

# Remembering Richard Ogilvie

## When Illinois State Government Actually Worked

### Peter Baugher

I had the good fortune to work the summer of 1968 for Tom Drennan and Bill Bloch as a college assistant on the gubernatorial campaign, helping to research and to write such campaign classics as “Killer Roads of Illinois,” cataloging the poor condition of state highways. This provided introductions to Al White, Ron Michaelson, Jerry Bell, and John Linton, among others. During the summers of 1969-1970, I joined the Bureau of the budget in Springfield with John McCarter and George Ranney as Illinois moved to annual, management budgets; Hudson Sours railed against the income tax; Fred Bird brought the Front Page to the State Capitol; and, Paula Wolff coordinated with Wayne Whalen, Sam Witwer, and other Constitutional Convention delegates convened in the Old State Capitol.

These were watershed times for state government in Illinois. It was an honor to have served with Governor Ogilvie and his outstanding staff.

### Peter Bensinger

Why was Dick Ogilvie such a great Governor – the best in my lifetime? It was because he was a great person, because he had great values, and because he had great integrity. He was a leader who brought out qualities in people that they did not know they had. He appointed me as Director of Corrections although my life experience in this field was minimal – eight months as chair of the Illinois Youth Commission. The Illinois prison system was overdue for reform. He knew it and let me take the lead in reforming outdated rules and priorities. He supported and encouraged changes from initiating Sunday visit for families, to taking the numbers off inmate uniforms, to barring judges from sending children under 12 (some were seven and eight years old) to state juvenile detention reformatories housing 17-year-olds, to establishing a school district in the Department of Corrections, and to handling a prison riot after Attica without a shot being fired and without amnesty for instigators. Under his leadership, the recidivism rate was reduced by more than 35 percent in three years. Governor Ogilvie did not take a poll before deciding what to do. He did what was right. He brought in a crew of young 30-year-olds and backed them up to make Illinois a much better place, safer and sounder. I was one of that crew. He was the best CEO I ever served, including three Presidents.

### Jay Bryant

Susan and I thoroughly enjoyed our time in Springfield in and around the Ogilvie Administration. What wonderful days those were. Joyous, laugh-out-loud youth mingled with

the firm belief that we were doing something good and important. In the years that followed, between us, we worked for more than 40 other governors, senators, and members of Congress as staffers and/or consultants. A few were jerks, but most were sincere, and some were outstanding public servants. But none of them could ever measure up to the original: Richard B. Ogilvie.

### **John Cotton**

I was an outlier, a Democrat just ousted by a Republican administration in Vermont. I learned of a new governor in Illinois who intended to reform that state's government. I could not resist and signed on to the planned Bureau of the Budget. Politics were different in those days. Those first months were exciting. I remember many remarkable moments interacting with Governor Ogilvie, but one stands out. Near the end of the legislative session, the income tax negotiations fell through. The Governor called a meeting of his advisors and the Bureau of the Budget staff to find a way ahead. His policy advisors suggested any number of concessions that might be used to sway various members of the Legislature. Finally, Governor Ogilvie slammed his hand down on the table and using a term common now but not then said, "F--- them! I was elected to be Governor, and I'll be Governor." He then directed the Bureau to prepare for the worst. From that point on, if he had ever said, "Take that hill," I would have no hesitation in charging ahead. And, in the end, he prevailed.

### **David Eisenman**

I first met Governor Ogilvie early in 1970. In a period of campus unrest, University of Illinois students in Urbana had voted -- 3 to 1 in the largest referendum in the school's history -- to impose a refundable fee on themselves in support of their neediest classmates. We SEAL (Students for Equal Access to Education) representatives saw a box of rubble on Ogilvie's desk. "Those objects were thrown last weekend at my state police by students rioting at Southern Illinois University," he explained. But, despite student riots, he agreed to see us because he believed in investments in education. Indeed, he was proud of his school breakfast program. "How can children learn when they are hungry?" he asked. Eighteen months later, I was in John McCarter's office laying out an investment-focused approach to higher education finance. I was hired and worked hard on education finance. But Ogilvie was not re-elected and our work died under his bumbling successor. We saw clearly in Ogilvie's Bureau of the Budget the outlines of future challenges to the state. I believe that a second Ogilvie Administration would have left Illinois on a path dramatically different from the one we have taken.

