

INTERVIEW I

DATE: May 15, 1979
INTERVIEWEE: ROBERT J. SMITH
INTERVIEWER: MICHAEL L. GILLETTE
PLACE: Mr. Smith's office, Dallas, Texas

Tape 1 of 2

G: Let's start with your background, Mr. Smith. You were born in Tennessee, is that right?

S: That's right. Born in Knox County, Tennessee on a hillside farm near Knoxville.

G: What brought you to Texas?

S: Well, you won't believe it but I'll make it as interesting as I can. I was in the service in World War I, July, 1917 to December, 1918. [It was] the first time I had been away from home on any extended trip or for any extended period and I was stationed down in Augusta, Georgia, training to be a machine gunner. I found to my amazement that there were a lot of other fellows down there, and I had no idea that that many could be gotten together at one place. But it was a very interesting experience to me, and I found that they were just as interesting and just as nice as anybody I knew. They'd tell me about things that were going on in their home districts.

I got to be a sergeant instructor and finally from that worked into an officers' candidate school and was in the officers' candidate school when the war ended. I made up my mind that I had to see some more of the world and I knew that I would have to have some

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money and I didn't have it. So I concluded that I would work a while in Knoxville and get enough money, other than that which I supplied to my mother, because I was the oldest of four--my father had died when I was ten years old--so I could help her and at the same time save up a little so I could travel.

The first jaunt that I took on a leg to go around the world ostensibly was to Dallas, Texas. I arrived in Dallas on December 1, 1919. I came on the Texas & Pacific Railroad, which I had connected to at Memphis, Tennessee from the Southern [Railroad]. It came right down Pacific Avenue, which was then unpaved. The only places where the rails didn't stand above the level of the street was at the intersections, and I remember well that at Akard Street either Armour or Swift had a meat distribution cold storage room there on the corner where now is the back end of the First National Bank, right across from where Sanger-Harris store is.

But also I remember very well that in the Mississippi River at Memphis during the day that I had to spend there waiting for the night train here, I walked over to the river and down to the river banks because the famous NC-4, one of the seaplanes that had gone around the world, was sitting at anchor down there while the officers and the men connected with it were being presented in the city and were telling their story of their travels. Well, that to me was a fascinating thing in itself. But there she sat.

I came into Dallas. I was getting along pretty well. I was sending some money back home as I felt obligated and wanted to do,

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knowing my mother's difficulties. I met a girl, as many a fellow has, and within a year and a half we were married. Well, that put an end to my travels, because they had been at government expense, I think up till this trip. That put an end to my travels until I got into aviation and finally into World War II, before I ever got to take in a good part of the rest of the world.

But Dallas has always appealed to me. I've been away from it several times but I've always wanted to come back because I've never found anyplace else that I thought was more attractive, nor any place more attractive than Texas as a whole. I have lived briefly in San Antonio for three or four years, and it, too, is a very attractive city and I've loved it, still have friends down there. But there's something about Texas that I don't know how to define, and not being a native Texan I think I can tell you that this definition is the one that has pleased me the most, that Texans are southerners with salt added.

Well, I got a job in a music store here. I did stenographic work and bookkeeping for the Whittle Music Company and I married Mr. Whittle's daughter [Jean] and she is still my wife fifty-eight years later. We have two children and eight grandchildren and four great-grandchildren, so it has been a very fruitful marriage. I still think of her as the best grandmother I've ever had as a companion.

G: Do you recall how you met Lyndon Johnson the first time?

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- S: Yes. I remember the first time I met him I was up at Washington on some mission that Harry Drought had sent me up on. This was in the days of NRA. While I was in Washington something took me up to the Hill and among other places to the office of Congressman Dick Kleberg. Harry Drought I think asked me to go to his office and meet Mr. Kleberg. In that office I met a tall, lanky young fellow named Lyndon Johnson who was his clerk. I met several other people. I met Mr. Rayburn and various others on that particular occasion. But that was about 1934 or 1935. That's about when that would have been.
- G: Did you have any dealing with him on that chore or did you just make his acquaintance?
- S: No dealings. We just met and exchanged lies and a few things like that, nothing consequential. I had no problem to talk to them about. They certainly didn't present me with any. They were very nice.
- G: How did you go to work for the WPA?
- S: I was out of a job and was running a little business that I owned packaging dried beans. That sounds about as unromantic as anything you can think of, but I had the first packages of dried beans packed in cellophane packages and cleaned to take out the rocks, the splits that you would find in the pinto beans, for instance, or the ones with the weevil holes that you would find among black-eyed peas. We had a shaking table that was made, a gravity table. It would sort them out by weight. This way it facilitated the separation.

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Then we employed some women who were also looking for work, and these women would sit at a conveyor belt and as these beans or black-eyed peas would travel along that belt, they would pick out the faulty ones or the rocks. Adobe mud seems to have a penchant for forming into little balls about the size of a pinto bean and it's not easy to spot it. You almost have to do it by hand and eyesight, human eyesight. The gravity tables were very good at sorting it out though.

But anyhow, we put that in and I took those packages in boxes of a dozen and delivered them to stores. I remembered the great coup that I accomplished was to get it into the A & P stores. I thought that was wonderful. I kept that little business, got a fellow who was working for me then to stay on and run it, and I went down to do some work for the NRA. Through that I was doing a little law work there at the NRA and particularly in respect of violaters. Robert H. Clark, younger brother of Tom Clark, was the general counsel and I was working for him. But it was very interesting to me because it helped me to get some experience with law, which I was working on at the time. I was going to night school. I had gone to night school to study law. This was the first time I had had an opportunity to really work at the legal side, and so I enjoyed that very much. I could still look after my business in the evenings and on weekends, and it wasn't making much money anyway.

Then when the NRA was about to be disbanded or certainly impaired, the WPA came along and Harry Drought, whom I hadn't known before,

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asked me to come down and be the deputy director. I know somebody had to recommend me, but I don't know who it was to this day, because he didn't know me. That entailed my living in San Antonio and my family continued to live here until the end of that school year. Then I moved my family down there and we lived in San Antonio until I left to come back up here and associate with Clark & Rice.

G: So in all, how long did you work for the WPA?

S: Well, from its inception in Texas. Was that in 1935?

G: I think so.

S: I think that's correct; I think it was 1935 until December, 1937.

