

Richard Nixon Presidential Library
Contested Materials Collection
Folder List

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>No Date</u>	<u>Subject</u>	<u>Document Type</u>	<u>Document Description</u>
1	46		<input checked="" type="checkbox"/>	Campaign	Other Document	Document proposing and detailing a scheduling structure for the 1972 campaign. 6 pgs.
1	46	11/4/1971	<input type="checkbox"/>	Campaign	Memo	From Ronald H. Walker to Chapin RE: an attached document discussing the Advance Office's plan for the 1972 campaign. 1 pg.
1	46		<input checked="" type="checkbox"/>	Campaign	Report	Document generated by the Advance Office detailing its structure, responsibilities, and use in campaigns. A general schedule for the 1972 campaign is included. 15 pgs.
1	46	11/3/1971	<input type="checkbox"/>	Campaign	Memo	From Walker to Chapin RE: the structure and functions of the Advance Office in the 1972 presidential campaign. Handwritten notes added by Chapin. 7 pgs.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>No Date</u>	<u>Subject</u>	<u>Document Type</u>	<u>Document Description</u>
1	46	11/2/1971	<input type="checkbox"/>	White House Staff	Other Document	List of the Presidential Advance Staff, broken down based on rank and experience. 3 pgs.
1	46	9/16/1971	<input type="checkbox"/>	Campaign	Memo	From Bull, via Chapin, to Haldeman RE: the role of speakers in the 1972 campaign and the establishment of a Surrogate Speakers program. 7 pgs.

DOCUMENT WITHDRAWAL RECORD [NIXON PROJECT]

DOCUMENT NUMBER	DOCUMENT TYPE	SUBJECT/TITLE OR CORRESPONDENTS	DATE	RESTRICTION
N-1 [Doc. # 164]	Memo	Chapin to Bull/Parker/Walker, re: Plan for 1972 <u>Attachments:</u> 1) Memo Chapin to Haldeman, re: 1971-1972 Plan - appointments, Advance and Television Offices, 11/5/71 2) memo, Goode to Chapin, re: Activities in television area, 11/4/71	11/9/71	c (Nixon)
N-2 [Doc. # 165]	Report	Development of Scheduling and Advancing Operations for 1972	n.d.	c (Nixon)
N-3 [Doc. # 166]	memo	Walker to Chapin, re: thoughts on the Planning for 1972	11/4/71	c (Nixon)
N-4 [Doc. # 167]	memo	Walker to Chapin, re: thoughts on the Planning for 1972	11/3/71	c (Nixon)
N-5 [Doc. # 168]	memo	Bull to Haldeman, re: scheduling of Senator Goldwater and other surrogate candidates	9/16/71	c (Nixon)

FILE GROUP TITLE

~~JOHN DEAN~~ STEVE BULL

BOX NUMBER

4

FOLDER TITLE

1972 Plan

RESTRICTION CODES

- A. Release would violate a Federal statute or Agency Policy.
 B. National security classified information.
 C. Pending or approved claim that release would violate an individual's rights.
 D. Release would constitute a clearly unwarranted invasion of privacy or a libel of a living person.

- E. Release would disclose trade secrets or confidential commercial or financial information.
 F. Release would disclose investigatory information compiled for law enforcement purposes.
 G. Withdrawn and return private and personal material.
 H. Withdrawn and returned non-historical material.

Presidential Materials Review Board

Review on Contested Documents

Collection: Stephen B. Bull
Box Number: 4
Folder: 1972 Plan

<u>Document</u>	<u>Disposition</u>
164	Retain Open
165	Return Private/Political
166	Return Private/Political
167	Return Private/Political
168	Return Private/Political

DEVELOPMENT OF
SCHEDULING AND ADVANCING OPERATIONS
FOR 1972

General Assumptions

1. The active campaign activity will not commence until after the Convention.
2. The 1972 campaign will involve considerably less travel than 1968 and will utilize regional and national television to its fullest.
3. Although there is insistence that 1968 and 1970-type travel will be kept to a minimum, there will be last-minute requirements that may have the President travel more than is currently envisioned. Consequently, structuring of the advance and scheduling offices should be in preparation for maximum travel.
4. Ultimately, the White House will schedule, and provide advance support for, the First Family as well as the President.

General Discussion

This paper is not intended to discuss campaign strategy, for that will be determined by the Committee. However, scheduling decisions will ultimately be made by the President, the Attorney General, Mr. Haldeman and Dwight Chapin. Essentially, the same scheduling procedure will be followed for the campaign as is followed now for the President's non-political activities.

In 1968 the President was merely concerned with being the candidate. In 1972 he must be the President and the candidate, and must maintain a Presidential posture at all times. Therefore, scheduling planning must be two-fold: strategic campaign activities and Presidential activities. These need not necessarily be two separate entities and, with proper planning, the President can be just as effective on the evening news participating in a meeting in the Cabinet Room as his Democratic opponent addressing an airport crowd at some country airport.

The President and Mr. Haldeman have a working relationship that enables them to conduct business efficiently in a rather short period of time. Similarly, Mr. Haldeman and Mr. Chapin have a similar working relationship that produces the same results. Consequently, it is recommended that the structure that is ultimately put together key off the working relationships and the experience of Mr. Haldeman and Mr. Chapin, and their familiarity with the President, his needs and desires.

