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BEFORE THE

COMMITTEE ON INTERIOR AND INSULAR AFFAIRS UNITED STATES SENATE NINETY-SECOND CONGRESS

FIRST SESSION

ON

THE NOMINATION OF JOHN W. LARSON TO BE ASSISTANT
SECRETARY FOR PROGRAMS, DEPARTMENT OF THE INTERIOR

JULY 23, 1971



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NOMINATION OF JOHN W. LARSON TO BE ASSISTANT SECRETARY FOR PROGRAMS, DEPARTMENT OF THE INTERIOR

FRIDAY, JULY 23, 1971

UNITED STATES SENATE,
COMMITTEE ON INTERIOR AND
INSULAR AFFAIRS,
Washington, D.C.

The committee met, pursuant to call, at 10 a.m., in room 3110, New Senate Office Building, Senator Alan Bible presiding.

Present: Senators Clinton P. Anderson (New Mexico), Alan Bible (Nevada), Len B. Jordan (Idaho), and Paul J. Fannin (Arizona).

Also present: Jerry T. Verkler, staff director; William J. Van Ness, chief counsel, and Thomas A. Nelson, assistant minority counsel.

Senator BIBLE. The hearing will come to order.

Senator Jackson asked me if I would pinch hit for him this morning. He has another conflict and is unable to be here. I am very happy to do so.

This is an open, public hearing by the Senate Committee on Interior and Insular Affairs to take testimony on the nomination by President Nixon of John W. Larson to be Assistant Secretary of Interior for Programs.

Mr. Larson is nominated for the new post created by the Secretary of the Interior. I am informed that his duties will include a review and analysis of current and proposed projects in the Department and the coordination of the Department's interagency and interdisciplinary Programs. Mr. Larson is a partner in the second largest law firm in San Francisco and has had broad experience with legal, business, and financial planning.

For the record, Mr. Larson's biography will be included in the hearing record at this point.

I assume that each of the members here have a copy of the biography of Mr. Larson.

(The document referred to follows:)

BIOGRAPHY OF JOHN W. LARSON

John W. Larson, 36, San Francisco, has been nominated by the President for the position of Assistant Secretary of the Interior for Programs. His duties will include a review and analysis of current and proposed projects of the Department and the coordination of the Department's interagency and interdisciplinary programs.

Mr. Larson is currently a partner in the law firm of Brobeck, Phleger & Harrison, the second largest law firm in San Francisco. He is engaged in corporate law. In the course of his practice, he has had broad experience with legal, business and financial planning. Mr. Larson is currently a member of the Board of Directors of several companies which are clients of the firm. He is a

member of the American Bar Association, the California Bar Association and the faculty of the Practising Law Institute.

Mr. Larson was born in Detroit, Michigan and was raised in Phoenix, Arizona. He received a B. A. degree with distinction in economics from Stanford University and an LLB from Stanford Law School. While in law school, Mr. Larson served as an officer of the Stanford Law Review and upon graduation was elected to the Order of the Coif, a scholastic, legal honorary society. Since graduation from law school, he has practiced with his firm in San Francisco and currently resides in Ross, California.

He is married to the former Pamela Wren. They have one daughter, Jennifer, age 7.

Senator BIBLE. I don't know whether we have any members of the committee who wish to make statements, but, if so, I will be very happy to hear from them at this time.

Senator Anderson?

Senator ANDERSON. Just as a matter of curiosity, does Mr. Larson have any kinfolks here in Washington?

Mr. LARSON. No, Senator, my wife could not be here.

Senator ANDERSON. Have you any relatives here?

Mr. LARSON. No; I do not.

Senator ANDERSON. There are a lot of Larsons around. No, he is from the west. I think he told me he was born in Arizona and took his schooling at Stanford, and so forth. I think he is from Arizona.

Senator FANNIN. That is correct.

Senator BIBLE. Are there any further statements?

Senator Jordan.

Senator JORDAN. I haven't anything, Mr. Chairman. Let's hear the witness and then I might have a question or so.

Senator BIBLE. We will question him. I thought you might have a statement.

Senator JORDAN. No; I am delighted to have him here. He has come by my office for a fine visit.

Senator BIBLE. Senator Fannin.

