the matter of the sales tax into attention of everybody that had any responsibility in State Government right away. I had made the statement, I don't know how many times, but many times when asked by the Press during the primary and during the General Election that I hoped to get by without a sales tax, but the imperfect nature of the figures that I had received from the and was able to receive from the State being a non-official indicated that it was not clear if the trend that was already in existence were to continue it would probably indicate that we'd have to have additional revenue and if we had additional revenue, I saw no substantial area for getting it except through the sales tax. And so again and again they'd ask me would you support a sales tax if you were elected Governor you know. The reporters asked me. And I, my answer became sort of a, well it was the same answer every time I'd say I hope not and I hope to get by without one but as a last resort I will go for the sales tax. When I got into office and whether was elected and you see you, between the time you're elected in first week of November and the time you are inaugurated in the first week in January, you are expected to spend preparing a budget to submit to the legislature and I did. I was frankly I was shocked by the figures that we had. So I made up my mind that I was going to have to ask for a sales tax. And if I asked for a sales tax, I anticipated that the anti-sales tax groups of which, which were large in number, would descend on my statement about last resort as being when I would ask for sales tax, but I had watched Governors and legislators long enough to realize that any Governor's wallop and

power, muscle so called is much greater during the first year of his term usually because you get more, into more controversial things as you go along. They are unavoidable and you have to make a decision so you got to make somebody unhappy and the ones that you make unhappy somehow seem to be greater than the ones that you make happy. So I decided to take the bull by the horns and, and ask for the sales tax in my inaugural message which is, was unheard of in, in Vermont history before. But anyway I did and the response was just what I thought only ten times worse and, and the roof fell in in great shape there for awhile and the Press began accusing me of fooling the voters that I intended to do this anyway which I did not, but I had couched my words in that manner in order to, in order to get elected, that I really was for sales tax immediately. Well the sales tax was fought in the, in the, in the legislature. It was a strong issue and it was doubtful for a time whether I could win it or not. Hayes, almost immediately became out against it. He didn't even consult me and tell me that he was going to do that, but he knew how unpopular the sales tax was and so that was his decision. And I'm not accusing him of anything or anything wrong if he wanted to do that, it was perfectly alright. Although it's a, makes it uncomfortable for the Party to have the Lieutenant Governor and the Governor on different sides of a basic question and certainly bad for the Party if that continues for any great length of time and creates bad feeling. So in spite of that, I tried to heal the breach with personally with Hayes and was unsuccessful. And I can understand that because there was a large group of active people that were opposing the sales tax very strongly at that time. And that was, that was the first indication of a breach. But it's also an indication to me that, that Hayes intended to run for Governor against me the next time. I didn't know that to be sure, but I knew him pretty well and I, I read the evidence in that light at that time. And when the Vietnam War question came up, I would be unable to tell you where the balance of opinion was in whether there were more people against in Vermont against the Vietnam War or more people in favor of it. But I can say with absolute positiveness that the younger people and the more active politically people were opposed to it by large, in large numbers. The thing came to a head, the Vietnam War came to head, question, came to a head in Vermont on the occasion of the, the unhappy tragedy at Kent State and Marjorie and I were in, in Santa Fe, Mexico, New Mexico at the time that happened and we were there to attend a routine meeting of the, of Republican Governors. And (PHONE RINGING), she'll get

that. (PHONE RINGING) That stirred up so much, can you hear her talking?

MK Yea.

DD Yea. It stirred up so much consternation among the Governors that quite a few of them left and went back to their own States to be on hand and be in command of the situation. I had promised Marjorie a trip to Switzerland if, as part of our trip, we were going to go directly from there to Switzerland and Hayes of course would be acting Governor of the State of Vermont while I was away. And he ordered the flag pulled down of the State House and when that happened and news came of it, all of those who were not against the war in Vietnam became terribly incensed at his having done so and I began to receive telephone calls and telegrams to, frantic ones asking me, begging me to come back to the State. So I, we gave up our trip to Switzerland and I quipped the result was we had no Governor's Conference at all because so many others did leave at the same time. I came back and saw how bitter the situation was and my constituents were majority of them were not against the war. They weren't in favor of the war, but they weren't against it either. But they were terribly incensed about having the flag pulled down at the State House because of the Kent, they read it as a, as a, as an assault upon law and order as such. And so what I did was to put the, pull the flag back up, order the flag restored and then we had a, I immediately called through the papers and everywhere else for a short memorial meeting on the State House steps and I don't know how many people turned out but a terrific crowd came there and we tried to act sort of, in a way that would not offend the people who were opposed to the Vietnam War, but also to express our, our faith in the government and it's decisions that were being made and so we had some distinguished speakers from outside the State and it went over very well. Well we had a number, the situation was very touchy at University of Vermont in that area there. And we had, I had kept in close touch with the National Guard almost hourly for, oh weeks there, the things that were going on behind the scenes. As it turned out, there was no real violence of any kind. There were marches, local marches and there were local meetings in which people were haranguing each other about the war and all, but the thing we were afraid of was real violence because certain groups were talking behind the scenes and among themselves. We had ways of getting information like that. And one of those things you can't judge for sure how much substance there is to it. But they were talking about really going taking over the University of Vermont and