### **Jim Elsass**

One of the many highlights of my time in Springfield was working with two fathers with children who would achieve great success and fame in cinema and theater. As a budget analyst, I worked with the Department of Conservation and William Rutherford. In many respects, he was a great director with many ideas for improving parks and nature areas in Illinois, but he could not work within the political boundaries. After several spats with the Administration, he

resigned. His replacement was Dan Malkovich whose son John became a very successful actor. We have seen John in many movies and on stage at Steppenwolf. His talent was obvious. His father was low key and did a good job taking over for Rutherford. The second father had a daughter who also has achieved great success in show business. I worked with Jim Metcalf, the budget guy at SIU-Edwardsville after I moved from the BOB to the Board of Higher Education. Metcalf was very low key, and one would never have guessed that his daughter, Laurie Metcalf, would become highly successful in theater and movies. Most recently, Laurie Metcalf played the mother of Greta Gerwig in “Lady Bird” and was nominated for an Academy Award. We have seen Laurie perform in several Steppenwolf plays. Laurie and John are founding members of the Steppenwolf Theater, one of the best theater companies in the world.

### **William Hanley**

In the summer of 1970, staff had arranged a major bill signing for the Illinois Highway Trust Authority, the major road construction program. Paul Simon, then the Lieutenant Governor, was opposed to the bill contending it was an unconstitutional assumption of debt. As presiding officer of the Senate, he had to certify the bill’s Senate passage before it could be sent to the Governor. Learning of the scheduled signing ceremony, Simon withheld certification and would not send it on. The signing took place as scheduled with a host of sponsors and the State House press present using what was later called a “ceremonial facsimile.” The Governor had planned to leave for California that night for a dinner meeting with President Nixon. Under the old Constitution, once the governor left the state, the Lieutenant Governor became acting Governor. Ogilvie refused to leave believing Simon might just veto the bill. I was dispatched with a state trooper to retrieve it. Simon had left early for the day, and his office was closed. Ogilvie finally tracked him down and got his assurance he would not veto the bill. We sure took heat from the press for that “ceremony.” When the Governor returned, the “true” bill was certified and signed without fanfare.

### **Linda Hudson**

Mike Hudson and I moved to Chicago in September of 1969 after marrying in March and attending the Young Republican National Convention in Chicago in July. Our circle of friends included many young Ogilvie Administration staffers in Chicago and Springfield, most of them 1968 campaign veterans. Mike worked with Jim Mack at Illinois Tool Works. Mike was an instant favorite because of his self-deprecating wit and intellect. A political junkie, he and Jim spent hours analyzing precinct voting statistics with calculators (before computers) to place resources where they were needed in a campaign. We were heavily involved in the 1970 Ralph Tyler Smith campaign and the 1972 Ogilvie re-election campaign. After Mike’s death in 1992 at the age of 50, I returned to my hometown, Fort Pierce, Fla., where I am in my second four-year term as mayor.

### **William Ives**

At the Robinson, Illinois Open, then a PGA Tour stop, Ogilvie teed off in the final foursome with the prior year's winner. He promptly pulled three balls out of bounds. Then, turning to the crowd gathered around the fist tee, he asked if anyone had any extra golf balls. Several of us tossed him some perhaps eight or ten. After his caddy retrieved them, he thanked us and opined that they probably would last no more than two or three holes.

Upon entering the State House by the north doorway, I noticed a parked police car with a pair of legs protruding. Looking more closely, I saw Ogilvie fussing around under the dashboard. I asked him what he was doing. He said he was inspecting a new radio system being installed in the state police cars.

One afternoon, my younger son, Danny, came running into the study eagerly reporting that Ogilvie was announcing a Cubs game and doing a good job. I suggested he write Ogilvie and tell him so. He did, and the Governor responded with a three-page hand-written letter thanking him for writing and how much he enjoyed announcing. Alas, somehow the letter was lost.

Midway through his term, Ogilvie summoned his department and agency heads to Springfield for a photograph of his Cabinet. We complied and a formal Cabinet photograph was taken in the Governor's office. Weeks passed, and I finally asked the Governor when we could obtain copies. After a moment of silence, he said there were none. There had been no film in the camera!