And I came back up here. Bill Clark and Percy Rice had gotten the franchise arrangement for Texas for a title insurance company called Lawyers Title, a Virginia Company, Lawyers Title of Virginia. They formed a subsidiary called Lawyers Title of Texas. They agreed to let me have a participation in it and an interest if I would come up and be the president of it, and I was the president of that when it was inaugurated, Lawyers Title of Texas. I also had an association with the law firm. I remained in that capacity until I, just out of exposure, went with Braniff Airways, first to do a little legal chore up in Washington, and thanks to Bill Clark and Percy Rice I had good introductions up there. That's the way I came to that association.

G: Let's talk about the WPA and Harry Drought.

S: Yes. Wonderful fellow.

G: What was he like?

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S: He was a very, very fine man. A very meticulous fellow in that he was extremely honest and devoid of subterfuge I'd say. In some respects you might say he was a relatively blunt instrument in that he had the courage of his convictions and was forthright at the outset. For instance, when he was called to Washington to ask to accept the position as a state director for Texas of the WPA, he went up to the Congress to the luncheon meeting of the Texas delegation they had in the Speaker's dining room each Wednesday. He laid it on the line to these fellows that this was a very difficult task, that he hadn't sought it, that he was grateful for the consideration which had given him the opportunity, but he wanted them to know that he would have to be very careful about selecting his associates if he was going to succeed and not spend too much money needlessly. As a consequence he didn't want to be asked to make any political appointments, but rather wanted to be able to select people on the basis of merits.

Well, that was a pretty bold thing for him to do with the people, some of whom at least had--Senator Connally I think had been one of the primary ones--been material in his receiving an invitation to become the state director, to be told, "Now boys, thank you for this, but you can't expect any favors from me." Well, he didn't mean it that way exactly, but that's the way he said it because that was the way he [was]. He had the courage to think that sometimes a bold approach is better than a less direct and uncertain approach. In that, as in many respects he and Lyndon Johnson were alike.

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Harry Drought was a fellow, as I say, who was somewhat reserved and was not in any sense the dynamic man that Lyndon Johnson was. And yet he was a forceful character, but in a quieter way than Lyndon.

But the funding for NYA came out of the WPA program and therefore Lyndon, when he was sent down to be the director of the National Youth Administration, had to come to Harry Drought to set up a relationship and to determine what was necessary for him to do to be certain of getting the support financially out of the funds of the WPA that he would require. My role in that was that I was kind of the custodian of the thing. In effect, I was the number-two man under Harry Drought, given the responsibility for watching budgets and things of that sort because I had had some more experience with it than he had, as a lawyer. So I sometimes found myself slightly in the middle, but never with any consequential disagreements, but thoroughly enjoying the association because they were both fascinating people to be around.

G: Did Harry Drought have any say-so in terms of how much the NYA got in Texas or was that something Washington [determined]?

S: The allocation of funds came to the WPA office with a subcaption of funds for the NYA which funds were in accordance with the budget which had been submitted as a request. Now this is where the control came in, that is, before it got to Washington. Because when it came down from Washington it was a subcaption allocation. But

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before it went to Washington there was a budget which had to be approved and this did have to go through Harry Drought.

G: I see.

S: It was a curious little device but it was just as effective as any other.

G: Before we get into a lot of the details here I was going to ask you some more about Harry Drought. Did he continue to practice law?

S: Yes, he continued his law practice. He would go every morning, first thing, under ordinary circumstances. The routine was he would go to his law business and he would come over to the WPA office about ten o'clock in the morning and would remain there until about four o'clock in the afternoon. Again, there were exceptions at both ends of the day. But basically that was the way he approached it. Then I would be over at the office the full day looking after the putterings.

G: Then did he go back to his law office after four?

S: At four, yes, he would go back by his law office. Because among other things, he not only had a very successful law practice, which his son Thomas is still conducting, but he was also the American representative of some Scottish trusts which were owners of--well, the big ranch they owned was the famous Matador Ranch. He was the American custodian for that and subsequently elected an American director, the first time they'd ever had an American director. Finally, during this period I remember that the Scotsmen were persuaded to sell that whole ranch, the Matador, which was really two ranches, to

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a French-American investment firm called Lazard Freres, Lazard Brothers. They're in New York even now. But they bought it with the objective of dividing it up into smaller tracts and did divide it up to some degree into smaller tracts. But this didn't occur until later. But during most of the period Harry Drought was the nominee for the Scottish land trust. Every consequential transaction that they had and the frequent reports from the manager of the properties had to come through him, and he looked after that.

G: I understand that he was also a political supporter of John Nance Garner.

S: Oh, yes. They were very good friends.

G: Anything on that relationship that might shed some light--

S: I know I went with him two or three times out to Uvalde to visit Mr. Garner. We'd have very pleasant conversations but never anything of any significance, because Harry had no political ambitions himself. He didn't want to stay in any government connection and he never wanted to be like a judge or a district attorney or anything of that sort. But he was a man who had a friendship for Mr. Garner and he was very fond of him. Out of it I was able to develop some degree of friendship with Mr. Garner to the extent that when I was later visiting Washington and he was still up there, I'd, on occasion, be asked to come over to Mr. Garner's office in the Senate. And Mrs. Garner, who was in the office, also had a little kitchen there and she would be cooking chili and beans, and we'd

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sit there and eat cornbread and chili and beans right there in the Senate office where she cooked it.

But he was a delightful fellow. I'll never forget sitting on his gallery there, screened porch at the back, where he had a special refrigerator with ice in it. He liked his bourbon, bourbon and branch water as he termed it. "Strike a blow for liberty." On this particular occasion Harry Drought asked of Mr. Garner, "Mr. Garner, you know I've marveled at your career. I know you can be rough when you need to, but generally speaking you've relied on persuasion, it seems to me, more than anything else. How could you have been so successful in the House during these years and become the Speaker and have such success in attaining your own objectives in the House?" Mr. Garner took another sip out of this bourbon and said, "Well, Harry, I think I would have to attribute my success in having my own way in the House to the fact that I was always willing to take a beating in order to have my own way." Which is quite an original concept of how to get along.

G: How would you contrast Harry Drought and Lyndon Johnson physically?

S: Oh, well, Harry Drought was not as tall as I and I'm about three inches shorter than [Lyndon]. I'm six feet, Lyndon was about six three, as I remember, in those days particularly. We all get a little shrinkage as we go along. Harry Drought was about five feet ten, ten and a half. So he was not a tall man. He was well proportioned but not heavy.