things of that kind. And you know when you do that sort of thing, the danger of having it getting out of hand is, is very prevalent. So those were touchy days. But I have no way of knowing whether the majority of people of Vermont were anti-Vietnam War or pro. Obviously the Press was almost 100% anti, but that doesn't mean that the people were. Although it helps to bring, it helps to bring them out of that side. So I don't know what more I could tell you. Do you have any specific questions?

MK Well let's see. Another thing that I read about was shortly after the, let's see the Moratorium would have been October '69 and that's when Hayes and Hoff spoke at UVM.

DD Yea.

MK And that then Veterans Day, a few weeks later of that year, that there was a, a rally, I'm not sure whether a rally is a correct way to put it, but that you spoke on the steps of the Capital.

DD Yea. That's the meeting I referred to.

MK Uh, okay, okay.

DD Yea.

MK Okay.

DD And it was done in connection with putting up the flag. That is, I mean as a symbol of support of law and order and we did not take sides as to whether there was any guilt or innocence on the part of, of the National Guard officers in the conflict at Kent State.

MK Kent State was in April

DD Yea.

MK Uh huh, okay. I've always thought it as awkward in Vermont sometimes probably for an administration and this was the case with Madeline Kunin and Richard Snelling. You know, of course opposite parties and very opposite opinions in many cases has made for lively newspaper headlines and interesting reading at times, but it must have also been difficult for both of them to work in that situation.

DD Yea, yea.

MK I can imagine it was difficult for both you and Hayes?

DD Yea it was. It really was. And of course, that's one reason why I, I think we should, in Vermont, have a, have a system that kept the Governor and the Lieutenant Governor in the same party. I think it would work much better. I think the, I think the, usually the man or a woman who is running, or who holds the office of Lieutenant Governor is going to be a candidate eventually for Governor and that since there isn't except during a legislative session there isn't too much for a Lieutenant Governor to do, why naturally it becomes a time for politics. Sometimes quiet, sometimes noisy. And it disturbs, it disturbs the, the workings of the Executive Office to have, to have it broken into a fight between, particularly if it's public. Bad enough even if it's private, but if it's public, but yet then to have it happen between two members of the theoretically the same party. Although Hayes has always been a liberal in his political thinking. To a degree, that makes you wonder why he stayed with the Republican Party. I think his, I think he when he left the Republican Party as he eventually did you know, I think he was doing the right thing, but I think he should have done it a long time before, because I think that's where his, I think the by far the majority of the issues in which he was concerned he would be more comfortable with the Democrats than he would the Republicans.

MK You talked a little bit about already about the immigration to Vermont, the immigration to Vermont. One of the things that we've also been interested in is looking at the establishment of communes around the State and just sort of following the history of some of those. Many of them have folded long ago and a few, very few, a few are still, still active and perhaps reformulated no longer operating along the same lines as they once did, but you did go and visit one, at least one of those establishments was it during your second administration?

DD I think it was the second administration. Second term there. I could find that out easy enough, but yes I became interested because up in, in the Island Pond area, in the I guess it was in the Town of Norton, I wasn't too familiar with where they, the municipal lines, town lines were back at that time because it's all pretty rural up there as you know. But there were a group of people who established a commune there and they called themselves the Earth People. And the, there was open hostility between that group and some of the towns people and they were