Right now, the structure of operations works through Mr. Haldeman and Mr. Chapin. The advance office receives instructions from Mr. Chapin and implements the plans accordingly. The final plans are channeled back through Mr. Chapin to Mr. Haldeman. Others reporting to Mr. Chapin are David Parker, who does the staffing and preliminary work on schedule proposals, and Stephen Bull, who assists Mr. Chapin and works in the execution of Presidential events.

Proposed Structure

The next 12 months break down into four important periods which will be referred to throughout this paper. The periods are as follows:

Period I - Present through January 1st - Non-Political Presidential Activity.

Period II - January 1st through May 31st - Presidential Activity with heavy emphasis on international travel.

Period III - June 1st through August 21st - Pre-Convention Period.

Period IV - September through November 8th - Election Period.

The purpose of listing these periods will be to show how we will develop, using these periods as landmarks, into the ultimate structure and framework which will be most workable, efficient and effective. The final structure envisioned centers around Dwight Chapin as Tour Director and Scheduler. Dwight is selected for this two-fold duty for a number of reasons, including his familiarity with the President, his relationship with the President and Mr. Haldeman, past experience in the campaigns, and experience as Tour Director for Presidential trips and as Appointments Secretary during the first term of this Administration.

Reporting to the Tour Director/Scheduler would be the following:

1. Ron Walker - All advance operations.
2. David Parker - Scheduling planning for Presidential, non-political events.
3. Stephen Bull - Execution of Presidential events and assistant to Dwight Chapin.

Following is a discussion of the principal responsibilities and activities of the above-mentioned individuals. Separate plans for development are submitted separately by Walker, Goode and Parker.

1. Ron Walker

It is envisioned that Ron be responsible for all advance operations. He would fill a function somewhat similar to that performed by John Whitaker during the 1968 campaign. Ron would oversee all advance activities, including the advancing of the First Family as well as the President. He would be based in the advance office and do very little travel. By telephone and by review of the schedules, plans and programs submitted by the advanceman to the Tour Desk, and by telephonic communication with the advanceman when the situation warrants, Ron can monitor and assist the advancemen in the conduct of their activities.

Ron would be the individual who would take the raw scheduling direction from Dwight Chapin and direct the formulation of the specific plan that would ultimately be sent back up to Mr. Haldeman through Dwight Chapin for review and approval. For example, should a political scheduling decision be made that the President should go to southern New Jersey for a regionally televised speech, Ron would select the appropriate area and sites, and develop a specific program for approval by Dwight Chapin and Bob Haldeman. Upon receipt of approval, Ron would instruct the Tour Desk man who would subsequently assign an advanceman, give specific instructions for the event, and implement. Ron would continue to monitor the event, as well as other events, from his position here in Washington.

Ron's function would be to relieve Dwight Chapin of the burdens of coming up with specific plans, thus freeing Dwight to act as Tour Director and work more in conceptual planning rather than specific event planning.

An additional function would be for Ron to field questions that the Desk man cannot answer, or speak to political figures in the field who would not be willing to speak to the advancement man or the Desk man. Ron is familiar with many political types throughout the United States, and is viewed as being an individual who has the expertise in implementing a Presidential event, and has access to the President through the appropriate channels.

Ron Walker would oversee the Tour Desks of the President and the First Family, and all plans would go through Ron before being submitted to Dwight Chapin for approval. For coordination purposes, the television advancement man and the Press advancement man might be scheduled through Ron Walker's advance operation, but TV and Press would remain functionally independent.

2. David Parker

Once into the campaign (Period IV), David Parker would be responsible for the preparation of all non-political Presidential activities. The non-political activities will be of extreme importance, particularly if the President does a minimum amount of travel. When the campaign gets going, the evening news will have a daily feature of "Campaign '72" which will show the activities of each candidate. We can assume that the Democratic contender will be on every night addressing some airport crowd or street corner rally. In order to insure that the President is also on that evening news shows, although not necessarily under the "Campaign '72" portion, it will be necessary that Dave come up with sound, newsworthy Presidential activities that will warrant network coverage. Dave will have to be highly selective and place a special effort to insure that the non-political Presidential events he comes up with are good ones.

Dave will be relieving Dwight Chapin of the day-to-day Presidential activity planning. This will free Dwight to turn his attention to conceptual schedule planning and directing the Tour. Dave may find himself involved to a certain extent with Ron Walker and with certain political activities, but he should concentrate on the non-political events. He would function in a relationship to Dwight Chapin and perhaps to Bob Haldeman in the same manner as he did when Dwight was absent on the China trip.

Stephen Bull

Bull's primary duties will be the execution of Presidential events, acting as an aide to the President. He will continue to move the President through political situations, do the President's schedule, and in coordination with the Tour Desk.

In addition to the aforementioned duties, he will act as an assistant to Dwight Chapin since he will be on the Tour, and perform some of the "odd job" duties. Steve has had some experience in nearly all of the aspects of political and non-political events, including staff management, Presidential scheduling, staffing of non-political events, and advancing. His background, and the assumption of this "odd job" posture, provides a flexibility that will be needed as we move in and out of political activities.

Development by Stages

Period I (Current through January 1972)

The organization will continue as it is currently structured with Dwight paying some attention to preparations for the China trip, Parker continuing to work on non-political Presidential activities, Bull working on the execution of those activities, and Walker continuing to develop the advance office and operation through recruiting and training of advancement.