When Governor Ogilvie appointed me Chairman of the then Fair Employment Practices Commission, his only instructions were to be firm in enforcing the anti-discrimination laws. And he meant it. Few requests for increased funding were denied. In our monthly reports (required of his agency heads), I often lamented about proposed legislation that would hamper our mission. He always promptly responded by telling me to cool down. Nothing would happen, and it didn't. He was a very good friend of the FEPC which its staff and Commissioners fully appreciated.

### **Dan Kearney**

At the behest of Bill Hanley, I drafted a housing speech for Ogilvie which he delivered during the summer of 1968. After the election, John Dailey asked if I would take on the Illinois Housing Development Authority, which had been created by the General Assembly in 1967 with the fatal flaw of no bond issuance authority. Ogilvie offered the job the day before Thanksgiving with the statement, "Here is how I operate. If you have a problem, you come to see me. If I have a problem, I'll come see you. Otherwise, you just go and do your job."

He wanted the Administration to be Springfield-based, so my new bride and I relocated. However, the process of amending the legislation and the hiring of staff necessitated my presence in Chicago, often for most of the week. About nine months into the term, my wife and I were at a dinner where Ogilvie was speaking. He pulled her aside to say that I was doing a good job and that he appreciated her sacrifice and her patience. I received no complaints on the home front after that human touch. Working for him changed my life. I was not a happy

lawyer. The job sent me on a career trajectory in public service and finance beyond my imagination. I will be forever grateful to him and to the talented people with whom I had the pleasure of working.

### **Ann Lousin**

The 8<sup>th</sup> of November, 1968, was the day that Illinoisans voted to call the Sixth Illinois Constitutional Convention. Between Governor Ogilvie's taking office in January, 1969, and the first meeting of the convention on December 8, 1969, the General Assembly and the Governor were in charge of arranging for the election of members of the convention and for its basic arrangements. The Governor played a distinct role in the process. He opened the convention with a charge to the delegates to work for the good of all Illinoisans. During the convention, he monitored developments and sent staffers to visit committees. He also spoke to the Convention on September 3, 1970, when it adjourned *sine die*.

On July 1, 1971, Governor Ogilvie became the first Governor to serve under the fourth Illinois constitution. He was the first to exercise the formidable gubernatorial powers concerning executive organization and vetoes of legislation. He made the initial appointments to newly-created boards and established precedents for the new constitutional order. I think of his role as akin to that played by George Washington in 1789.

### **Rich Mathias**

It is with an extreme amount of pride that we gather after 50 years to honor Governor Ogilvie. My time with him really shaped my entire professional career as a lawyer, consultant, and senior state official. I was 29 years old when I went to work for RBO, and I learned from him to "do the right thing" even though at the time the decision or action might not have been the most popular. Additionally, the friendships I made while working for him have extended for a lifetime. I would venture to say that few friends and staff of any Governor have gathered after 50 years of his term in office to honor that Governor and his accomplishments. Governor Ogilvie truly was a "Good Governor."

### **Neil Matlins**

I joined the "whiz kids" at the Bureau of the Budget in 1972. All of a sudden, I was telling stories about how the state distributes money to public schools to my wife at dinner. I was lucky to be assigned the additional task of writing a chapter recommending methods to improve efficiency in pupil transportation, an obscure "big-ticket item" in education budgets. In retrospect, I can tell you that the best methods in pupil transportation in the 'seventies are startlingly similar to algorithmic solutions that guide much decision-making today. Maps and algorithms work well together.

I became the budget analyst for the new Department of Children and Family Services and later served as its deputy director for a director who could not get confirmed as EPA Director because of opposition from the Daley machine. Mary Lee Leahy did a superb job for Illinois children after a visionary director tore the department up to rebuild it. There was an air of optimism that pervaded my work life in the Bureau of the Budget with a spirit of teamwork and trust to back it up.

### **John McCarter**

When the Governor-Elect and I first discussed the question of an income tax in December of 1968, he said, "Run the numbers, and, if we need it, we'll do it." No comment on the danger to reelection or undermining a potential Presidential campaign. When the Governor informed the President of the Senate, Russ Arrington, of the income tax proposal, Arrington said, "You will never get anyone to introduce it." The Governor responded, "I already have decided." "Who?" "You, Russ." Thus Senate Bill One.