writing me and some of them acted as though they were afraid that things were going to get out of hand and so on. But I decided to go up there and look for myself before things did get out of hand. So but all my advisors around the State House were unanimous that I mustn't go because it was a dangerous place to go and all that, which incidently I didn't believe. And so I went with no further protection except the same officer, state police officer that had been driving me as Governor's driver for a long time. And we went up there and spent about a day and I talked with, with these people at great length. They were very cordial. And they were very interesting. And there were interesting things going on. What they had done was to lease a piece of land that was wooded, but not full of big trees because it had been owned by a forestry company that had just finished taking out all of the merchantable timber. So there were a lot of small trees in there and gave all the feeling of being inside of a woods like and yet there is no reason why the owners couldn't lease the land to a group for this purpose. It made it, for what they wanted of it it was a good purpose. I don't know how many there were in the commune. There was, I didn't try to count them and I don't think they knew how many there were. But there were upwards of a hundred. And the, they were living in all kinds of different accommodations. Most of them were leantos built with small strips of wood and a sort of a base at the bottom and frame made upon which would be stretched plastic of some kind either a whitish kind of plastic or dark colored plastic. This was there shelter from the sun and the, whatever sun there was. There wasn't very much. But and the rain and so on. Others had old buses there that they picked up somewhere and lived right inside of the, in the bus. I saw the largest bus that I ever saw in my life up there and it was owned by a fellow who came from, from Wisconsin whom they called the Pig King and apparently he was a man of affluence, but he was a hippy at heart. And he had two wives. He had one living in the bus with him and then he had a leanto within 35 or 40 feet where his other wife lived. And we didn't discuss that, but I saw it and everybody knew that that was the situation. The cooking was largely done as a communal act. The outside, outdoors and they ate together in little groups, not the whole hundred together, but a group of 25 or 30 and they had dug a well which had plenty of water in it but it looked awfully brown and dirty to me. They had planted two gardens. One of the gardens was planted on, right on where the old road had been. Not a public road, but a road that the big heavy trucks had taken the trees out you know, the logs out and since that's the kind of a heavy object, a truck that's big

enough to carry the logs that they were harvesting up there, that was, seem, it was clay type of soil, that was packed almost like cement and the garden was not a success by any means. Corn was the most sickly looking corn I ever saw about that high and a few other vegetables I could identify and a lot of weeds. There was just as many weeds as there were vegetables growing there. There were, there was one thing I think you could call a frame house. It was kind of a cabin type of thing that had been constructed and was being lived in even though it wasn't fully completed by one of the members of the group who came, from Canada who was, was sent to be a carpenter. And there was another one that was built like a log cabin that was looked habitable to me. Those were the only two things in the, that a hundred people had for as far as housing was concerned except these lean-tos that I, that I mentioned of which there were a great many. But they were a cordial group. They seemed to be a happy group. And I asked them what, what it meant to be an Earth Person. What's it all about. And they said well it's all very simple. They said it comes down to this. If you take care of the earth, the earth will take care of you. And that's all I ever got out of them. But they had children. You know, Rod Clark? Rod was living up there with them at that time and I remember him walking around there with a child on his, holding a child's legs you know, you know how they put a kid on the shoulders and hold their legs here and he was very happy, no question about it. Now I don't know whether he was up there to, as a reporter, but he was living there. That was the only person I knew in the bunch, but as far as their intending any harm to the governor, I don't think they intended the slightest.

MK Had...

DD There was another one. There was a commune in Guildhall, down in the southern part of the State. I'd love to know. Do you happen to know whether that's still in existence?

MK No, is that, I'm trying to remember the name of that one. Do you happen to recall any of the people associated with that one?

DD I don't recall the names too well. There was one, one young lady there.

MK All I can think of is <sup>Verandah</sup> Veronica Porch.

DD That may be. I'm not sure. I know it was one of the I guess the more successful of the communes wasn't it?

(means Guildford)



Deane C. Davis

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MK Yes I think so. They had a couple of, two or three, a couple books that they wrote about \_\_\_\_\_.

DD Yes.

MK I think we're talking about the same place here.

DD Yea, I'm sure it's the same.

MK I think it is still in existence, I believe so.

DD There was an interesting aspect to it. When there were seven governors chosen to make a trip to, to Switzerland. I can't tell you what year, but it was my second term. And I was one of them. And being in Switzerland, I decided to go to Paris. I'd never been in Paris after the thing was over, after the meetings. You see we were meeting with business people and officials of great numbers there in Switzerland. And Marge and I flew to, to Paris. I had one major objective which came about due to the fact that there was a lady in Burlington who, whose husband was in the Vietnam War and was one of the MIA's at that time and had been for quite a little while. And she had been into my office, the Governor's office a number of times seeking me to do something. Well there was very little that a Governor could do that was practical or had any prospect of success, but I thought being so near the place, I thought I'd go over there and see if I couldn't get into contact with some representatives of the Vietnamese at least to make this woman believe that the State was interested in her problem and the whole problem of the MIA's. So I made arrangements through the ambassador and it was a very, very well briefed for hours on the situation. And I was told that if I, through their auspices, they attempted to make a date with these people who in Paris were representing the Vietnamese that they would be able after some delays to get a, to get a date, but then what would probably happen is that the night before the, the date or an hour before the date they'd call up and have some reason that they couldn't do it then. Then they would agree to another date. So if I wanted to really talk with them, I was going to have to be prepared to for this sort of, of action on their part which would hold me in Paris a few days and that's exactly what happened. But I stayed and stayed and stayed. I don't know how long we were there, I guess a week or something like that and finally they gave up and let me come and meet with them. I talked with them through an interpreter for, they said I could have a half an hour. Well I just kept pressing and stayed, I had an hour and a half. And we argued in a very non-hostile way about the