Period II (January through May 31st)

Dwight Chapin's time will be increasingly consumed with China, and later with the Soviet Union. When Dwight is away from the White House, David Parker should assume Dwight's duties as he did during Dwight's last absence, and work directly with Bob Haldeman on non-political Presidential events. Bull would continue functioning as before, working with Parker as he would with Chapin. Ron Walker, when he is present, will continue the training, recruiting and refinement of the advance operations.

Period III (Pre-Convention)

Dwight will begin heavy preparations for the Convention, again detaching himself increasingly from the non-political Presidential events. Walker and his principal permanent advancement men will devote most of their time on the Convention, using the Convention as a training ground for some of the newer advancement men who were formally schooled during Period II. Bull continues as before, working the execution of Presidential activities in the White House on the road, and assisting in an increasingly "floating" capacity.

Period IV (Campaign)

The structure assumes its campaign posture with Chapin almost totally out of non-political events, and Ron Walker and David Parker positioned at the White House carrying out the functions outlined earlier.

Television Advance

Mark Goode and Bill Carruthers (separate plan enclosed) develop a television operation which will include recruitment and training of additional producers and technical supervisory personnel who will operate as part of the advance team in the field.

Summary

Flexibility, and the full utilization of the resources at hand, will have to be the key to an effective and efficient scheduling, advance and campaign operation. Existing professional relationships that have been proven workable should be capitalized upon. The structure that has been outlined is flexible enough for Ron Walker to break away for a few days for a major event, but the temptation to use Ron Walker in a pinch should be resisted because he can be more effective at maintaining control over the advance operation by staying put in the advance office in Washington. There can be only one Tour Director, and Dwight Chapin has assumed that role and should continue in it. He and Ron will be in daily communication with questions flowing up to Dwight and with answers and directions flowing down to Ron. In order for the instructions to be properly implemented, Ron has to be in a physical location where he can perform the job properly, and that location is in the tour office.

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

November 4, 1971

12:00 noon

TO: DWIGHT L. CHAPIN
FROM: RONALD H. WALKER *W*
RE: THOUGHTS ON THE PLANNING FOR 1972

Attached is an overall plan for the Advance Office now through Election 1972.

Attachments

- Tab A - Current Status of the Advance Office
- Tab B - General Outline of Growth and Responsibilities of the Advance Office in 1972
- Tab C - Breakdown of Projected Growth

I. CURRENT STATUS OF THE ADVANCE OFFICE

The Advance Office presently consists of:

Director - Ron Walker
Tour Desk - Mike Schrauth
4 Senior Advancemen - Dewey Clower
Mike Duval
Jon Foust
Bill Henkel
2 Secretaries - Karen Rietz
Julie Rowe

Augmenting the Advance Office on a volunteer basis are:

3 additional Senior Advancemen
15 Lead Advancemen
16 Trainees (with one or more trips during 1971)
46 Trainees (have yet to do an advance)

NOTE: See attached list.

Between now and the end of the year emphasis will be placed on getting as many trainees out as possible. In addition we are planning to conduct two week-end advance seminars, inviting trainees who have been on at least one trip and have displayed the potential to be lead material.

PRESIDENTIAL ADVANCE STAFF

Ronald H. Walker, Director
Michael R. Schrauth

Senior Advancemen (6):

Dewey Clower
Mike Duval
Jon Foust

Bill Henkel
Jim Kolstad
Phil Martyr

Lead Advancemen (15):

Sandy Abbey
Bob Barron
Jim Blair
John Gartland
Jack Goldsborough
John Guthrie
Allen Hall
Allan Haworth

Bill Lieber
Angus McBain
Tom Meurer
Bill O'Hara
Jack Pettit
Allan Walker
Stu White

Trainees who have been on at least one trip during 1971 (16):

Doug Blaser	(Loma Linda)
*Patrick Butler	(Mobile, Canton)
*Hugh Caldwell	(Tulsa, Montana)
*Red Cavaney	(Camp Pendleton, Loma Linda)
*Mike Davey	(New Hampshire, New York City-K of C)
Mike Duffey	(Wright-Patterson)
Calvin Frye	(West Virginia)
John Gildea	(Springfield)
Keith Kretchmer	(Washington)
Tom Malatesta	(Camp Pendleton)
Bill Meeker	(Detroit)
*Bill Moeller	(Atlantic City, Springfield, North Carolina)
*Gregg Morrell	(Portland, Ore.)
*Jim O'Brien	(D. C. -Woodrow Wilson Center)
Eric Stoer	(Maine)
*Wayne Whitehill	(Loma Linda)