The state budget had traditionally been prepared by the Legislative Budgetary Commission. Governor-Elect Ogilvie regarded his gubernatorial role as that of chief executive and determined to propose an executive budget and to create an Executive Office Budget Bureau modelled on the federal system. He asked me to lead the Bureau. My first call was to my former Washington colleague, Steve Phillips. On agreeing to come to Illinois, Steve immediately recruited fellow BOB examiners Brad Leonard and Paul Kurz. My second call was to George Ranney who agreed to come on as Deputy Director. Then John Cotton, Paul Wolff, Lester Munson, Dave Rinker, Jim Elsass, and Diana Craig. The Spring recruiting season (in competition with John Lindsay, the charismatic Mayor of New York City and his budget director, Frederick O'Reilly Hayes) brought David Eisenman, Troy Murray, Bob Taft, Bob Anderson, Paul Engleheart, Wayne Parman, and Bob Mandeville. We were on our way to Illinois' first annual budget, government reorganization, and the passage of the Illinois income tax.

Whenever I found myself in a challenging confrontation with legislators, White House power brokers, or recalcitrant department heads, I would ask myself, "What would the Governor do?" That was all the guidance I needed. And on pensions, he would say, "Fund the pensions first and let the fights focus on the remaining 95 percent of the resources you have at your disposal."

In November of 1972, during the final night/morning at the Bismarck Hotel with Jeremiah Marsh, Tom Drennan, and the Governor, as Drennan was struggling on a statement to extend the uncertainty over the election results, the Governor said, "Just write the concession statement, Tom." I was rock solid as the Governor conceded seven hours later until I looked across the assembled crowd at the press conference and saw Don Perkins with tears streaming down his face.

### **Ron Michaelson**

It was the day after the 1972 election. I had spent the long night in Springfield. As a Springfield staffer, I trudged into the State House the next morning around nine o'clock. When I got to the Governor's suite of offices, I noticed the security guard who was only present when the Governor was there. I went to his secretary, Mary Ann Quinn, and asked if the Governor was in and if I could see him. She said, "Sure, go right in." And there was RBO, with only a couple of hours of sleep, working at his desk, having flown down from Chicago at dawn. I mumbled something about being so sorry for the loss. What he then said spoke millions about his character. He said, "Ron, I don't feel badly for myself. I'll be fine. I do feel bad for all the good people, like yourself, whom I brought down with me." And he sincerely meant it. What a man!

### **Jeffrey Miller**

February, 1972: Armed with a masters degree from Wharton and an honorable discharge from the U.S. Army, we were off to Springfield. What an opportunity. A progressive Republican governor had secured a low-rate, broad-based income tax and created a Bureau of the Budget within the Governor's office to help make sure Illinois residents got their moneys worth. It was a real chance to make a difference in peoples' lives through school aid formulas, infrastructure investments, financial aid, medical assistance, public safety, environmental protection, and everything else state governments do. We were encouraged to dig deep, to ask hard questions, to challenge the status quo. The budget process can be testy, and agency heads were not always appreciative. But facts matter, and we were expected to persist with deep analysis and effective recommendations. Nine months after I joined the Bureau, Governor Ogilvie lost his re-election bid. Illinois lost a talented, dedicated Governor, and I missed a chance to keep learning in an amazing work environment that was as rare as it was rewarding.

### **Newton Minow**

In 1972, I was Chairman of Paul Simon's campaign for the Democratic nomination for Illinois Governor. Paul lost to Dan Walker, and I then supported Dick Ogilvie. My support did not help either Paul Simon or Dick Ogilvie – two splendid public servants who each contributed exceptional public service to our state. Years later, I worked closely with Dick in reviving the civic leadership of Chicago's Commercial Club and succeeded Dick as its President in the 'nineties. How I wish we had candidates like Paul and Dick in both parties to restore trust in our politics today.