Senator FANNIN. Mr. Chairman and members of the committee: It has been my pleasure to know Mr. Larson for over 25 years. One of my sons was very closely associated with him. He has been in my home many, many times in his youth. Of course, knowing him over the years, I have always had great admiration for him. He has been an enthusiastic man all the way through his career.

He graduated from Stanford University with distinction and honors in economics. After 2 years with the Army Security Agency, he returned to Stanford, to law school.

My son happened to have been with him at Stanford but didn't return to law school. He was editor of the Stanford Law Review and upon graduation was elected to an honor law society. Upon graduation from law school, Mr. Larson joined Brobeck, Phleger & Harrison, the law firm with which he is currently a partner.

He has been a very successful attorney, and is admired and respected in his profession. I certainly highly commend him, Mr. Chairman and members of the committee, and am pleased to have the opportunity to speak for him.

Senator BIBLE. Thank you, Senator Fannin.

We will next hear from the Under Secretary, the illustrious Dr. Pecora.

STATEMENT OF DR. WILLIAM T. PECORA, UNDER SECRETARY,
DEPARTMENT OF INTERIOR

Dr. PECORA. Mr. Chairman and members of the committee: It is always delightful to appear before you.

It is highly gratifying to me to be the Interior Department spokesman in support of President Nixon's nomination of John W. Larson to the new post of Assistant Secretary for Programs.

As you know, I have been with Interior for a long time.

Senator BIBLE. How long?

Dr. PECORA. Thirty-two years.

Senator BIBLE. I have seen you around for a long time. I didn't know it was that long.

Dr. PECORA. During the years, sir, I have witnessed its metamorphosis from a Department that merely managed public lands and resources to one that is very central to many features of modern American society.

In Interior, we have responded to the increasing demands of these times by expanding recreation resources for Americans, guarding more vigilantly than ever the environmental integrity of the land and water, and contributing our scientific and technical know-how to the furtherance of a sound American economy.

We are today involved directly in human affairs, particularly with relation to Indian Americans and to the people of the Island Territories under our administration.

These growing and complex activities require greater attention and effort of the Secretary in daily negotiations with the Office of Management and Budget, as well as in carrying out the intent of the Congress effectively.

We believe the post of Assistant Secretary for Programs, as a companion post to the Assistant Secretary for Management and Budget, will improve the Secretary's coordinating and overview responsibility and strengthen his accountability role to the President and to the Congress.

Interior is fortunate in having many talented men and women among its staff. It is also fortunate in being able to attract new individuals to help foster its objectives.

John W. Larson is one of the new talents we hope to have with us. He is young enough to be flexible, foresighted, imaginative and full of energy. At age 36, he is also old enough to have acquired a solid background of experience of the kind we need.

Larson has been a member of the prestigious law firm of Brobeck, Phleger & Harrison of San Francisco since his graduation from Stanford University Law School in 1962.

He was a distinguished law student, a member of the Stanford Law Review Board and a member of the Honor Law Society. He also holds a bachelor of arts degree in economics from Stanford, graduating with distinction.

Larson's law experience has been largely in the field of business and finance, giving him a solid understanding of the importance of economic development to the national welfare.

He is aware of the responsibility of business and industry, as well as of government, in the matter of environmental protection. He

knows the need to preserve some natural resources while developing others.

All of these attributes are necessary to the position we have in mind for John Larson. It is a new position with the title of Assistant Secretary for Programs. The job calls for a person with ability to assess Interior's activities with a view to their future impact—and the ability to draw together the sometimes fragmented efforts among Interior's many capable bureaus.

In conclusion I should add—I have come to know John Larson in recent weeks and I find that his personal qualities equal his professional ones. He gets work done without fanfare but with thoroughness. He inspires confidence and ease among colleagues, and these intangibles are sometimes the most important in getting a good job done.

The President and Secretary Morton are confident John Larson is the man for the job of Assistant Secretary for Programs. I hope you will share this confidence with us.

Thank you, sir.

Senator BIBLE. Thank you very much, Mr. Secretary.

Mr. Larson, would you like to come forward and be seated there?

Because of Dr. Pecora's long years of service with Interior, and he certainly is quite familiar with that Agency and that Department, the main thing I am interested in, and I wouldn't expect Mr. Larson to be able to answer this question at the present time is this: What does he do? What are the duties involved in this new post?