situation and they wanted to keep preaching about how the America was all to blame for everything that in causing the war to keep them onto the subject about why they would not give us information about particular prisoners of war. They would dodge that subject time and time again. I couldn't get much of anything out of them except finally I did get a promise that they would take the matter up with the certain person whose name is gone from me now. I have my notes on this. I'm telling you all of this simply to lead up to the fact that during this week there was the International Air Show being held in, in Paris and the, because I had made an acquaintance with the ambassador, and being that there was being a big reception, cocktail party and reception held the second night of the air show in the offices of the ambassador and so Marjorie and I were invited to that. And we went and it was interesting thing because we meant so many interesting people including four of the astronauts that would, I can't tell you which ones without looking at my notes, but they were there and the Senator from Arizona that is Senator for so many years, what was his name do you remember?

MK Goldwater, Barry Goldwater?

DD Goldwater, he was there because he was a great flyer you know. And, but the important part of it was that I was talking with this very personable gentlemen, found out that at the cocktail party, found out he was the United States Counsel there and after we'd talked about everything, he told me that he said I have a special interest in Vermont. I said "In what way?" He said, "My daughter is in a commune at Guildhall, Guilford in, in Vermont." And so we talked about that quite a little bit. And after I came back, this daughter apparently as a result of correspondence with her father, came to see me in Montpelier and asked my help in connection with a problem which she had with some of the State authorities. And I don't even remember the problem because it was not a serious one at all anyway and I was able to iron that out very easily. That's my connection with Guilford.

MK It's *Total Loss Farm.*

DD What did you say?

MK It's *Total Loss Farm.* It's *Total Loss Farm,* yes, okay.

DD Yea, yea, yea. And this particular daughter was the gal who made a special kind of bread and sold it, peddled it in from house to house in Brattleboro according to her

father. Yea, and she was a very personable gal and very well educated too. I never heard from her again, but...go back very far and my memory will fail me.

MK One of the things I also wanted to get into...<sup>(noise) There's the</sup> ice-maker. (Waits for noise to stop.)

DD Yea.

MK Now you headed up the Little Hoover Commission?

DD Yes.

MK In the '50's, let's talk about that for a little bit. What was that and why was that significant?

DD Well the, the genesis of that was when Senator Mallory, that was the mother of...

MK Richard.

DD ...Richard was acting as Senator from Orange County in Vermont. And apparently on some committee in the Senate, there had been some concern as to whether our administrative branch of the State was actually functioning as well as it should and whether there weren't places where improvements could be made. And she came to me, I was President of National Life at the time and she came to me at my office up there and asked me to make a, an estimate as to what it might cost to make a study that would be sufficiently in depth to be of any value. Well she was really asking me to do about the impossible because you never know about a thing like that until you get down, first you study to see how much, how much more you want to study. And but I listened to her stories and as easily as I could, I made an off-the-cuff estimate of \$35,000 might give them a, what they needed. She felt that, it was not going to be general or complete acceptance in the Senate of the idea, but that the majority would be in favor of such a study. So I, I recommended that after a lot of argument in the, in the Senate over the situation. The bill was passed. Setting up the so called, they called it the Study, Study of State Government. Have you see the book on that?

MK I have not, no.