### **Lester Munson**

John Kolbe and I collaborated for several days in 1970 on the writing of a major speech for the Governor on the Administration's initiatives in conservation, environmental protection, and the acquisition of lands for state parks and preserves. We worked from an enormous file of material from the Bureau of the Budget and the various agencies. We decided we would try to add some style to the huge array of substance that had been handed to us. We wrote an introduction that was based on the Nick Adams stories of Ernest Hemingway, a series of poetic tributes to open

lands, to falling waters, and to the joys of nature. As we finished it, we read it out loud to each other. It was lyrical. We loved it. We were so delighted with our work that we arranged to be present for the actual speech. We watched as Ogilvie looked down at the first page with its Hemingway material, looked over at us with a bit of a frown, turned the page, skipped our beautiful prose, and moved into the substance of the speech. It was pure Ogilvie. Skip the style. Get to the substance.

### **Jim Nowlan**

When a governor enacts a first-ever income tax, he has trouble finding an ideal, first-time-ever running mate (required for the *general election* by the Constitution of 1970). Instead, a couple of quite questionable characters planned to file for that office in the separate 1972 *primary election*. In order to keep these guys from running and possibly becoming part of his general election ticket, Governor Ogilvie responded favorably, yet I'm sure rather wistfully, to a boomlet of interest in running with the governor generated by 29-year-old Jimmy Nowlan. By endorsing me, the others dropped out.

From that day in December, 1971, Dick Ogilvie included me in every Monday morning campaign strategy meeting, which included Jerry Marsh, Brian Whalen, Jim Mack, and one or two others who rotated, if I recall correctly. The Governor could easily have ignored this green-as-grass backbench House member. Yet from day one, he made me part of the team. He even funded my campaign: "Jim, I don't want you going after a hundred bucks when I can ask the same guys for a thousand." I am indebted forever to the way Dick Ogilvie so graciously brought me on board.

### **Taylor Pensoneau**

On a frosty evening in December, 1972, when I was still the Illinois political writer for the *St. Louis Post-Dispatch*, I stood at the old Meigs Field awaiting an evening flight to Springfield. Suddenly, Governor Ogilvie, who had lost his bid for reelection a month earlier, appeared at my side and asked me to bypass my scheduled commercial flight and join him on a state plane heading for Springfield. I did so. As we flew over the darkened Illinois prairie, he steered the conversation to whether his governorship might be worthy of a book. I said I thought so but had no idea that I would be the one writing that book more than two decades later. We talked about a title for the book and agreed that "Wild Time in Illinois" would be a good one in view of the societal upheaval and other extraordinary challenges he had to deal with in his one term. Later, when I was writing the Ogilvie book, I used "Wild Time in Illinois" as the working title. When it came time to publish the book, however, my wife Liz voiced disapproval of the title, Mrs. Ogilvie said she was not enamored by it, and the publisher, the Southern Illinois University Press, disliked it. Consequently, a committee at the Press eventually came up with the biography's title: *Governor Richard Ogilvie – In the Interest of the State*.

### **George Ranney**



My view of Ogilvie's time as Governor is indicated by my *Tribune* op-ed (10/18/18 online and 10/19/18 in print as "Learning from Ogilvie) which was drafted and edited with help from many of you. I was also fortunate to know him after he left the governorship in 1973. Three episodes stand out:

One. The Regional Transportation Authority. The RTA was developed by a task force that I headed under Ogilvie in 1972. It passed in referendum narrowly in 1974 due in large part to Ogilvie's willingness to campaign for it at train stations.

Two. My campaign for the U.S. Senate in 1986. When I went to his apartment to consult him about running, he said, "I've been hoping one of you fellows would run."

Three. The Chicago Housing Authority. Ogilvie was designated by Mayor Eugene Sawyer as chairman of a CHA reform board composed largely of black leaders and clergymen on a Friday. He died in his office the following Monday.

### **Frank Resnik**

I never had a better boss. Thinking back to my years with Governor Ogilvie, I am struck by three thoughts.

INTEGRITY: With the responsibilities over real estate, construction, and procurement that the Governor delegated to me in the Department of General Services, I had plenty of opportunity to observe his integrity in supporting the interests of the taxpayers over friendly special interests. When he appointed me, he cautioned that I would meet dozens of people who would claim to be his best friend or next door neighbor. "You can listen to them and do what you think is best for the people of Illinois. You'll hear from me personally if I want you to see and listen to someone," he told me. In four years, I never got such a call. Neither he nor his office ever tried to bend the Department's decision-making process to favor a political ally or important special interest.