Dr. PECORA. I should say very straightforwardly that this post will serve as a catalyst bringing the mission area Assistant Secretaries into better focus with the Secretary and with other agencies of Government. Basically, he will assist them in developing their programs with the kind of expertise that his office will offer. He will work with them in developing new programs.

He will serve with his companion Assistant Secretary Bodman, and myself, in an overview look on programs and budgets of the Department so that we may advise the Secretary on any aspects of the program that he may wish to go forward with.

He will seek out information as required by the Secretary in these various program areas so that the Secretary himself may have a good analysis of the integration among the various missions rather than a single, one track view that a specific assistant secretary may bring to him.

In other words, the time is ripe for us to bring someone of this capability into the Department to assist the Secretary in the very complex management and policy direction of a large Department.

Senator BIBLE. How many employees in total, in Washington and in the field, does the Department of Interior have aboard today, roughly?

Dr. PECORA. Approximately 70,000.

Senator BIBLE. 70,000 people?

Dr. PECORA. Yes, sir.

Senator BIBLE. You are the Under Secretary. Secretary Morton, of course, is the Secretary of Interior. How many Assistant Secretaries do you have?

Dr. PECORA. Basically, in the line areas, there are the Assistant Secretary for Mineral Resources—

Senator BIBLE. And who is that?

Dr. PECORA. Mr. Dole.

Senator BIBLE. That is Hollis Dole.

Dr. PECORA. The Assistant Secretary for Water Power Development, Mr. Smith; the Assistant Secretary for Fish, Wildlife and Parks, Mr. Reed.

Senator BIBLE. He is the new confirmation.

Dr. PECORA. Yes, sir; a few weeks ago this committee confirmed him. And finally the Assistant Secretary for Public Lands Management, Mr. Loesch.

Senator BIBLE. When you say line Assistant Secretaries of Interior, what does that mean? The line comes down from Secretary Morton to Secretary Pecora and then a straight line down to these four secretaries?

Dr. PECORA. Exactly.

Senator BIBLE. That is what you mean by line?

Dr. PECORA. That is the direct contact between these program assistant secretaries and the secretary himself.

Senator BIBLE. You may continue.

Dr. PECORA. In addition to the four line Assistant Secretaries, there are the two staff assistant secretaries. The one we are discussing today, the Assistant Secretary for Programs—

Senator BIBLE. That is new.

Dr. PECORA. That is new—and the other is the old one, the Assistant Secretary for Administration, now called the Assistant Secretary for Management and Budget.

Senator BIBLE. That is Secretary Bodman?

Dr. PECORA. Yes, sir.

Senator BIBLE. He has been newly confirmed.

Dr. PECORA. Yes, sir.

Senator BIBLE. He has not been aboard too long?

Dr. PECORA. He has been aboard just a few weeks.

Senator BIBLE. What line do they follow? They are not line Secretaries? They are special assistants to the Secretary of Interior?

Dr. PECORA. In effect, they don't have any program mission responsibility in carrying out a program of the Department in its substantive area. They are, in a sense, an arm of the Secretary analyzing and working with, in a service relationship to the line Assistant Secretaries.

Senator BIBLE. They are answerable only to you and to Secretary Morton, is that correct?

Dr. PECORA. That is correct.

Senator BIBLE. They are not responsible to Loesch, Smith, Reid or Dole?

Dr. PECORA. That is right, sir. They are answerable to the Secretary, as the others are, also.

Senator BIBLE. I understand they are all answerable.

If we have a problem in the Bureau of Indian Affairs, how do I get to that problem? Do I contact the Assistant Secretary or do I contact this new program man?

Dr. PECORA. The inquiry should go directly to the Assistant Secretary in that mission, Mr. Loesch.

Senator BIBLE. If I don't like what he is doing with the Indians, then what do I do? Who do I complain to?

Dr. PECORA. Then the committee does what it usually does, it comes directly upstairs to the Secretary.

Senator BIBLE. Where does he fit it into the program?

Dr. PECORA. The Secretary, in reviewing the inquiry or comment may either discuss it directly with Mr. Loesch or may assign the question before him to the Under Secretary, or to one of his staff Assistant Secretaries if the question is related to a service support area.