*Definite lead material

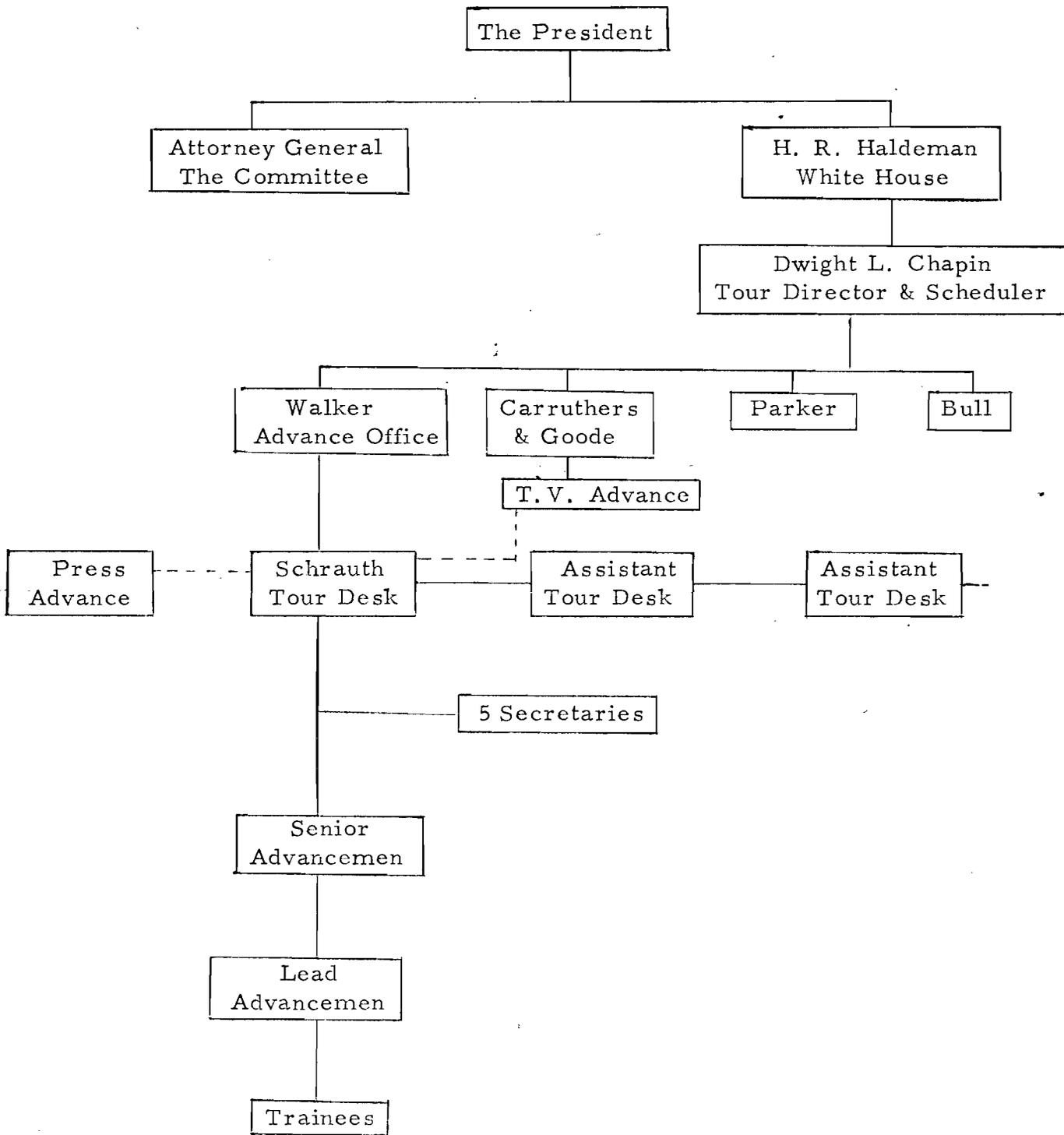
Trainees who have never been out (45):

<u>NAME</u>	<u>HOME STATE</u>
Harold Beery	California
Albert Bissmeyer	New York/New Jersey
David Bottoms	New York
Donald Brock	D. C. - Virginia
John Burke	D. C.
James Caraher	Pennsylvania
Lucius Carroll	Tennessee
John Cater	Texas
Paul Christian	Ohio
Eric Courtney	New Jersey
Edward Cowling	D. C.
Dan Davis	New York
David Forward	D. C.
Robert Goodwin	Iowa
Michael Harvey	Nebraska
Raymond Hebert	New York/Connecticut
John Hilton	New York
Rob Johnson	Illinois
Neal Kaminsky	California
William Keahon, Jr.	Connecticut
Thomas King	Indiana
Joseph Lake	Utah
Peter Larson	D. C.
Bert Levine	D. C.
William Lynch	Illinois
Robert Lyons	D. C.
Ken McGuire	New York
Emmett Moore	Texas
William Morehead	Ohio
Donald Morency	D. C.
Peter Ochs	California
William Olson	D. C.
Ned Polk	Texas
Howard Pyle	D. C.
Peter Regan	New York
Richard Roks	California
Clyde Slease	Pennsylvania
Dick Smith	Texas
William Soards	Indiana

Phil Straw	D. C.
Tony Thompson	D. C.
Raymond Walsh	New York
Chuck Werner	New York
Bernie Windon	Illinois
Frank Wolf	D. C. - Virginia

II. GENERAL OUTLINE OF GROWTH AND RESPONSIBILITIES
OF THE ADVANCE OFFICE IN 1972.

A. Organization



It is felt that the structure of the Advance Office will pretty much remain the same as it is now, with of course, the addition of personnel during the various periods of 1972. Mike Schrauth will work the tour desk, coordinating all elements encompassed in a Presidential Advance. He will also be responsible for assigning Advancemen. It will be necessary to add additional desk men or women to coordinate the numerous activities surrounding the Convention and Campaign. The desk men will either have to be hired by the government and detailed to the Advance Office or hired by The Committee and detailed to the Advance Office.