WORK ETHIC: For the last two weeks of the 1966 race for County Board President, I had the early morning shift with the Sheriff. Campaigning was NOT his favorite part of public service. He got no thrill from shaking hands at 5 a.m. As a candidate, though, it was part of the job; and, it was done each day without complaint and with respect for the voters he was meeting.

RESPECT: Both at the County and the State I received amazing cooperation from Democratic legislators, officer holders, and bureaucrats because of the respect they had for Ogilvie. Time and again, I was told, "Ogilvie would not have you in this position if we couldn't trust you."

### **Mary McMichael Ritzlin**

Although I did not become part of the team until 1970, I look on those two years working with Rich Mathias, Phil O'Connor, and the rest of the Chicago staff with fondness. It's not just nostalgia: Ogilvie's integrity and decency imbued the atmosphere around him, and these qualities are appreciated even more today.

After the loss in 1972, Janet Dalby returned to the Lyric Opera and "recruited" several of us for the arts, including Sandy Myers, Lorraine Rybski, Priscilla Whittier, and myself. The opera staff called us the Ogilvie Ladies; I jokingly described us as the government in exile. One day the Governor was in the Opera House on business and took the time to drop by our office and visit for a while. We were delighted, and the opera staff was impressed. Later that same summer, I boarded a very crowded bus and was startled to find my fellow strap-hanger was none other than the Governor. I expressed my surprise at seeing him on public transportation. "Why?" he said. "Haven't you ever tried to flag down a cab in a downpour during rush hour?" Two examples of the down-to-earth kind of guy he was and why we all loved him so.

### **Teri Romano**

This is a little one, but Governor Ogilvie was one of the reasons I was admitted to the University of Chicago Executive MBA Program. He sent a letter of recommendation. The dean told me after graduation that my great letters of recommendation were one reason I was admitted. I had three other letters from influential people but I'm sure his carried lots of weight.

### **Gordon Ropp**

One evening I'm milking cows in the barn, and the next day I've been appointed Assistant Director of the Department of Agriculture for the State of Illinois. The Director, John Lewis was from southern Illinois and was a bit older. I was from the central part of the state and was a bit younger. We were a real team. Less than a year later, Paul Powell died, and Director Lewis was appointed Secretary of State. Three days later, I was appointed Director of the Department.

One of the two most important events occurring under Governor Ogilvie was the State of Illinois becoming free of hog cholera. Hog cholera was a devastating disease to the pork industry. Eradicating this hog disease saved the pork production industry in Illinois. The second important event was initiating the Centennial Farm Program. The Governor and I were on a flight from Chicago to Springfield and decided to establish a Centennial Farm Recognition Program. Farms that had been owned by the same family for 100 years would be recognized. The first year 4,400 farms were presented with certificates and plaques. We made two trade mission trips to Japan and sponsored several food shows in Chicago promoting Illinois agriculture products.

Richard Ogilvie was a great Governor, and I truly loved him.

### **Jack Schaffer**

The first real conversation I ever had with the Governor was when he was Cook County Sheriff. I came home from Fort Knox after finishing tank training and before shipping out overseas. I stopped to see Brian Whalen at the county building. While Brian and I were talking in his office, Sheriff Ogilvie walked in and spotted my uniform. As a former tank commander, he and I then had a long talk about the new tanks and his World War II service. About the same time, his staff was running around trying to find him because that day Martin Luther King was marching in Cicero, and they were afraid there would be trouble. The Sheriff wished me well, and, as he left the office with that twinkle in his eye, he asked if I had brought a tank home with me. I told him they didn't let us bring tanks home, and he said, "Too bad, it might have come in handy." As it turned out, they handled the march and didn't need a tank.

### **Bob Taft**

I doubt I would have had the chance to serve as Governor of Ohio had it not been for my experience in Illinois.

Though from a political family, I was uninformed about state government before starting with the Bureau of the Budget. It was my first exposure to state agencies, bureaucracy, tax policy, school funding, bonding, budgeting, Medicaid, and other aspects of running a state.