Senator BIBLE. This new Assistant Secretary in charge of Programs, it is dressed up in pretty language but I am not quite sure that I know what it means.

Does he come up with programs for the BIA? Is that one of his missions?

Dr. PECORA. One of his missions with reference to the BIA in particular, since the chairman has mentioned that point, is to review with Mr. Loesch and the Bureau chiefs the program development which Mr. Loesch may feel is important and should be included in a departmental effort, and in working in tandem with the line Assistant Secretary will reinforce the program justification, may investigate and bring other information to bear on decisionmaking, may make economic analyses with his staff which Mr. Loesch is unable to do because he has no economic analysis staff.

In other words, serve as a partner with the mission Assistant Secretary in making the best analysis and presentation of a program so that the Secretary may view it with all of its implications and develop his policy as to what to do within the Department, with the Office of Management and Budget, with the Congress, with the States, with the entire country.

Senator BIBLE. Does he take a look at the bills that the various Senators will be introducing in the future to see how they fit into the programs of the Department of Interior? Does he review bills?

Dr. PECORA. Inevitably he will look at the impact of these bills on departmental programs. But basically, he is not in the legislative area, per se. We do have a legislative counsel that assembles all of the workings that go into a bill and review of bills.

But the review of these substantive reports and analyses will come to Mr. Larson if he should be the Assistant Secretary, as well as to other members of the Department for a coordinated analysis of these.

He is adding another dimension to the Secretary's capability.

Senator BIBLE. He is adding another dimension to the Secretary's capability. He is adding another job, if that is what you mean by dimension. I don't quite get that word dimension.

Why don't you spell that out a little. This is a new secretaryship. I am just curious about it.

Dr. PECORA. Within the Office of the Assistant Secretary for Programs there are a number of suboffices that will participate in this general program analysis. One of them is the Office of Economic Analysis. Here the group who are trained economists in the resources area are offering their expertise in considering programs and program variations.

In addition, the regional impact of a program must be analyzed. Here the Office of Assistant Secretary for Programs, through his regional field associates who are reporting to the Secretary, will assist in evaluating the impact of those programs on the region and, in

reverse, turning in information to the Secretary which must be evaluated in the context of the departmental program.

Thirdly, the Office of International Activities. The Secretary must be involved in programs that have not only national significance but have international significance, the exchange of scientific and technical information, the visits from foreign offices to determine what we are doing in this country that is good and can be useful in their countries.

Here the small Office of International Activities will be the Office to review those programs and associations for the Secretary through the Assistant Secretary.

In regional planning, in general, in the sense of bills before the Congress, and earlier bills, on environmental impact, on the relationship of development to the public lands and environmental assessment, this Department of the Interior has never had a central office that reviews the potential impact on certain projects. There are projects which are developed within the Department.

There are those that are developed in other agencies that come to the Department for analysis. The Assistant Secretary for Programs will fan out these projects descriptions, asking the expertise of the separate bureaus within the Department, through the line Assistant Secretaries, to address themselves to these questions, to return their technical assessments to be gathered together by the Assistant Secretary for Programs and his staff leading to a final assessment report on environmental impact related to development.

The Secretary of Interior then, reviewing this analysis, can reach his own judgments that heretofore have been rather difficult to do because of the varied assessments and integrated relationships that have existed before.

Senator BIBLE. Doctor, you left me along about the middle of that presentation. You don't talk now as an Under Secretary as you did when you were with USGS. From what you said, I thought he was doing the same thing that you were supposed to be doing.

Dr. PECORA. No, sir.

Senator BIBLE. What will he be doing that you don't do?

Dr. PECORA. The Under Secretary is an alter ego for the Secretary.

In his absence, the Secretary must have an overview and a decision-making role on many matters that come up to him through many, many avenues. The secretariat, as I use it, composed of the Secretary and Under Secretary, need the services and work of the two staff Assistant Secretaries that I mentioned, and need to respond on a daily basis to the work of the line Assistant Secretaries.

So, in effect, Secretary Larson would not be reporting to me. He is reporting to Secretary Morton, and I am acting with or for Secretary Morton on these activities.

Senator BIBLE. We hear a lot of discussion, and I don't know which is right and which is wrong, to get to another illustration and to try to probe the responsibilities of this newly created secretaryship, we hear a lot of pros and cons, about whether the Indians should be under trusteeship or whether they should be emancipated.