Tour desk assistants will be needed so that when we have a number of advances going on at one time we will be able to handle efficiently and expeditiously the work generated from the Advancemen in the field. There is nothing worse than having to waste valuable time waiting to pass on invaluable information to one man here in Washington. Adding desk men would alleviate this problem. Tour desk assistants will be responsible for coordinating the assignment of Advancemen, schedule output, recruiting and training, the political briefs, the various state and city files that have been built with vital information for the future (including maps, airport diagrams, local contact sheets, census material) rally supplies, logistics, expenses, follow-up trips, media reports and thank you letters and cards.

It will also be necessary to add additional secretaries. Three will probably be sufficient. One secretary would come on before the end of the year, The other two would come on before June '72. The cost per secretary would range from \$600. to \$800. a month.

It is vitally necessary that there be an individual in the Advance Office that has Advance experience, is politically savvy, is known around the country, able to make decisions, in short, a stop gap for the political input regarding the President's schedule when he travels. Mike Schrauth will be intimately involved in the nitty gritty, putting together the questions and coordinating all the activities of the Advance Office. Mike will not have the time to handle all the high powered political input and pressure. Mr. Chapin will be traveling with the President, and I don't feel that he will be as available as necessary. I know that when the Jim Rhodes, the John Lodges and the Jack Millers start calling they're

going to want to talk to someone that they know has access to the top. What we are missing presently is an individual similar to John Whitaker who can talk to those individuals, has the savvy and clout to handle any and all situations. Right now this position is being handled by a number of people (Chapin, Walker, Parker and Schrauth) and this often leads to confusion. I do not see the need for a scheduler as Whitaker was, but a stop gap for political pressure while the President is on the road.

Ron Walker is presently director of the Advance Office. There's a basic question as to where Walker fits into this picture. There are two ways he can be best used:

1. Walker be used in the role Whitaker filled in '68.
2. It is envisioned that both Dwight and Ron would travel with the President. This would give Dwight more flexibility to coordinate the master schedule for the President's travels, by having Walker act as Tour Director. In such a set-up, Walker would be responsible for the Advancemen and the details on each stop and free up Dwight from the nitty gritty details of a trip in order to have more time to work with Mr. Haldeman.

B. Responsibilities

1. Schedule

The Advance Office is responsible for preparing and disseminating the detailed staff schedules of all Presidential trips. The staff schedule is developed from proposed and rough schedules prepared by the senior advancement man responsible for the trip. The Advance Office also prepares trip cards for Presidential guests and White House Staff members who accompany the President on trips. In addition, the Advance Office is responsible for manifesting Presidential guests and White House Staff members on Presidential aircraft.

2. Coordination with Support Elements

The Advance Office will coordinate all Presidential travel with the various offices in the White House, e. g. Congressional relations, the Vice President's office for Governors' contacts, the Military office, the Secret Service, Speechwriters, Press and Television. In addition, we will coordinate with The Committee for the Re-election of the President and the Republican National Committee, as well as their State Chairmen, National Committeemen and Committeewomen, State Finance Chairmen, County Chairmen, etc. The relationships that we have established with these various offices is excellent and should continue to grow as we close in on Campaign '72.

3. Advancemen

I fully expect to have no less than 30 seasoned lead Advancemen in a position to go full time by the first of July. With the Convention and Campaign falling back to back, I see no way to set our sights on anything less. We are very fortunate to have men such as Allan Walker, Bill Lieber, Tom Meurer, Jim Kolstad, Jim Blair, etc., that will be willing to join the Nixon Campaign on a full time basis at approximately that time. A problem that we must face is that we will have to be able to absorb this expansion. Does The Committee pay their salaries, or does the RNC or who?

We are presently working with The Committee, specifically Bart Porter, on providing names which can be used for the Surrogate Program. It has been determined that these men are good but not of the quality needed for the President.

a. Recruiting

The recruiting process is a continuing effort and will be such until approximately June 1st of 1972. We will continue to use any sources that can provide potential Advancemen including the manpower Fred Malek is presently working on.

b. Training

On future domestic Presidential trips we will use as many trainees as possible. Realizing of course, that Presidential travel will be limited between now and the first of the year, and with a series of foreign trips in the early part of 1972, this will make training difficult. Therefore, we plan to utilize these trainees for members of the First Family, the Cabinet and Surrogates. Knowing it's an entirely different ballgame, it will at least give us an opportunity to evaluate their individual capabilities in order to determine if they are Presidential material. The manual is completed, as is the checklist, and there will be periodical seminars conducted.

4. The First Family

The Advance Office, as of this date, is assuming the responsibility for advancing Julie Eisenhower. The Advance Office will work closely with both Dave Parker, on Julie's schedule, and Coral Schmid on advancing. We presently have assigned one Advanceman that is available to Julie 100% of the time and we are working with Coral Schmid to provide two additional names for Julie and will continue to provide more Advancemen as the need arises.

I am presently assuming that somewhere down the road the responsibility for scheduling and advancing Mrs. Nixon and Tricia will also be coordinated by the Advance Office, in June, 1972, if not sooner, in conjunction with Mrs. Nixon's staff. If this assumption is correct, then we should consider that an additional desk be added to the Advance Office with total First Family responsibility.