DD Yea, maybe I can find it. I'll show it to you, but that went two or three editions you know. That's I guess the only report of a commission that ever did in Vermont. There was tremendous demand for it. But anyway, the

Governor, the Governor who was in office at that time was Johnson, Governor Johnson, Joe Johnson. And after the bill was passed and he signed it, he asked me to come to the office and propositioned to me to become Chairman of the Committee, Commission, Committee, it was a committee. I guess we called it a Committee. Committee to study State Government or something of that, good name anyway. But everybody calls it "The Little Hoover Commission" and of course the reason for it is that it is almost a duplicate of the big Hoover Commission that studied Federal Government for the, for the United States. Well I, being one of those kind of people that have great difficulties saying no, I, I assented and I enjoyed the work. It lasted two years and we met, on the first year we met every single month. The second year, the first six months we met every, every single month and in some cases with special meetings in between, it was well organized. I spent a lot of time on organization and finally selected Ralph Haugen who was a Professor, Professor on Government at the University of Vermont and who had much material in a repository or a library there which was made available at all times to people in the State on the subject. And he was a real, a real expert in the field. And I asked the University of Vermont to release him from his professorial duties for this two years and we would pay him, but then he would come back and resume his status as it was. He was functioning at that time under a very well known professor who, Nuquist, Professor Nuquist, who was also an expert on town government, and with his hardy approval that's how we were able to get Ralph Haugen. And with him, we were able to attract the interest of other professors in other State institutions, colleges of various kinds and individuals who for one reason or another had a little expertise in this field. And our job was to try to get all of that material presented, not only in written form, but in oral form in such a way that this Commission of which I was a chairman, would be able to decide whether improvements could be made and what they were. (PHONE RINGING) And (PHONE RINGING) we were able to use the expertise of over a hundred people in that enterprise. And a report was written and presented to the legislature after Governor Johnson had left office and Governor Stafford was in office at the time as I recall it. Richard Snelling was a representative in the House of Representatives I remember that. It was one of the most interesting jobs that I ever had in my life, to be frank with you. It's, we first used a firm called Krisap, Krisap & something who made a business of this sort of thing and we held a number of meetings with them and got ourselves a little bit educated to what was involved in this sort of thing and it was obvious that once that if we

kept them on this payroll that we, \$35,000 wasn't going to do the job or anywhere near. So what we did with them was to use them to assist us in a method, or a administrative method for commission like this that didn't claim to be experts to function and to function effectively. And we used a portion of the \$35,000 for that. And we never asked for anymore money. We lived within that budget for two years and as I say we met these various times. Every meeting we had was with a, with an agenda prepared and with presentations to be made by different people who had in the meantime studied a particular section of what we wanted to know at that time. And we had, had to rush the report a little bit the last end of the, of the two years as I recall because the main job of writing the report was given to Haugen to write and while he was writing the report, he'd come up with a new question each time. It kept putting things off you see which is they tell me is not uncommon among good professors. But anyway we did have that little pressure at the end and I had to write some of the report myself in order to get there under the time schedule. There was a cut off date in the bill itself. At the end of two years we must report to the legislature. What did we accomplish? Well we made 135 recommendations to the legislature for action in countless ways. All of them were recommendations which had been based upon looking at what was being done and what we thought ought to be done according to the opinions of the experts and according to our own common sense. We found the administrative branch terribly fragmented. There were over 149 people supposed to report to the Governor, directly to the Governor. Well, you know if a Governor gets to know 149 people during his two terms, why he's a good Governor. Say nothing about try to give administrative direction to 149 different people at different departments. It was a good report, and it was so regarded by people who knew, and there was tremendously wide spread interest in it. And I do remember it was printed, it was printed at least twice I think after the, why I think there were three printings of it. And the, I was invited also to make a, a personal presentation to the members of the legislature, the House and the Senate in joint session which has never been done before in, as far as any report of a commission is concerned, so I got a great boot out of that. I enjoyed it very much. And it was several hours long. The session, the oral session, trying to describe to the House and Senate why this was done and where the problems were and so on. And then I did have another session on some one point with, in the Senate where they had some controversy had arisen. Of course a good part of the administration, I don't mean Governor Johnson, but I mean the heads of departments,