We emancipated some of the tribes and now they say they want to come back and have the United States be their trustee. This has been going along for a good many years. It hasn't been resolved.

If you want to know what the program is in the Department of Interior on just that one question, do you go to this new Secretary and say: "What is the Secretary's program as to whether you should emancipate Indians or whether you should continue to keep them under trusteeships?"

I am just using that as an illustration.

Dr. PECORA. That is a problem for the Secretary himself to discuss with the Congress because this is a major policy problem of the administration and the Department, itself. However, if the committee would wish to inquire into some aspects of the entire Indian program, then Secretary Loesch would have the knowledge to respond to the committee.

But if Secretary Loesch may wish to introduce a new economic program for the Indians in one State or another, or for one tribal group or another, he would seek the service of the Assistant Secretary for Programs in the economic analyses that are part of the program development. He is unable to do this with his staff because his staff is mission oriented, management for the program, itself.

Therefore, he needs the expertise of those who know something about economics. That has been their life. Mr. Larson himself, having had good training in economics as well as law, and having a staff under him of economists and people who know programs, can assist Secretary Loesch in formulating that program which will be presented to the Secretary for final decision.

Senator BIBLE. He has a lot of experience in business and economics. There was a very fine program that was brought forward by an Indian chief in New Mexico or Arizona. They had a business development corporation working and I thought it had a lot of possibilities.

There was even money appropriated and then somebody raised the question, "You can't do that because you don't have the authorizing legislation, you don't have a program for it."

Would that be in this new Secretary's shop to say, "This is a business development program for the Indians"? Would that be this program man's responsibility?

Dr. PECORA. The program would still go to Secretary Loesch because it deals with Indian affairs, but Secretary Loesch will need some advice and help in formulating the program, validating it, reviewing it for success, failures or modifications.

In this area he would go to the Assistant Secretary for Programs for that assistance. They are collaborators. But largely, in this case, as the chairman has mentioned, it would be at the action of Secretary Loesch to seek this assistance. Secretary Larson will be available to all of the line Secretaries to offer this added capability which they do not have.

Senator BIBLE. This isn't a public relations job?

Dr. PECORA. Not at all, sir. As a matter of fact, the present staff available in this area has been drawn entirely from within Interior. Mr. Larson is the first new addition to this whole area of programs. The people we will be working with should he come aboard, are people who are departmentally oriented, who have been drawn from different Bureaus and line areas to bring the program knowledge into the Office so that the extra capability can have maximum effect.

Senator BIBLE. Where would he have his office?

Dr. PECORA. In the Department of Interior.
 Senator BIBLE. I mean where?

Dr. PECORA. On the fourth floor on the southwest corner of the Department of Interior, very accessible.

Senator BIBLE. Have you space available?

Dr. PECORA. We have space available. He will be accessible not only to the Secretary but also to me because of the short distances from our offices.

Senator BIBLE. You are in the course of preparing your 1973 budget. Might we anticipate an item in there for secretaries and clerical assistants, economists, an engineer in support of the Secretary's program?

Dr. PECORA. Quite frankly, the present staff is being accommodated with people we have already, with the positions we have already. I think it would be fair for me to say that in the 1973 budget we will have analyzed our potential capability in this area and could rightly come before the Congress with a supplemental or a 1973 request for review of additional positions; yes, sir.

Senator BIBLE. Senator Anderson.

Senator ANDERSON. Do you have any preconceived ideas about the water supply laws?

Senator BIBLE. I didn't know whether anybody had any more questions of Dr. Pecora. I think that question, Senator Anderson, would be more properly addressed to Mr. Larson.

Have you any further questions?

Senator ANDERSON. No.

Senator BIBLE. Are there any further questions of Dr. Pecora?

Senator JORDAN. Dr. Pecora, it is always good to have you before this committee. You ordinarily give straight answers to the questions we have for you, and I think you are doing so today.

But I am still somewhat confused as to the organization in the Department of Interior. The Department, as you testified, comprises some 70,000 employees with four line Assistant Secretaries, and now two special Assistant Secretaries are to be superimposed upon the present structure.

Is there a job description for this particular Assistant Secretary for Programs? Do you have an official job description?