I am presently breaking down the Advancemen that I do not feel are of Presidential material based on age, maturity and ability but who I feel could advance members of the First Family.

5. Convention

It appears that Bill Timmons is beginning to rely heavily on the Advance Office for support and guidance. I have initially assigned as project officers to work in conjunction with Timmons and myself on the following areas of the '72 Convention:

Dewey Clower	Housing
Mike Duval	Communications
Jon Foust	Rallies, indoor and outdoor
Bill Henkel	Transportation
Mike Schrauth	Escorts

These men are only involved in formulating plans and in setting up specific guidelines, procedures and instructions on how to execute. Timmons has indicated that he will require a great deal of manpower and it is hopeful that the Advance Office will be able to provide some of this manpower in order that the various activities be handled properly and executed precisely. I definitely feel that our manpower should be utilized but that it should be controlled by the Advance Office in conjunction with Timmons.

The Advanceman involvement in the '68 Convention was overdone and probably could have been done as effectively by one half the manpower as was present. I plan to work closely with Timmons in coordinating these various activities.

The present plan is for Bill Timmons and his staff to move to San Diego on or about the first of July. I expect to be moving to San Diego at approximately the same time. Mike Schrauth will run the Advance Office. I also plan on involving the Presidential Advancemen as much as possible specifically in the areas where they can gain experience in the real campaign rally activities, i. e. the large galas, airport rallies for delegates, the floor demonstrations, etc.

6. Campaign

It must be understood that there is little experience in the ranks of present Advancemen in putting together a large campaign type rally with all the frills of confetti, balloon drops, balloon rises, banners, multi-Nixon signs, etc.

Nor are there Advancemen seasoned in handling large ticker tape parades. I'm the only one left with that experience. It may be that the position of the Presidency will dictate that none of these techniques be used. If that's the case then we're in good shape. If it's not the case, it will be necessary to coordinate with the Convention for the senior Advancemen to get this experience.

7. Facilities

I recommend that the Advance Office continue in its present office facilities on the third floor OEOB. As we get into 1972 and begin to expand the staff it will become necessary to expand the office facilities.

If a problem develops with respect to the nature of our business (political, etc.) or our need for expanding in the future, then consideration should be given to moving the entire operation to offices provided by The Citizens' Committee.

C. Presidential Travel

I see little change in the manner in which the President will continue to travel. We are prepared for the maximum amount of travel but expect very little. I do not feel we can afford to be caught in a position like 1970 when the feeling was that the President would travel very little and ended up traveling a great deal. We were not prepared Advanceman-wise specifically on experience, and I feel very fortunate that no major incidents transpired which could have embarrassed the President.

Traveling staff during the campaign:

H. R. Haldeman
D. Chapin
S. Bull
R. Ziegler
L. Higby
D. Moore
P. Buchanan
2 speechwriters
Rose Mary Woods
Scali?
Finch?
Rumsfeld?
T. V. Man
Doctor
Military Aide
Martinez
2 speechwriters' secretaries
Oldenberg

III. FOUR PERIOD BREAKDOWN

The breakdown for the proposed expansion of the Advance Office falls into four periods:

A. Present to End of 1971

1. Pick up responsibility for advancing Mrs. Julie Eisenhower.
2. Provide Advancemen on an as needed basis to Citizens to support the surrogates program.
3. Conduct two week-end seminars for Advancemen.
4. Add one secretary.

B. January 1972 to June 1972

During this period there will be extensive foreign travel and limited domestic travel.

Goals during this period are:

1. Add two desk men/women to Advance Office staff.
2. Add two secretaries to Advance Office staff.
3. Add five to ten senior Advancemen to full time status in Advance Office.

NOTE: Advance Office fully staffed by June 1st.

4. Recruit and train new Advancemen who have been screened and interviewed.
5. Conduct three advance seminars.
6. Wrap up all recruiting and training of advance trainees by June 1st.
7. Pick up responsibility for advancing Mrs. Nixon and Tricia Cox.
8. Plan and organize for convention and campaign.

C. June 1972 to September 1972

1. Plan First Family participation in convention.
2. Walker to San Diego with one secretary in June.
3. Gradual build-up of Advancemen in San Diego on an as needed basis.
4. Make arrangements for 15 to 20 lead advancemen to be available on a full time basis.
5. Conduct recap seminar for senior and lead Advancemen of updated techniques and criterea for the convention and campaign.
6. Re-evaluate status of Advance Office and how it is organized and executed. Advise as to any necessary additions or deletions.