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He had one sport that he dearly loved and that was wolf hunting, as he called it. He kept a pack of hounds and he would frequently take friends. I know I went every occasion I could. We'd go out on a Saturday evening with this pack of hounds and go down to some place like McCoy or someplace down in the brush country and turn these hounds out on a ranch and let them pick up a coyote trail and chase that coyote. Sometimes it would last all night. If you had a strange dog in the pack that didn't come back to the horn you would have to hunt maybe half of the Sunday morning. I recall that Harry would frequently say driving home, "You damn Protestants. I know you're going to go home and get in bed and go to sleep. I've got to go home and shave and go to mass." He was a very devout Catholic, very active in Catholic affairs there. The two, Lady of the Lake and what was the other famous girls' school down in San Antonio?

G: Incarnate Word, I think.

S: Incarnate Word, yes. Those two. He was very active in the affairs and I know that the mother superior at Lady of the Lake just relied on him implicitly for advice on anything pertaining to a legal question.

G: He was older than Lyndon Johnson, too, wasn't he?

S: Oh, yes. Harry Drought was--let me think now of relative ages. He was six or seven years older than I and I'm considerably older than Lyndon was.

G: Did they have philosophical differences? Was one more of a New Dealer and the other one more of a traditional Democrat?

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- S: They did have fundamental philosophical differences, and you would see it indirectly more than directly. I never heard them have a quarrel over ideological differences, or any harsh words even. But Lyndon Johnson--I don't want to put him in the category that Senator Robert Rice Reynolds of North Carolina was famous for about that time, saying at a Democratic caucus in the Senate that there comes a time in every politician's life when he must rise above principle. But Lyndon wasn't that way. But yet he would come up to the lick log in order to accomplish an objective, if he was convinced that that was the proper objective. Harry Drought had to be convinced that the attainment of the objective was not any more questionable than was the desirability of the objective, to a degree greater than Lyndon was. I think he was more philosophical about his approach to things than Lyndon. But they were both men of principle, by and large.
- G: I gather that there may have been a tactical difference in the operation of these programs, possibly Mr. Drought emphasizing efficiency and no waste, and LBJ emphasizing getting the job done, getting the people to work as quickly as possible.
- S: That's right. And he put a greater value than did Harry Drought on innovation, and this can be quite significant.
- G: Can you elaborate on all of this difference?
- S: Not so much as I can just comment on it. Because to elaborate you would have to supply instances. But I know the roadside parks, for instance, I don't think that it was until his later years that Harry

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Drought had an appreciation of the importance of roadside parks. From the outset Lyndon saw it as something that would be useful but, importantly, something that could be done with the men and material at hand. It didn't take a lot of technical things, a lot of material supplies to put in a roadside park, as they were originally put in. And yet we wouldn't think of having our highways today without roadside parks. But I think it was some years before Harry Drought fully accepted the potential significance of this. On the other hand he could certainly understand and did agree with the matter of dams, with roads, bridges, a few things like Cobb Stadium here in Dallas, which they're just this year finally concluding is no longer adequate. But that has been one of the keystones to the success of athletic programs by and large in the whole Dallas school system, Cobb Stadium.

G: Did you ever get any insight as to how Lyndon Johnson got that NYA appointment to begin with?

S: No, I didn't know. I would just suppose that it was because, in Mr. Kleberg's office, maybe Mr. Kleberg helped him and that the Texas delegation helped him. It would be logical. If I'm not mistaken now, and you have access to the correct information, I think at that time Lyndon was also identified as a very effective leader among the--well, they didn't call them executive directors and names of that sort as they do now in the Congress, but he was the head clerk in Mr. Kleberg's office, but he was very effective. It seems to me he was the head of a little organization of them.

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G: The Little Congress.

S: The Little Congress, so called. He was the leader, and he was accepted as a man with great potential in that respect, because first of all, you can't be a leader without having followers. I know from my military experience and having sat on many, many officer selection boards--I used to sit on one every week in the early days of World War II--that there is no better test of the potential for leadership than the judgment of one's contemporaries. If a kid is a captain of a team in school, or if he is an officer of a class, these things mean that other kids accept his leadership. There is no more critical judgment than just the kids supply I don't think. Certainly it is not as cluttered with "hellacious" underbrush as more mature people supply. I found one after another, that if you could find a kid who was a boy scout troop leader, for instance, or a kid who had been the editor of the paper, head of the school paper, or wrote the annual, or was the president of a class or was a captain of a team, that the judgment of his peers was better than anything else we had to go on. This is still proving true, I know, from my present relations with the Air Force Academy. They have it as a positive thing that they look for. One of the questions they ask of every applicant, "What are your extra-curricular activities? What did you do? Did you hold any offices?" There is as good a judgment as can be supplied, is what their contemporaries did. It's almost infallible, in fact, contrasted to any other system that I know.

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This was the case with Lyndon. His contemporaries up there made him the head of the Little Congress. He worked like the devil for it, and he worked at it. This is the thing about Lyndon. Anything that he undertook to get, if he succeeded he would also work at it and work with the same fervor and industry and diligence. Not every man will do that. Some men, once they acquire something, they put it behind them to go after something else. But he never neglected what he had, as far as I know. That's most unique. Harry Drought didn't have that same drive. He had lots of friends in San Antonio, but he had different philosophical differences with another group which kept him from having certain other friends.

G: How do you mean?

S: For instance, one of his best friends down there was an elderly gentleman named Goetz, G-O-E-T-Z, a lawyer. Mr. Goetz was a member of the first class of the University of Texas Law School and graduated. He and Harry Drought were mutual admirers although there was a full generation or more difference in their ages. Yet the Frank Huntress who ran the San Antonio Express, Harry had no regard whatsoever for Frank Huntress. He had much more sympathetic a relationship, compatible rather than sympathetic, with the local editor of the San Antonio Light which was, as I recall, a Hearst-owned paper at that time. These are little differences but it shows that he was a man of opinion and of strong characteristics. Sometimes a person is better identified by his enemies than for his friends. Yet people like Joe Frost of the Frost Bank and oh,

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gracious, any number of others whose names just--Franz Groos of the Groos National Bank. All these were good friends of Harry Drought's.

They were all members of a strange little club down there. It was called the Wednesday Club because it met on Wednesday. It had one common denominator. It had a gallon-size loving cup with three handles around it, a big urn type thing. Back in the earlier days of San Antonio a jeweler there [when] his first child was born to his wife was so elated about this that he took this big silver urn that he had or he got it, anyhow, and he inscribed his name on it and brought it to this Wednesday group, long before the time I'm talking about, and filled it with whiskey or gin or rum or something, some alcoholic beverage. There were about twelve members of the club, and they passed that cup around until the content was gone.