I was inspired by Dick Ogilvie who led for all the right reasons and didn't shy from making hard decisions. The opportunity to brief him in budget meetings was both a privilege and a chance to learn, not to mention imbibing the aroma from his pipe tobacco. I recall him saying to me at a farewell reception that I might be Governor of Ohio one day. When I returned to Ohio and started my career as an elected official, I was already knowledgeable about many of the issues and had a head start.

It's been rare in my career to share a sense of common mission and purpose with a small group of devoted professionals working side by side – that's what I missed the most after leaving Illinois. I wouldn't experience that feeling again until years later when I became Governor. Those of us working at the Bureau, coming to Springfield from all over, worked and lived together in a close-knit community, creating friendships and memories to last a lifetime. All in all, my time in Illinois was a strong, positive, formative experience in my life.

### **Don Udstuen**

Three things jump into my head. On the first day, Vic Wiegand said, "Donnie, we need to send a message to the Democrats. So go fire the third guy on every state highway truck." I did, and we fired 1,259 guys on day one. The second is when I told John McCarter I would replace all ten Property Control Inspectors in his department. He came back to me with a bunch of silly questions like what do these people do, who supervises them, and what are their qualifications. I told him he should not be concerned. I said, "John, you'll never see them, you'll never hear from them, and I promise these guys know how to stay out of the way." The third thing I'll save for the 8<sup>th</sup> of November.

## **Brian Whalen**

Out of the many moments to reflect on in my years with Ogilvie, one stands out. In 1965, he asked me to become his Chief Administrative Officer in Cook County. He said, "I know you don't think you're ready for this, but I know you are, and I'll give you all the support you need." And he did. This is the kind of support he showed several others as well.

## **Al White**

When Richard Ogilvie was President of the Cook County Board, I was appointed legal assistant and a legislative coordinator. I worked with Commissioner George Dunne, Secretary Michael Igoe, Legislative Coordinator Al Green, President of the Illinois Senate Russell Arrington, Speaker of the Illinois House, Ralph Tyler Smith, Representative Art Telscher, and Representative Peter Peters.

## **Priscilla Whittier**

I joined the Ogilvie team in 1970 working for Jim Mack in the Governor's office in Chicago. About a year later, Jim and I moved to a small office in the Temple building to open the campaign. Shortly after our move, columnist Bob Novak came by to meet with Jim. On his way out, Novak looked around and declared that our new space looked more like a law suite than a serious campaign operation. He asked, "Where are all your campaign posters?" Jim agreed, and I was tasked with decorating.

## **Phil Zeni**

Despite being a Republican activist in downstate Illinois (president of the Millikin University YRs, Goldwater campaign worker, precinct committeeman, elected township officer), I had not been involved in the Governor's campaign when in September of 1969, I joined the Administration on the recommendation of Bill Blaser and Allen Andersen. First assignment: assistant to the Director of Personnel, J.C. Vanden Bosch. We were reciprocals in age: I was 27, J.C. was 72. The department was getting terrible press. Assistant Director Allen Drazek wanted me to intervene with J.C. to stop his newspaper responses to departmental leaks. It never stopped until J.C. was shown the door.

In October, I was assigned to work on staffing for the Income Tax Center launch followed by executive recruiting assignments for a State Fair Director, the Columbia Airport Director, and four Pollution Control Board Members. I then became the Executive Assistant to the new EPA Director. I was also occasionally traveling with the Governor to speaking engagements. Sixty days before the 1970 election, I was called into the Governor's office. He said, "The previous administration tried to pass a billion-dollar bond act and failed. We want to pass one for \$750

million.” Then, thrusting his index finger and pointing to me, he said, “I expect you to get it passed.” Gulp! Fortunately we did – by a 2-1 margin statewide.

I stayed on at the EPA as Executive Assistant to Director Bill Blaser through the end of the Administration despite a demand from Press Secretary Fred Bird that I be assigned to the press office. Blaser and Brian Whalen agreed that I was to stay at EPA until the start of the reelection campaign. Time ticked by, but I was never reassigned.

I feel fortunate to have been part of the Administration. It was a heady time and a highlight in the early days of my career.

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