Dr. PECORA. No; we do not, because Presidential appointees, to my knowledge, don't have job descriptions, per se. They have responsibilities as spelled out for them.

We would be very happy to give this committee for your records a very brief summary of the position and duties that we would look to in execution of this program.

Senator JORDAN. I wish you would, because it is a new position. This question comes to mind: who has been doing what this new Assistant Secretary is now hired to do?

Dr. PECORA. That has been our problem, Senator, because this has not fallen into any singular shop before, and we have seen the need. Part of Secretary Morton's analysis of the entire picture was to get this kind of capability close at hand, not only because of his present need but also that if a Department of Natural Resources should succeed, it is a natural function of these two Offices, one of administration, now called Management and Budget, and the other of Program

Analysis and Coordination, to be close to the Secretary of the new Department of Natural Resources and would be separate from but not in competition with the line Assistant Secretaries.

Senator JORDAN. I think you replied in answer to one of the chairman's questions that most of the employees under this new Assistant Secretary will be transferred from elsewhere in the Department of Interior. Did I understand that?

Dr. PECORA. They are internal employees; yes, sir.

Senator JORDAN. They are in-house?

Dr. PECORA. In-house—there is one exception, in order to keep the record complete on that. Dr. Vogely, who is presently Chief of the Office of Economic Analysis in this program area, had been a long-time Interior employee, and for 1 or 2 years had been detailed to the Department of Treasury for some special work there and is now back with Interior.

That is the only new face in that context, other than Mr. Larson's face.

Senator JORDAN. How many people are involved under this new assistant secretaryship?

Dr. PECORA. At the present time I would calculate that including clerks, girls, the total complement would probably be in the area of 30 or maybe 35. I could make this available to you.

Senator JORDAN. Thirty to 35?

Dr. PECORA. Yes.

Senator JORDAN. How fast do you anticipate this assistant secretaryship will grow in personnel and money?

Dr. PECORA. I don't have any personal view that it is going to grow into a massive organization, and I don't know how much larger it will grow. But I will assure this committee of this, that before they add any body I will make sure that it is necessary.

Senator JORDAN. We are glad to have that word of restraint from you because we have seen assistant secretaryships established and mushroom and double every year for awhile.

Dr. PECORA. This is why Secretary Morton wanted me where I was because he knew I would put a stop to that before it started.

Senator JORDAN. We don't want any more fiefdoms.

Dr. PECORA. We want brain power and help. That is what we need.

Senator JORDAN. I will go with you on that.

Will he have people out in the field or will all of his personnel be here in Washington?

Dr. PECORA. For actual operation, the personnel will be in Washington. But the Secretary, you know, has regional field coordinators, and part of the President's program was to have a coordinator or field representative of each Department, where possible, in all ten regions. We have about a half-dozen field representatives at the present time who report to the Secretary. In effect, these field representatives are part of a regional program analysis and reporting system so they would be reporting to the Secretary through the Assistant Secretary of Programs in order to keep our whole communication system in a controllable state.

Senator BIBLE. Senator Fannin.

Senator FANNIN. Thank you, Mr. Chairman.

Mr. Secretary, I know in the last few months the new Secretary and you, I am sure, have been discussing this very problem, the feas-

ibility of projects, the feasibility of programs. I can just refer to some in the State of Arizona where the economic considerations were not taken into consideration. One is on the Colorado River Reservation where an agricultural project was started. It was not well thought through.

Would Mr. Larson's work have covered that line of activity, determining whether a project as planned is feasible?

Dr. PECORA. His would not be the decision, Senator.

Senator FANNIN. I understand.

Dr. PECORA. But he would participate in developing that project to its fullest justification and need; yes, sir.

Senator FANNIN. He would utilize his experience in that field?

Dr. PECORA. Exactly.

Senator FANNIN. He would make a determination on recommendations?

Dr. PECORA. Yes, sir.

Senator FANNIN. I think that is very important because I have seen quite a number of them that have gone by the wayside because they were not properly planned and the economics were not taken into consideration. This would be true in quite a number of your departments, would it not?

Dr. PECORA. Exactly—I think the Senator has introduced a very important point. As an example, this Department of Interior for years, has been in my view, akin to a big dinosaur with a massive tail and the tail has been guiding the Department.