Well, that club was still in existence when I was down there. Thanks to Harry Drought and a few others I became a member of it, and I had the opportunity to fill that cup on two or three occasions myself. Not because of children, nor had any of these others at the time I was there because of children. They were now filling it for their grandchildren or because this has been a nice week for them or any other excuse. Somebody fill the cup, that was a key.

G: That's great.

S: I don't know whether the club still exists, but I know that it did

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exist twenty years ago and maybe fifteen years ago, about the last time I was there and at the club.

G: Well, why didn't Lyndon Johnson have his state office in San Antonio?

S: Because he was going to work with the state legislature more than Harry Drought ever did. And also because the welfare agency with which Bob Anderson was then working was over at Austin and he was supposed to have close ties with that.

G: Was this a decision that Lyndon Johnson made?

S: So far as I know it is.

G: It's my impression that Mr. Drought wanted him in San Antonio.

S: He would have liked that, yes. I'm sure he would. Because he probably would have been able to put his thumb on the back of Lyndon's neck occasionally. Lyndon was canny enough to know better and he had no trouble in selling the delegation on the idea that his headquarters ought to be in Austin. In fact, only Harry Drought's insistence put the WPA at San Antonio.

G: Oh, is that right?

S: Yes. It's the other way around, if anything. Because in most states the headquarters was in the capital, very logically. You've got to work in consort with the state government.

G: Do you recall any discussion between the two of them about whether or not the NYA would be in Austin as opposed to San Antonio?

S: No, I don't recall any discussion of it. I don't recall Harry Drought ever saying anything unkind or disparaging about Lyndon. Oh, he might say, "That damn guy. . . ."

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(Interruption)

G: You were saying that you didn't think that they had disagreements.

S: Oh, I'm sure they had some because I wasn't privy to every conversation they had, but I think I was to most of them and certainly I think I was informed of consequence or the decisions taken at any of them. I had to be, because I was having to look after all the administrative side.

G: What were the major issues to be worked out between the two men?

S: I can't think of anything that you would characterize as a major issue except the basic thing of "what is your sphere and what is my sphere." I don't think there was ever clearly established a delineation of those two spheres, because the principal annoyances that arose from time to time was encroachments, both ways. And this can easily arise.

Under Harry Drought there were district directors, I think twelve of them in Texas, scattered around over the state. A district director had an engineering officer and he had a social worker, so-called, such as Val Keating was in the state office. And he had a budget officer. Under the engineer or under the social worker, either one, somebody might come up with a little project, because the gamut of the projects was astoundingly broad. For instance, the writers project. This was little appreciated, and yet Harry Drought had a keen appreciation for that. Today the books that they published, those guidebooks that they published, are the best reference documents in America. There's just nothing that

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approaches them. I have a daughter, my son's wife--up in Westport, Connecticut they live now; he's with Mobil Oil--and she has tried to make as much a collection as she could, and she's advertised in the papers around where secondhand books are sold. But so many of them have disappeared. But those are very valuable books today. They had some fine writers in it, some fine writers in the program. They had some fine artists in the program, some fine musicians in the program. So you can see the opportunities for encroachments back and forth were almost unlimited.

G: How would they resolve these matters?

S: Sometimes they didn't, they just grumbled about them. Once a project is started it's kind of hard to transfer it over, because then there is a question, well, what about the original funds. So it's better to just leave it and grumble about it. And frequently that was the case. But it never was anything consequential really.

G: Let's say we're talking about something like roadside parks. If Lyndon Johnson wanted to--?

S: That was his bailiwick and nobody ever infringed on that one.

G: But when he was launching this program, would he have to come down to Mr. Drought to get his approval?

S: He had to put it in the budget. That was the way he got it.

G: How did he go about doing that? Do you remember?

S: He just put it in there and he said, "What we will do is we will clean up the highway and we'll put rest points along where if a fellow is getting drowsy he can pull in there and get off the

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road." Because most of the roads were just two lane. And it's to be remembered that at that time the idea of taking main street to the county line and connecting it up with a similar road from the main street to the county line from the next county to constitute a state highway system was a comparatively new undertaking. I think the first bonds ever issued in the state of Texas for such a project was in Travis County. Let's see, I think those bonds were issued in the 1920s. So you can see the whole concept of state highways and the means of establishing them was a comparatively new thing. Most of the roads were notoriously poor when you got out of the towns. For instance, that road from San Antonio to Austin used to be a torturous road. From Austin on north some of the time you would have to go around by Taylor, some of the time you could come up through Georgetown. In certain weather--for instance, from Dallas to Shreveport, the bottoms out here at Forney, which is the east fork of the Trinity River, the roads were gravel roads, that's all.

A chap down at Sanger Brothers, with the knowledge and consent of Sanger Brothers, had formed a trucking line which he called East Texas Motor Freight for the purpose of going over to Shreveport, Louisiana and taking freight off boats that had brought it up that far so as to get a water rate on shipments of quote, dry goods, piece goods principally, and things of that sort, and then truck them over here, shortchanging the railroad. Because the railroad fare structures at that time had all been based on lower fares for the

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East than the West. Along in the late twenties and early thirties there was a famous case called the Shreveport Rate Case which was the first thing that ever upset that advantage that certain towns had over others because of the differential between water and rail freight.

But this development of roads was so important. Then the question of putting signs on the roads, this was a brand new thing. It was a brand new thing to put up mileage posts and directional posts. All of these things lent themselves, you see, to the kind of a program that both agencies were engaged in. Now you may say, "All right, I'm going to build these roads," and Lyndon might say, "Well, all right, don't tell him, but I'm going to put up signs on them."

G: I think the WPA had weekly staff meetings, is that right?

S: Oh, yes.

G: It would be on Wednesday?

S: Oh, yes, they had.

G: Would LBJ sit in on these? Would he come down?

S: Very seldom. Very seldom.

G: Who would attend?

S: Well, the people who would attend were people like Val Keating, Dr. Hale [?], Stern Stucker [?], who was the financial officer, treasurer or equivalent, Ed Ball [?], Baugh [?] who was the chief engineer, and I've forgotten what was his name. Incidentally,

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Harold Stafford was another one who worked there with Val Keating.

He was a lawyer.

G: Was there an NYA representative in San Antonio?

S: No.

G: LBJ didn't have a man down there?

S: He didn't have a man in the office, no.

G: I guess he had a district man in San Antonio.

S: Yes, he had that all right. These are they who would principally attend. There were about ten altogether that attended.

G: Do you recall the first time you had contact with Lyndon Johnson after he became NYA state director, the first time he came down to San Antonio?