that sort of thing, were against this because we were headed as they knew very well that we were going to be heading in the direction of centralization which was the theme of what had been done in other states for going over the last few years. See other states had made these same studies even before we got into the, into the act. Well, the legislature did something that I thought was, was very smart. They, they appointed a group among themselves, a group, a small group of senators and representatives and divided up the sections of the report so it would make one person responsible for one section, one person responsible for another and they were to report at the next section which they did and they did a magnificent job. I can see those people now getting up one by one and some of them with very little experience in public speaking and that sort of thing and doing a magnificent job of articulation of a very technical point. The result was that it brought more and more people in favor of doing something. So the first thing they decided to do was to set up what we had recommended as the priority thing of all was in a Department of Administration and that was done the first, the first session of the legislature. It took in all of the so called housekeeping departments, the service departments so called like the Tax Department and the Auditing Department and, and departments of that kind. Not the Departments of Highways that were responsible for doing things but the departments that were just really serving the State, Treasurer's Department. No the treasurer wasn't in it because I guess the Treasurer was elected by, by the voters, so he couldn't be in it. That was a start of what later became one of my major themes as Governor. ~~That~~ Was the Super Agencies as they called them. That was practically with slight changes the same thing that we had recommended to the legislature back in the "Little Hoover Commission." The only one of the so-called "Super Agencies" that got appointed, got created back at the time of the "Little Hoover" was the Department of Administration, and when I became Governor I renewed the interest in effort in that regard and so we got, we set up these agencies to, with appointive, all appointive which was to bring together into one group all of the agencies that had things to do that related to the other on the theory that if we could, we could do two things. The necessity for duplication would be reduced quite a lot and even perhaps more importantly we now had the major functions of government in about five different people reporting to the Governor so that we could hold a meeting every day if necessary. We didn't, we held about two a week when I was Governor. And of course we didn't get them all my first term. They didn't get all my, all of them the second term. We didn't get all of them even when

I left and there's some of them that haven't been done yet. But there was one I think done during Snelling's administration, so that now we do have, we got a pretty good, pretty good method. Probably that will get antiquated before long but that took a great many years to do. I can't, let's see, that would have been done, that would have been done back in the '50's, late '50's. Let me see if I can put my finger on that report.

MK

Okay, there were 149 people who were reporting to the Governor directly?

DD

Yea.

MK

What did that mean in terms of agencies? Were there agencies as such prior to...

DD

They had departments you see.

MK

Oh departments.

DD

They were departments.

MK

And no agencies at all.

DD

We had no agencies, yea. And the theory of, of it was and there is nothing really new about that, I mean as far as, as the theory itself is concerned. It's a theory that is adopted in business as well as government that too many people reporting to the Chief Executive make it impossible to give a balanced view of what's going on because if you, if you got to see 149 people all clamoring to get in to see you every once in awhile, what you tend to do is to skim over things instead of getting into them and, and trying to give a sense of direction to them. The theory was that these, these agency heads would be in a sense more politically orientated to the Governor so that they would probably be replaced you see as administrations changed. And that's, that's worked, it's working that way now more than it did the first few years afterwards.

MK

That's true because now you do see a new administration takes over and there's a cabinet, a cabinet?

DD

Yea, that's right, that's right. Well the head of these, the idea was that the head of these people would be cabinet officers. We didn't call them that in there as I remember, but that's, that was the, that was the theory of it. But that, if you have the time, that would be interesting for you to read some of it too, but I think

mainly it will help you with the dates and some of the recommendations. Now the, what the law has actually done does not follow that 100% by any means, but the general theory of it yes that is what has been accomplished.

MK And it's, it has improved the efficiency, the way that Vermont government runs?

DD I think so. Of course, they used to ask me that every, how much money was saved. I said, "I don't know it'll save any money, it may cost you more." But I said, "What it will do is it will make a more efficient government provided you, provided those in power want a more efficient government. This will give them the opportunity to have it, it won't guarantee it by any means." I think, I don't think it saved any money, but it has been more efficient because when I was Governor and we set up two, three departments, I guess four during the whole two, four years, we got them one by one really from the legislature. We did change the duties of the members within what was formerly department heads and their office personnel in lots of places, there were duplications where one person could add a little something and subtract a little something from what he was doing or she was doing and become, and now take the place of really what two people were doing. Not only that, but there was more passage of information back and forth quickly and most important thing of all was that when the Governor sat down with his cabinet he could have a look at the whole business of State Government. What usually happens though of course is, there's crises come up during and so you get preoccupied with one question, but your whole cabinet is there to take part in the discussion you see and to, and to help with not only the facts, but also what the analysis of it should be. It's been a great success I think. I don't see, in particular, I didn't, we didn't know we were going to have this tremendous influx of government, of excuse me, of population. If we needed it back then, we surely needed it now.

MK I was thinking that to, you know, as you were talking. With the population increasing in that way...

DD Yea.

MK ...the idea of 149 people each having equal access to the Governor, must have just been, would have really been a nightmare.



DD So there was a lot of them I never saw you know. I mean there just wasn't time and they knew there wasn't time and they hadn't been in the, in the, so this people became sort of island of, in isolation or little captains who were running their own show and didn't give a damn whether the Governor knew it all and be glad that he didn't. So...