What Secretary Morton really wants is more brain to guide the Department. This is why we are getting these new people to help us.

Senator FANNIN. That was the understanding I had from Secretary Morton, that he wants every consideration developed rather than just to make a decision on some recommendations that have not been thoroughly analyzed.

Dr. PECORA. Exactly.

Senator FANNIN. So Mr. Larson's work would be designed for that purpose, I understand.

Dr. PECORA. Yes, sir.

Senator FANNIN. So it could prove to be a tremendous saving to the Department if it works out as planned?

Dr. PECORA. It will undoubtedly save money and a lot of time and energy in reaching decisions.

Senator FANNIN. Thank you.

Senator BIBLE. I am very happy, Doctor, that you added that last little observation to Senator Fannin, when you said it would save money. When you come before the Appropriations Committee, of which I have the high honor of being chairman, next year, indicate exactly how much money you will save. I remember such a statement and I will remember your face. I will query you on this. We will test your action there.

Dr. PECORA. Yes, sir.

Senator BIBLE. Now, Mr. Larson, we are delighted to welcome you here. I have been in many of these confirmation hearings under both administrations. I would be happy to hear whatever you have to say at this time.

**STATEMENT OF JOHN W. LARSON, NOMINEE TO BE ASSISTANT
SECRETARY FOR PROGRAMS, DEPARTMENT OF THE INTERIOR**

Mr. LARSON. Thank you.

Mr. Chairman and members of the committee:

It is a great honor and privilege to appear before this distinguished committee in regard to my nomination by the President as Assistant Secretary of the Interior.

The position for which I have been nominated, Assistant Secretary for Programs, is new within the Department. Thus, at the outset I expect to spend a substantial portion of my time learning both about the activities of the Department and the duties which I am to perform.

It is my understanding that the Assistant Secretary for Programs will assist the Secretary in evaluating new, major programs of the Department and in coordinating programs that cut across various mission areas of the Department and that require contact between the Department and other agencies of Government.

I have submitted a biography to the committee, but at this time, perhaps a brief review of my background would be appropriate.

I was born in Detroit, Mich., and raised in Phoenix, Ariz. I graduated from Stanford University in 1957 with distinction and honors in economics.

After 2 years in the service, I returned to Stanford for law school and received my law degree in 1962. Upon graduation from law school, I joined Brobeck, Phleger & Harrison, the law firm of which I am now a partner.

Because of my interests in economics and law, my practice has been largely in the area of corporate law with special attention to business and financial planning.

I have devoted most of my career as an attorney to the organization of rapidly growing businesses, principally in the electronics field.

In connection with this work, I have participated in the top management in a number of these concerns. It is my hope that this experience, together with my personal conviction that our future depends upon maintaining a proper balance between the utilization and conservation of our natural resources, will be helpful in my work in the Department.

My brief exposure to the Department has given me some understanding of the Federal programs confronting the Department and the Members of Congress.

I realize that there is no quick or easy road to success. Good performance is achieved through a sound organization and diligent effort. Except for these beliefs, I embark upon my new position with no preconceived notions or ideas regarding the problems facing the Department.

I look forward to working under the leadership of Secretary Morton and Dr. Pecora. Their dedication to excellence in Government and to the welfare of the United States is a source of great inspiration to me, and, I am sure, to the entire Department.

Thank you for giving me the opportunity to submit this statement. I am prepared to answer any questions you may have.

Senator BIBLE. I am very happy to have you here this morning. I did have the privilege of meeting with you yesterday and we talked

for some little time. I know that you are a young man—how old are you, 36 years old?

Mr. LARSON. Yes, Senator.

Senator BIBLE. You have been highly successful, obviously, in your few short years in the practice of the law, and you have a wonderful legal background, and I think an equally fine background in business and economics, all of which stands you in good stead.

I asked you yesterday what you were supposed to do, and you gave me some ideas. You were very frank in saying that you would be better able to answer that question after you had been aboard a little while, which certainly seems to be a fair attitude.

I do encourage young men to go into Government. I think everyone should have public service. I commend you on it.

I am not going to ask you any detailed questions as to what you plan on doing, because I don't know that you have your responsibilities well outlined enough in your own mind. Other than what you have said right here in your written statement.