S: Almost immediately afterward he came down to introduce himself to Harry Drought. I don't think they had met before. If they had, it would have been very casual. But he came down to identify himself if not to introduce himself--because there can be a difference in those two--and to state that he had been appointed and that he was setting up his office in Austin and that he wanted an opportunity to come back when a little more information was in hand and work out an operating formula, because they had certain relations that would have to be in common or would have to be coordinated. That meeting was rather brief. It seems to me that Joe Skiles and Bill Denman [Deason?] were with him, the red-headed Joe Skiles from up here at Denton. I believe those were the two. Joe was the young lawyer.

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- G: Did he come back for a more elaborate meeting?
- S: Oh, yes. He came back then more or less frequently. It was always at first by appointment so he was certain he was going to be seen and that nothing was conflicting. Generally it was brief. But Harry never went to Austin as far as I know.
- G: Did anybody from the WPA go up to Austin and help him get his office set up?
- S: As far as I know no one ever did.
- G: Did you ever see that NYA office in Austin?
- S: Never saw it. No.
- G: When he was down in San Antonio on these visits would you ever get together with him socially?
- S: No. He didn't stay that long.
- G: Is that right?
- S: Yes. He made his manners and he went home. Incidentally, I was in an arena where I was a complete novice in respect of this kind of thing. A government agency's operation was completely foreign to me. I didn't know the first thing about it.
- G: Was there any problem with NYA people getting to see the WPA lists of certified people that they could employ?
- S: No, I never heard of any problem in that area at all. Actually their work with Val Keating and her people and Ed Ball [Baugh?] and his people--Ed was the engineer and he subsequently went into business in San Antonio--I think they had very pleasant working relationships. At the working level, just like in the branches

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of the service, there's no quarrel there; they work together because they have a common purpose.

G: Other people have indicated that they as representatives of the WPA were often enlisted by LBJ to advance something that he was interested in with, say, Mr. Drought.

S: This could be. I can't say.

G: Did he ever ally you with his [interests on] something?

S: No.

G: He never used you to persuade Harry Drought?

S: No, he knew what my role was and he knew that there wasn't any debate about what my position would be on it. Because we knew one another that well before he got down there. And he knew that the kind of a job that I had wouldn't tolerate any division there. It just wouldn't have been possible.

G: The other element that you see in the files is that he seems to have had an inclination for going to Washington and trying to get something approved by Aubrey Williams if Harry Drought wouldn't approve it.

S: Lyndon?

G: Yes.

S: I don't doubt it. I don't doubt it, because if he had an idea that this is something he very much wanted to do he never let obstacles keep him from doing it if it was humanly possible to remove them.

G: Can you recall any examples in particular?

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- S: No, I can't. Harry Drought may have known and I didn't know, because he may have had a telephone call from up there that I wouldn't have known about.
- G: Well, was Mr. Drought of the feeling that Washington shouldn't be dictating to Texas on the WPA?
- S: Oh, yes. He was a straight states-righter all the way. He was very jealous of that and he was very jealous of the idea of anybody from Washington or the Washington office. They had some regions. You know, they had a chap sort of stationed over in New Orleans named Miller, I believe, an awfully nice fellow, who was their regional supervisor. But Harry never wanted him to go directly to the field without his knowledge. Which is good business, good organization, because you can soon get a channel of dissension outside and never know what hit you.
- G: Was he, do you recall, ever cool to visitors from Washington? Harry Drought?
- S: Oh, yes. Yes, he was. Yes, sir. He sure was.
- G: Anything on the student aid program in NYA?
- S: No, I can't recall anything in connection with that one.
- G: I guess Jesse Kellam worked a lot with education.
- S: Yes. Oh, Jesse did. He was such a nice fellow, too.
- G: And L. B. Griffith was the engineer.
- S: I don't remember him.
- G: Really? Lewellyn Griffith?
- S: No, I didn't know him.

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G: I thought he was with the WPA originally.

S: Well, he may have been, I don't know. Where was he with them?

G: Well, I thought in San Antonio. Maybe not, maybe in Austin.

I gather that one of the issues between Harry Drought and Lyndon Johnson was that the WPA's essential mission was to hire the heads of families, the breadwinners, for all sorts of reasons. Of course, the NYA was designed to hire the youth.

S: Yes, I think that the concept at that time was one for which there's occasionally a cry today, that the responsibility for the welfare must rest with the people locally. That the federal government, with its broader scope and tax base, has to supplement that by providing the opportunities which keep the requirement for welfare as low as possible. But there was never much of an idea that anyone who wasn't lame, blind, sick, or halt, should be helped, unless he was helping himself. I think that the basic philosophy in Texas, at least on Harry Drought's side, was that unless a fellow is trying to help himself, you can't help him. You can go in and do it for him, which is welfare, but you can't do it for him and still benefit him. He's got to be putting his own best effort forth. You can supplement that and make the road a little easier, or the burden a little lighter, and he will appreciate it and understand it, because he can retain his pride and his self-respect while he is doing that. It's only in the last twenty years that it's been respectable to have bastard children, or to take welfare and clamor for more while you do nothing for yourself, or that you be given a job whether or

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not you're qualified for it, simply because you're of a race or a sex. It's only in the last twenty years that those ideas have been acceptable. I don't know that we're any the better off. I question seriously that we are.

All right, now, the military cannot get enough qualified people for a voluntary force and it's very popular for some of the congressmen to lambast them for that. It is ironic that the same thing is true of the military is true of industry. As recently as this month the Conference Board, which is highly respected in New York, the economic research organization, in a survey found that 42 per cent of the businessmen in speaking of their expectations for the next six months, figured they'd have grave difficulty in getting manpower who were qualified to do the jobs that they'd have for them. So both the military and industry have that same problem today, yet the government has never done more to provide opportunities for education and training than today. But the old chestnut that none so blind as those who will not see can be converted to those none so unable as those who will not.

G: I suppose the size of the state of Texas and the distances made it difficult to administer both programs.

S: Oh, indeed so. The transportation then was rather meager. Transportation was quite meager. There was a semblance of an air transportation skeleton being formed, that's about what it amounted to.

G: What sort of state administrator was Lyndon Johnson? Was he an effective one?

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S: Well, in terms of the results accomplishment, I think he was outstanding and I think he was nationally regarded so. And another one who was similarly well regarded was a fellow who was Harry Drought's contemporary, who subsequently became a senator from New Mexico, Anderson, who died out there a few years ago.

G: Clinton Anderson?

S: Clinton Anderson.