MK Probably those that were in that position are feeling that they were happy with running their own little kingdom were the ones that didn't want to see this change.

DD No, I don't think there were any of the heads of departments that wanted this thing because it was looked upon by them as, as taking away their kingdom sure. And it was, it was. But it made them, nobody was going to lose any jobs. It was, you needed those men, they just were different, they had different functions to perform and a lot of them for the first time, for the first time became that were, had been department heads, became agency heads you see because they had so much, had so much experience in State Government administration.

MK That is, that is really a major change within...

DD Yea, it was.

MK ...very short period of time in terms of...

DD Yea. The politics of the thing though was the Democrats called them super agencies and got the press kind of to believe in that that they were just as they said putting another layer of government, another layer of government over, another layer of administration. Well in a sense it was and in another, quite another sense it was not. It was reorganization for efficiency.

MK I'm going to back up yet a little bit more and won't keep you much longer here, but I wanted to just ask you one thing that I have, I know was a big issue during the 1930's and yet I haven't yet found people who have particular memories of it. They just say, "Oh yea, I remember that happened, I don't remember anything else." This was the Green Mountain Parkway.

DD <sup>(laughing)</sup> Well, there isn't much to remember really about the Green Mountain Parkway only, President Roosevelt established a, a program for improving the highways of the country which were really needed some improving too because I think he, or others on his behalf and eventually he foresaw the intense need for roadways because of the increase of

automobile use and they projected that as being pretty great and they weren't wrong. The only trouble was that they didn't project enough. And one of the things they did was, they got a little bit fascinated with the building of those highways so that they would be scenic. They thought there would be a more support for it if they provided scenic highways wherever possible that were also through state routes. And so out of that came the Green Mountain Road. It was to be put on the top of the summit, a good deal like the one down south there, the one...

MK Oh, Skyline Drive?

DD Yea, Skyline Drive. Only they thought here that there was opportunities for a scenic aspects of it that were even superior to those down there. I don't know whether that's true or not, I'm not an engineer enough. I, I became convinced through the Chamber of Commerce, I was President of the Chamber of Commerce at that time, State Chamber of Commerce and I became convinced that he had a good idea here and that it was going to be built primarily with Federal funds. And being a Vermonter you know, we do, we don't usually turn down requests for, for money. But if anybody wants to give us money, why we usually are willing to take it, reluctantly of course. But I was an advocate for it. We had no television stations at that time. We did have one radio station. There may have been one or two others we were not aware of, but that we had one radio station, WDEV of Waterbury and their office where they really did all the work of picking up news and that sort of thing was in the Pavilion Hotel as it was in the old Pavilion Hotel. Well to our surprise, there was, oh, there was almost immediate and mammoth opposition and most of it was on the basis that this was surrendering to the Federal Government powers and so forth that belonged to the State of Vermont and there was even arguments made by otherwise intelligent people that if they build a highway that ran across the crest of the mountains of the State of Vermont that it wouldn't be possible for a Vermonter to go from one side to the other without asking the Federal Government you see. And all the silly arguments of that kind were used, but they were all emotional arguments and they were all very effective and I recall they asked me to make speeches. I made several of them from the Pavilion Hotel in favor of, of the highway. I looked at it as a highway, not a parkway at all. And so one night my father incidently was a conservative and a real conservative. I'm only a quasi conservative, but he was a real conservative and he was opposed to it and violently opposed to it. One night when I was speaking, my father came in from his office in Montpelier and he lived in

Barre and I lived another place in Barre and the radio was on and I was speaking. My father listened a few minutes to see what the tenor of, it was about the highway and said to my mother, "Who's that damn fool talking on the radio, and she said, 'That, sir, is your son!'" (LAUGH) Now that's about all I can remember of that, except we got licked on it. (LAUGHING) I don't know if that's added anything to your, to your story or not, but...

MK (LAUGHING) That's wonderful. *It* didn't matter to him did it?

DD Yea, that's right. Well, he didn't recognize my voice.

MK Did he talk with you about it? Did he try to...

DD No, no he didn't, he, he never talked to me about it. I knew he was against it, however.

MK Now did you know Jim Taylor?