We, of course, will take a look at your financial statement. You talked to me a little about that yesterday. I think you said you were returning to the coast this weekend, is that true?

Mr. LARSON. Yes, Senator.

Senator BIBLE. When will you be coming back here?

Mr. LARSON. I expect to be here full time around the 10th of August.

Senator BIBLE. The reason I asked the question is that I am advised that we do not have a quorum of our committee here today and we would want to go into a couple of these trust agreements that you have, just for questioning. But we can't very well do it with only four of our Senators here.

I don't think others are obtainable today. Friday is normally a risky day for full attendance. I don't think we can go into that today. It may be after we have discussed this at an executive committee meeting on Monday if there are questions, we can clear them up by contacting you following that meeting.

I don't think I want to query you about your ideas on this or that. You will be in charge of programs and you will have able guidance from both Secretary Morton and Secretary Pecora.

With that, I will ask Senator Anderson if he has any questions. He wanted to ask one question about your theory on water law.

Senator ANDERSON. Have you any feeling about the Glen Canyon Dam?

Mr. LARSON. I know where Glen Canyon Dam is located and I have been to that area when I was growing up in Arizona. But I really know nothing further about it, Senator.

Senator ANDERSON. Will we see his financial statement?

Senator BIBLE. That is right, we will go into that. I have had the opportunity of looking at it and I will show it to the other members of the committee. But I think since we only have four here it would be better to go into that Monday morning.

Senator ANDERSON. The Navajos have been talking lately about education. They have a Navajo college out there. Have you had occasion to contact that at all? That college is in Arizona.

Mr. LARSON. No; I am sorry, I have not, Senator.

Senator ANDERSON. I have no further questions.

Senator BIBLE. Senator Jordan.

Senator JORDAN. Thank you.

I only have one question. I had a very fine visit with Mr. Larson so I shan't pursue many questions.

I do have one. I always have a curiosity why a promising, brilliant young man wants to leave the relative calm and security of the private sector for the uncertainties, vicissitudes and abrasions of public service.

Why do you want to come to work for the Government?

Mr. LARSON. For several reasons: When one is asked to do something of this sort, it seems to me that if there is any way possible he really has to respond affirmatively. Otherwise, I think we would have a very hard time in our own minds criticizing Government or feeling that we participated fairly in the work of the country.

I think this is important work that is being done in Interior, perhaps more today than in the past because of the considerations to environmental factors.

I think people should participate in this work and should be willing to take the time away from their other activities to do this. I feel very strongly that young people who have not reached the top of their career ought to do this because I think, hopefully, they will bring in a different dimension.

I feel sufficiently strong that I am very enthusiastic about doing it and I want to do it.

Senator JORDAN. That is a good answer. I appreciate having it from you. Thank you.

Senator BIBLE. Senator Fannin.

Senator FANNIN. Thank you, Mr. Chairman.

I want to say to Senator Jordan I asked Mr. Larson practically the same question, having known him practically all his life, as to why he wanted to come to Washington. He very promptly responded as he did to you, that his work in his law firm and other activities in business has given him an expertise. He put it on the basis not of ego but just from the standpoint that he does feel that he would be able to serve in this environment.

I respect him for that. I just wish we had more young men who were willing to make that sacrifice.

I have no questions.

Senator BIBLE. I think that last was the best he has given.

When one is subjected to public service, he thinks a little more kindly of those who are in public service.

You will be subjected to some trying times as you go along. I can't think of any more challenging area than that of being in the embattled old Department of the Interior. It has been embattled for I don't know how many years. I don't know whether you will straighten it all out but I wish you well.

I have no further questions.

This statement will be available and we will know how to reach you if there are questions that occur. I don't think we have any questions, or at least I don't, on your direct holdings. I think maybe the trusts might pose some problem or they might not. In any event, we will discuss that in executive session on Monday morning. If there are questions, we will be in communication with you.

Mr. LARSON. Senator, I wonder if I might ask if I could just spend a couple of minutes with you at this time because I am going to be gone. I would like to explain briefly the considerations—

Senator BIBLE. We will stand in recess and go into the executive committee room with you and the four members of the committee, and Mr. Verkler. Other staff members will be excluded.

(Whereupon, at 10:55 a.m. the public session was concluded, and the committee proceeded into executive session.)