G: Did LBJ have a good rapport with Aubrey Williams, do you recall?

S: I never knew Aubrey Williams very well, so I cannot say. But I had the impression that Lyndon had two kinds of entrees in Washington. That was just an impression. One is at certain places where they despised him but respected and feared him, others where he was well liked and always welcome. I think it grew out of the fact that he would not let no stop him if he had a cause to advance. There was something that is to distinguish Lyndon in this respect, as I think of him. He seldom asked for anything for himself but he had the guts of an army mule in respect of asking for things for other people for whom he wanted to do something.

G: Can you recall an example?

S: I can't think of anything that I would care to enumerate in that respect but I just know it was a basic characteristic. I can't think of any time that I ever heard him ask for anything for himself. And yet I know he must have. But it was always so well disguised it came through some indirection. Walter Jenkins and people like that, they almost read his mind on occasion.

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In later years, when he was running for the Senate, the matter of getting an identity and getting seen in the state of Texas when he ran for Senate was still a major problem because of transportation. Walter and, I think, John Connally called me on the phone and said, "You know that Lyndon is going to be running for the Senate and he's simply got to get around over the state and there are two hundred and fifty-four counties and he's got to be seen in every one of them and he cannot do it. He can't do it by airplane because there are not landing fields everywhere. Do you know anybody from whom he might get a helicopter? And he can't pay for it." Well, I had a friend up at Sikorsky Aircraft and I was able to get a helicopter from them for ten thousand dollars, pilot and aircraft for the period. I got five thousand dollars of it and Billy Neal raised the other five [thousand]. We finally paid for that helicopter.

G: You formed a group, didn't you, the Dallas Veterans for Johnson?

S: Yes. That's the way we raised the money.

G: What was the name of the group?

S: Oh, I don't know. I haven't the foggiest recollection of that. But I remember the episode and it was the first time anybody had done anything like that. But he planted a seed and just kept watering it and watching it come up and say, "This thing is going to die unless I can find some way to do this." If you keep stressing, "I've got to find some way," it would be kind of stupid not eventually to think about a helicopter.

G: Do you have any idea where he came up with the idea for a helicopter?

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- S: I don't know that he ever came up with the idea. Or it may have been John and Walter or some others there in his office who came up with the idea. Because he may have kept saying, "I've got to find a way." And you know if you keep saying that long enough somebody is going to have a hairbrained idea, if you want to call it that. Not that he wasn't capable of the idea, but he seemed almost to have a reluctance to ask for things for himself.
- G: Before we move on, is there anything else on the NYA and Lyndon Johnson, or Harry Drought's appraisal of Lyndon Johnson or vice versa that you can add to this?
- S: No, I really can't. I'm not trying to paint a sweetness and light picture, because it wasn't that. But I'd say that it was kind of like an old lion and a young lion scene. The young lion was all right as long as he stayed out of the way of the old lion and vice versa.
- G: Do you have any episodes that you can recall of the two? Any anecdotes or anything at all?
- S: No. No. I know that Harry conveyed his thinking well enough that Ed Baugh and Val Keating, who were the two principally concerned, never caused any friction over wanting to do something for Lyndon. And yet they quietly did things, to my knowledge, but not my intended knowledge, particularly in Val's area. Because he was getting things done and they weren't orthodox things. Not that Harry wasn't getting things done. He was. And he had some very able men, good men, who were his district directors: Gus

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Thomason here in Dallas, John Bonner down at Houston, people like that. A. A. Meredith up at Amarillo. There were some great men in that. J. O. Jones, banker out at Lubbock. John Burnside out at San Angelo. R. E. Biggs over at Liberty, Texas, later became county judge down there.

G: Anything on LBJ's interest in dams and development of those rivers?

S: That came a little later. He may have had the interest but the opportunity had to wait. He rode the springboard of Buchanan's power in reflection to get those in. Buck's dreams. Old Buck's dreams. And Buchanan Lake.

G: Did you ever observe the role that Senator Wirtz played in that, Alvin Wirtz?

S: Alvin Wirtz? He was always a very close adviser of Lyndon's, but I think that his principal influence was later. I never knew much about Alvin Wirtz until much later. I knew him well later but not at that time. I never had any dealings with him.

G: Shall we move on to the period in which he was serving in Congress as Buchanan's successor?

S: If you would like?

G: All right.

(Interruption)

Let's start with the competition between Braniff and Eastern Airlines over the postal contracts.

S: Well, what would you like me to say about those? What phase of it?

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G: I wish you would reiterate as you did off tape first of all the importance of the routes to each airline and where their routes currently went.

S: Well, it was extremely important to both of them because of two things. One is each one of them had ambitions for the future, as you might reasonably suppose. Captain Eddie Rickenbacker was then the president of Eastern Airlines and he was a man of great dynamism and a great believer in the future of air transportation. Certainly Tom Braniff was because it had made him a great fortune. So the question of who was going to fly between Houston and San Antonio, and Houston and Austin, and who was going to fly from Houston to Corpus Christi and Brownsville, a gateway to Mexico, was a subject of some importance to both of them. First because at that time San Antonio was nearly as large, if not as large as Houston, and certainly Austin was potentially important, although state capitals had up until that time not been very significant in generating traffic because most of it would be relatively local, and the airlines didn't have that much operation.

But Brownsville had a great significance. The service between the United States and Mexico was entailed. The first operation between the United States and Mexico had been a mail route when little single engine planes would carry mail only. The Mexicans flew up to Nuevo Laredo and the Americans got it when it was transported to the bridge and then brought over to the airport at Laredo and then flown into San Antonio and on up to Fort Worth and Dallas by way of Austin and Waco.

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In 1928 the route had been changed from Laredo to Brownsville. Then for the first time passenger service was inaugurated from Brownsville to Mexico City. Pan American Airways had bought a company called Compania Mexicana, the president of which at that time was a man named George Rihl, R-I-H-L. They bought that line and George Rihl became a vice president in charge of the Latin American division of Pan American Airways. On February 26, 1928 that service from Brownsville to Mexico City, by way of Vera Cruz oddly, was inaugurated with Trimotor Ford. The pilot and the co-pilot on that first flight were respectively Charles Lindbergh and Amelia Earhardt. The regular Pan American crew were along, but they were riding in the front two seats as passengers. The co-pilot acted as the cabin attendant also, between his other chores, because the airplanes of that day didn't require much attention after you got them set at the cruise altitude. The lunches were box lunches. If you wanted a drink of water you went back and got it out of the thermos jug or the tank that was in the rear of the plane.