D. September 1st to November 7th

Campaign

THE WHITE HOUSE

WASHINGTON

November 3, 1971

TO: DWIGHT L. CHAPIN
FROM: RONALD H. WALKER
RE: THOUGHTS ON THE PLANNING FOR 1972

I. OVERALL STRUCTURE

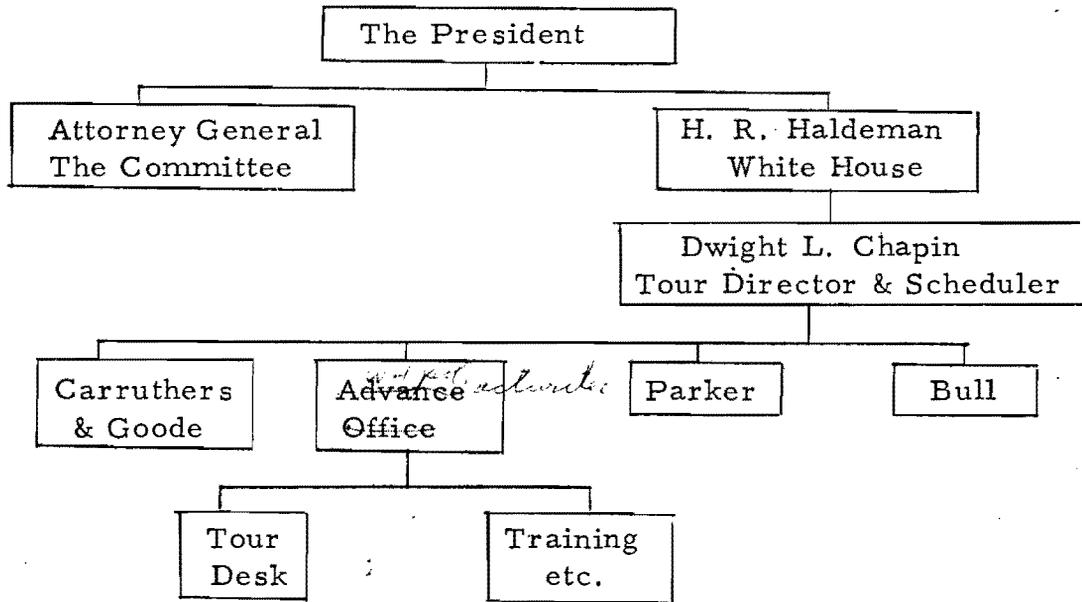
- A. In 1972, unlike 1968, all elements of the Republican Party will be working for the re-election of President Nixon. Therefore, the basic thrust now should be to insure that there be close coordination between the White House, The Committee, and RNC.

A basic problem that always is found in any Presidential travel is the proper notification of those very touchy elements found all through the Republican organization (e. g. Congressional types, Governors, State Chairmen, National Committeemen and Committeewomen, State Finance and now the State Committee Chairmen).

If each of these individuals is not properly notified from the very outset, we stand to lose credibility and cause problems not only for the President but for those members responsible for his visit.

Therefore, once again I state how very important it is that an overall coordinated effort be rendered on behalf of the President. I would also go one step further and say this applies to the First Family, the Vice President, various Cabinet and Senior White House and Administration officials and surrogate candidates traveling into the various states.

B. Possible Organization



C. The overall strategy will be planned at a very high level. The tone and intent of the President's posture will be determined during the course of 1972. I see it as one of two ways: television and little travel or television and a lot of travel. The President, the Attorney General and Mr. Haldeman will pretty much determine the posture.

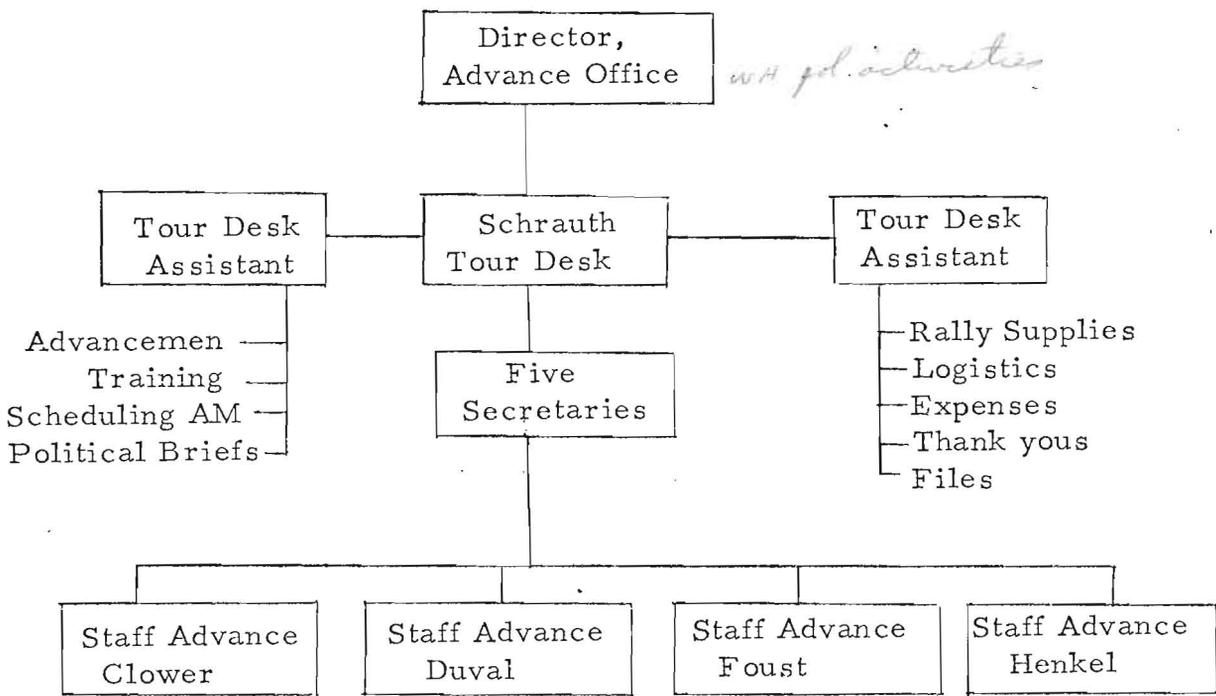
The in-house operation will continue to be under the jurisdiction of Mr. Haldeman with Mr. Chapin acting as both master scheduler and tour director. The staff will remain the same as it is now with, I would imagine, considerable beefing up on individual or all staffs predicated on how the campaign unfolds.