DD Oh, very well. Yea, Jim Taylor was the Secretary, Executive Secretary, I was President of the Chamber for quite a number of years back in those days. I can remember Jim always wore old clothes, well he only had only one pair of trousers I'm sure most of the time and they were usually spilled with food or something all over it. But he was one of the most attractive and able man back in that era in the field of Community action and Community involvement that I knew. And this Chamber was a, didn't have very many funds and we had a lot of interested members who liked to go to the meetings and yack about it, but I remember after he had been there, we used to raise his salary you know every year and then we didn't have money enough to pay it because he had to go out and do the collecting to, to get it, so we gave him, we thought we owed him something, so I suggested I think it was on his 10th anniversary or 20th anniversary or something like that, I suggested we have a big meeting up at Burlington at the Hotel Vermont and we collect some money and give him a purse. Well I got on the telephone and asked business people around and I picked up \$2,500 which was a lot of money back in those days and so we gave him a purse of \$2,500 and I'll never forget the, a big meeting up at the Hotel Vermont, dinner meeting and a lot of nice words were said by a lot of people and so it came time for Jim, to and I presented the, the purse and it came time for him to respond and he said a lot of things, but this is the thing I remember. He said, "You know, I don't understand you people, I come into your office frequently and you receive me with friendship, courtesy and you, you

do talk about whatever subject I'm interested in at the time with me and occasionally you're helpful." But he says, "The thing that puzzles me is that you act to me all the time like you'd rather be tending to your own business." Which is exactly what they, was the situation. He was a, you know how he died probably?

MK No, I don't.

DD It was a tragic accident. He, he loved to fish. He had a little small boat with a, one of these propeller or whatever you call them with a little outboard motor thing and he got his line mixed up in the, in the propeller and he got out of the boat, or no, he fell out of the boat as he was trying to get that out and caught his clothing in this motor which was still going and he was mangled to death in that, in that motor. It was a horrible thing. But he did a lot of good for Vermont. He was, he was the only statewide agency or department, he wasn't a department of anything, he was just Jim Taylor. The Vermont State Chamber of Commerce was Jim Taylor and vice versa, but he was alert to all of the major issues that were bothering people and if it could have been said to have been anything in the field of statewide planning back at that time it was Jim Taylor who was doing it. There aren't too many of the plans ever get enacted at that time, but I mean there was lots of planning done and lots of publicity, give lots of interest aroused on the part of the public and was a lot of the ideas later as time gone one have become implemented in one way or another. But he loved the state of Vermont, passionately and was such a joy to be with him because he was full of optimism and knew everything could be done and he knew the world would be fine if we just about tending to it you know.

MK That's interesting. I first came across any knowledge of him in the course of doing a little bit of research on the Long Trail and reading the book on the Long Trail that came out a few years ago.

DD Yes.

MK And then had occasion to go and interview a couple of people who had been active.

DD Well he was a really, he was the real promoter of that.

MK He was that too. He started the Green Mountain Club and all of that. And that's, it was interesting. Of course these topics all get interwoven, environmental topics and the parkway and all of that. And in looking at the

opposition to the parkway, some of it, I don't know how much of it at that point was on environment, along environmental lines at that point, but...

DD I didn't hear any.

MK That must have been part of it.

DD There may have been some, I don't say it didn't exist, but I didn't hear any. The...

MK Of course coming from the Green Mountain Club, they

DD Yea.

MK ...they were opposed to it.

DD Yes, that's right, yea.

MK Which I guess was a shock.

DD They wanted, in other words, there were a lot of people that, yea I think the sportsmen were more against it than, I mean the people that were trail hikers and hunters and fishermen inclined to want to keep as much of the world, natural wilderness as can be, that was the, that was really the only logical argument that I can remember. All the rest of them were crazy arguments that they brought up.

MK In your father's case, was his opposition coming from a just a feeling that didn't want to be involved with Federal money perhaps?

DD Yea, yea. There was, Vermont was very, very anti Federal back in those days. Of course, he would be very unhappy today if he could see how much we're dependent upon Federal Government.

MK Well that's a wonderful story though about your father.  
(LAUGHING)

DD Yea.

MK It's amazing. I interviewed a, last year I interviewed John Cowles, the son of the late Judge Cowles in Burlington.

DD Oh yes.

MK He talked about Jim Taylor and how he said he was kind of like an adopted uncle.

DD Yea, yea, yea. That's a nice phrase, that's a nice phrase, yea. Adopted uncle, that would be great. (LAUGH)

MK Yea.

DD Because he loved everybody. I can't, and everybody loved him. I, if, if he had an enemy, I don't know who or where it was. Well you need a few people like that in the world I think to make it liveable.

MK Certainly helps doesn't it.

DD It sure does.

MK I want to thank you for all the time you've given me for this project. This has really been tremendously helpful.

DD If, I hope it's helpful, but I don't know.

MK Well, it certainly is.