But this was quite a spectacular event when that service was inaugurated. The future of travel between the United States and Mexico was looked on as being something of considerable importance. First, for the transportation of the mail and small parcels, and second, for the potential for passengers and especially a thing that they were just beginning to appreciate, called tourism. So, who got from Houston to San Antonio and Houston to Brownsville became significant, because both San Antonio and Houston had relations with

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Mexico, San Antonio much closer than Houston at that time. And certainly Braniff didn't want to see Eastern encroaching further into the Texas territory where it was doing very well.

So there was a big battle over this. The occasion was during the period when the transition was taking place from the contract mail services which permitted a passenger service, to the basic concept of a common carrier operation who would be paid for such mail as it carried at a rate to be established by an agency, not the Post Office, but the Civil Aeronautics Board. So the Civil Aeronautics Act of 1938 was pending in the Congress at that time. Yet the Post Office Department, exercising its last gasp of authority in this area, was persuaded to advertise these two routes, the one Houston to San Antonio, the one Houston to Brownsville, for bids. The contest was pretty severe and the bidding became a matter of little consequence as to whether they made any money on the bid, but rather the important thing was whether they got the route, because the Civil Aeronautics Act was going to provide anyway for an opportunity to go back to the Civil Aeronautics Board and ask for reconsideration of the compensation and increase it to an appropriate level at a later date. But in the meantime the route would have been protected.

So when the bids were open, the two bidders were Eastern Airlines and Braniff Airways. The Braniff bid was a bid which was designed to produce one cent a year. The Eastern bid, when it was opened, produced zero. No compensation. Well, there was a legal

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question of whether a zero bid could be considered or accepted by the government. But there was also the political question of the Post Office Department exercising its prerogative and then letting a court decide later about that question, but in the meantime the route would be awarded. So, thanks to the efforts of Lyndon Johnson and those who were similiarly disposed--and you may remember that the Congress which was elected, the Texas delegation which was elected in the fall of 1936, taking office in 1937, was probably one of the most brilliant groups of congressmen that Texas ever had and the most influential as time passed. We only appreciated the significance of it when this year five of them dropped out and they all were chairmen or former chairmen of committees. People like George Mahon and Bob Poage, Omar Burleson, Tiger Teague. That's four of them. Who have I left out there?

G: Of course Wright Patman died.

S: Wright Patman died though, but he had been supplanted there in that committee. These men were illustrative of others of their kind who were up there who were remarkably able men.

G: Do you know who enlisted Lyndon Johnson's aid in this?

S: I think I can accurately say that I did. I enlisted Lyndon's and Maury Maverick. Maury Maverick was then the congressman from San Antonio. Lyndon took the lead because he could appreciate it, and he took the lead in trying to persuade the President to intervene and see that no contract was let, but rather, to let the Civil Aeronautics Board make that decision as and when it was created.

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The President did send a telegram from Texas, I believe Wichita Falls or Vernon, one of those two, Iowa Park maybe, wherever the trains stopped. He sent a telegram or some member of his retinue sent a telegram to the Postmaster General asking him not to award the contract. So it was held up. But subsequently, after the President had returned to Washington, other forces entered into the play, as they could have been expected to, with the result that the Post Office very quietly did award the contract but after a delay, with the result that Eastern got the route. But Braniff went ahead and inaugurated the services to those points because they knew that the grandfather clause in this Civil Aeronautics Act of 1938 was going to blanket in all such services and they would be permanently authorized.

G: So it really didn't protect the route at all, did it?

S: It didn't finally only because of this passage of the Civil Aeronautics Act. As I said earlier, the Postmaster General probably was out of order in making an award at a zero bid because there were at that time found to be many court cases. The famous one up at St. Louis, Missouri where somebody offered a zero bid to haul the mail to and from the train and some other substations. The contract was let and the court subsequently found that it was illegal for the postmaster at St. Louis to award the contract with no compensation. It put the government under obligations that they shouldn't be subject to. But in any event, it wound up with both of them finally getting the routes, but by different means.

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G: But initially, if both airlines were anticipating that this civil aviation act would protect all of the routes or blanket in whatever [was] there, why were they so intent on getting the contract?

S: Well, for the reason that at the outset the effective date of the grandfather clause was much earlier than May 15, 1938.

G: Oh, I see.

S: After this debacle the date was changed in committee or on the floor--I don't recall which, on the floor of the House--to be May 15. And it blanketed in what had been in fact accomplished during that period. But if it had remained uncorrected it would have been as of January 1, let us say, although I'm not sure of that even. But there was a change of date and this is what compensated for an apparent loss.

G: Did LBJ play a role in inserting that change?

S: He was most effective in it.

G: Really? What did he do, do you remember?

S: How do you say what a man does when he accomplishes something like that in an arena in which you are not a party?

G: But surely you've heard stories.

S: Well, he just persuaded enough people to his thinking to accomplish it. It's as simple as that. Now how does he do it, I don't know.

G: I was going to ask you to talk about Dick Kleberg's position here. You had indicated that he was allied with Eastern.

S: He was allied with Eastern and probably understandably so. I would say that Kleberg did not have any strong sentiments because he never

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was overtly active in it. But I'm sure Dick Kleberg was a friend of Laurence Rockefeller's at that time, and Rockefeller was one of the principal stockholders in Eastern Airlines and they had other friends in common among the stockholders and directors of Eastern Airlines. So it was undoubtedly a factor in his decision. He liked the idea of getting another carrier, one from the East, into Corpus Christi, which is quite understandable.

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(Interruption)

G: Let's talk about the Texas National Aviation Defense Board. You were a member of that. Can you recall the genesis of that?

S: I only know that the first thing I knew about it is when I got a call from Lyndon about it, or rather from somebody in his office, I won't say it was Lyndon. But I got a call from his office about it saying they wanted to know if I would serve on it. I agreed immediately. I believe, as you say, it was 1940 when it was formed. That was a very critical period. It's almost impossible to state how critical it was. I think Lyndon probably had a better perception of what was ahead, and I must say he was in a position where he could get better information than most of us, and he took advantage of it because he did his homework. But he sensed what was ahead of us better than anybody I know. And he wanted Texas to have a major

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role in it. I think this is what it was aimed at. It was a matter of plants and production as well as installations for training and for the operation of the air forces and the naval air armament. The Army Air Corps, it was then.

The events moved very fast then and it didn't have very long in which to operate, because by 1941 both the navy and the air corps, with the knowledge of the key members of the Congress but without formal authorization, were moving quietly to position themselves to do what needed to be done. It is unbelievable but yet true that the total strength of the United States Army as recently as 1938, including the army air corps and the corps of engineers, the medical corps, the quartermaster corps, all of the other ancillary organizations, was less than a hundred thousand people in uniform. In 1936, 1937, 1938, the uniform was so unpopular that the Army people at least, and I think the Navy as well, who were assigned to Washington were told not to wear the uniform on duty up there. It's almost unbelievable that we were so isolated in our thinking that we would come to such an end. We're almost approaching it today in our voluntary and unilateral disarmaments. So maybe we're getting ready for another big one, except this time we don't have time for it.

But this Texas air defense undertaking was to position Texas so that it would take the lead as and when the need came, if it came. We know it did come and we know Texas really benefited from it. We

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got this tremendous installation at Grand Prairie here in Dallas, the one over at Fort Worth where General Dynamics now is building the new F-16. We got Bergstrom Field; we got the various other fields like Goodfellow at San Angelo and Dyess at Abilene. What's its name out at Lubbock, the big base out there in the training command. The field down at Houston--Ellington--there near the space center, was reactivated. Bryan was installed, Bryan Air Force Base, the one at Sherman-Denison, Perrin Field. Reese is the one out at Lubbock. All these, this positioning began to take place before.

G: Was the purpose of your board to develop plans for the training of men, is that right?

S: No, our board was more of a board, and I don't think it had more than two or three meetings before events overwhelmed it. Things were moving so fast in that period, because you may remember that the Germans invaded Poland on the sixth of September, 1939. So this undertaking hardly had a chance to really determine on a course or do anything about a course before events overwhelmed it.

G: And Governor O'Daniel appointed this committee and LBJ came down to Austin I think and met with you?

S: That's right.

G: Can you recall the meeting, what he said?

S: No, I cannot frankly.

G: Can you recall who else was on the board?

S: No.

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G: Okay. You were going to tell me, I think, an episode that President Johnson recounted to you that Mrs. Johnson was responsible for.

S: Yes. He told me this and it was in a casual conversation. That's what made it so striking to me. That at a dinner one evening Lady Bird was seated next to the chairman of the Naval Affairs Committee in the House. I think that was [Carl] Vinson. Was Vinson the chairman then?

G: Naval Affairs Committee, yes.

S: Naval Affairs. In any event, she was seated next to him. She said, "Mr. Vinson, you have been so farsighted in looking after our needs and seeing that we have an adequate navy that now don't you think that you ought to look at the Pacific and see that we have a two-ocean navy. Because with the kinds of ships that they're building today, our canal will not accommodate them, or if anything happened to the canal we would be almost helpless in the Pacific. Oughtn't we to have a two-ocean navy?" He said that later the chairman told him, "You think you're influential, but your wife is a much better and more persuasive person than you, because she sold me in one conversation the idea that we should have a two-ocean navy." Lyndon told me this just in a casual conversation. But I never heard Mrs. Johnson mention the subject, much less assert any claim to it, the idea of it.

G: Is there anything else that you want to recall in these early years while he was in Congress?

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S: Let me think a moment. I had so many happy experiences with him, interesting experiences. Mr. Rayburn was a great friend of mine, as he was to Lyndon. He looked on Lyndon almost as a son, and I know that Lyndon looked on Mr. Rayburn certainly as his mentor if not as kind of a father image. Mr. Rayburn would frequently ask me, when I was there, to come down to the so-called Board of Education there in the ground floor of the Capitol. There in his little sanctuary he had an ice box and some whiskey and we would have a highball. He would frequently have in some others. For instance, Congressman [Richard] Bolling, who's been in the news just the last few days in connection with this gasoline rationing program, he was one of them. Marvin Jones, when he was still in the House and after he had gone on the court. Gene Worley. And always Lyndon Johnson.

Lyndon would generally come in late and just come in at almost out of a dead run, as if he was always a day late and a dollar short, which he wasn't. He had more balls in the air than any other man that I knew of could possibly encompass. When he would come in Mr. Rayburn would say again, as he did on nearly every occasion, "Lyndon, damn it. Don't write such long memoranda." That was his one complaint to Lyndon so far as I ever heard one: "Don't write such long memoranda." But they had a very close relationship, a very close one.

I had a high regard and a great affection for Lyndon Johnson. I recall one day that I was then the chairman of the Federal Reserve

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Bank here. I was in Washington on reserve duty in the air force. I went up to his office and he was over in his little office in the Senate, just off of the floor. I said, "I want to talk to you about this matter of the United States dollar. It's getting in trouble. We've got to protect the integrity of the dollar. It's the only currency, it's the only thing we have that will work for us twenty-four hours a day. Friend and foe alike come to it." He said, "Do you really believe this?" I said, "Yes, I do." He said, "I want you to talk to Don Cook. He's here to see me about the same thing, and he has a different point of view."

Don Cook had been in the Securities and Exchange Commission, and he was now the president of American Electric Power, the biggest electric utility in the United States. We sat down there and we argued about the dollar. I argued that the dollar had to be supported by gold; it had to be convertible if only as a token, and that we could not afford to have it impaired because it worked for us more than any [thing else]. It was the most lethal weapon we had in our armor. Don Cook and I did not agree on this and we argued it back and forth. Finally Lyndon came out of the office and said, "All right you fellows, come on in here. Did you agree on anything?" We said, "No." He said, "I knew you wouldn't. Now how do you expect me to know if my best friends won't tell me, and you fellows tell me opposite courses. How am I going to know what ought to be done about this?"

G: What was the response?

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S: Well, we couldn't tell him. Obviously we had defeated one another is all it amounted to. It was a standoff. But it was a dilemma and he was concerned about it. I remember I raised the question with him once the last time I saw him down on the river, the Pedernales, out at Johnson City. A group of us went down there from Dallas to thank him for something he had done and he took us around, drove one car himself, and we went all around the Ranch. We went by his old home place where his parents had lived, looked at it, how he had restored it, saw what he had done with the place he had now. Then we sat out there under that big old tree and talked about all manner of things. We asked questions and he would answer. I raised this same question again and this question of international trade. He said, "This is the most difficult, intricate, involved question that I have and I don't know the answers to any of it. I've tried hard and I cannot understand what I can do differently that will help it." But that was the last major question that he and I ever discussed, the question about the strength and the integrity and the importance of the sound American dollar. He was as much concerned about it as I and neither one of us had a solution to it.

G: Well, I certainly do thank you for your time.

[End of Tape 2 of 2 and Interview I]

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