The staffs are basically:

1. Television
2. Scheduling
3. Presidential Appointments and Movements
4. The Advance Office

This memo is specifically concerned with the Advance Office.

II. ADVANCE OFFICE



*TV advance
press advance*

B. Advance Office Manpower

The following breakdown is current:

White House Staff Advancemen	5
Ron Walker	
Dewey Clower	
Mike Duval	
Jon Foust	
Bill Henkel	
Part -time Advancemen	17
Trainees	<u>62</u>
GRAND TOTAL	84
(See attached breakdown)	

C. Background

There has been a considerable amount of discussion regarding the posture the scheduling and Advance operation should take during the up-coming year.

It is my personal opinion that the Advance Office has pulled together all the loose ends that have caused numerous problems in the past. We very seldom now have problems with Congressional Relations, Governors' offices, the military, Secret Service, etc. We have been able to establish a focal point for all those concerned with Presidential travel. For the most part, we have all the input, all the answers and are experienced enough to know to whom and when we can talk. A degree of performance has been reached in the past few months I think we can all be proud of.

In order to maintain this high level of efficiency it is going to be absolutely necessary to expand personnel-wise the Advance Office during the first six months of 1972. This expansion will encompass a finer breakdown of responsibilities and overall control as the posture of the 1972 Campaign begins to take form. It will direct to what degree the Advance Office expands.

I fully expect to have no less than 30 seasoned lead Advancemen in a position to go full time by the first of July. With the Convention and Campaign falling back to back, I see no way to set our sights on anything less. We are very fortunate to have men such as Allan Walker, Bill Lieber, Tom Meurer, Jim Kolstad, Jim Blair, etc, that will be willing to join the Nixon Campaign on a full time basis at approximately that time. A problem that we must face is that we will have to be able to absorb this expansion. Does The Committee pay their salaries, or does the RNC or who?

Secretarial help should be obvious. I am looking to hire two additional secretaries after the first of the year and an additional two or more prior to July 1st, predicated on need. How they are paid will also have to be resolved. I am presently talking about two additional desk men. We may find we need more. I am assuming that The Committee will coordinate and be responsible for celebrities, Nixonaires, Nixonettes, voices for Nixon, rally equipment, financing, transportation, polling input, political input, Congressional input, Governors' input and RNC input.

D. Recruiting and Training

Obviously we will continue to leave no stone unturned in finding and training men to Advance the President. The manual will continue to be updated and I would assume the seminars will be more frequent and quite possibly larger in attendance. We will continue to interview and screen, and allow various candidates to participate in one or more stops before he receives a manual and attends a seminar.

NOTE: We are constantly looking for a possible plant and take every precaution such an incident does not occur. I am confident our screening process is the answer.

III. PRESIDENTIAL TRAVEL

- A. I see little change in the manner in which the President will continue to travel. We are prepared for the maximum amount of travel but expect very little. I do not feel we can afford to be caught in a position like 1970 when the feeling was that the President would travel very little and ended up traveling a great deal. We were not prepared Advanceman-wise specifically on experience, and I feel very fortunate that no major incidents transpired which could have embarrassed the President.

It must be understood that there is little experience in the ranks of present Advancemen in putting together a large campaign type rally with all the frills of confetti, balloon drops, balloon rises, banners, multi-Nixon signs etc.

- B. Nor are there Advancemen seasoned in handling large ticker tape parades. I'm the only one left with that experience. It may be that the position of the Presidency will dictate that none of these techniques be used. If that's the case then we're in good shape. If it's not the case, I'm going to be pretty busy.

- B. Traveling staff during the campaign:

H. R. Haldeman
D. Chapin
S. Bull
R. Ziegler
L. Higby
D. Moore
Speechwriter
Rose Mary Woods
Scali?
Finch?
Rumsfeld?
Laird?

Military Aide
Martinez
Speechwriter Secretary
Speechwriter Secretary
Oldenberg

IV. THE FIRST FAMILY

I am presently assuming that somewhere down the the road the responsibility for scheduling and advancing members of the First Family will be coordinated by the Advance Office, in conjunction with Mrs. Nixon's staff. If this assumption is correct, then we should consider that an additional desk be added to the Advance Office with that total responsibility.

I am presently breaking down the Advancemen that I do not feel are of Presidential material based on age, maturity and ability but who I feel could advance members of the First Family.

V. THE CONVENTION

It appears that Bill Timmons is beginning to rely heavily on the Advance Office for support and guidance. I have initially assigned as project officers to work in conjunction with Timmons and myself the following:

Dewey Clower	Housing
Mike Duval	Communications
Jon Foust	Rallies, indoor and outdoor
Bill Henkel	Transportation
Mike Schrauth	Escorts

I realize, of course, that these men are only involved in the formulating stages, setting up specific guidelines, procedures and instructions to execute. Timmons has indicated that he will require a great deal of manpower and it is hopeful that the Advance Office will be able to provide some of this manpower in order that the various activities be handled properly and executed precisely. I definitely feel that our manpower should be utilized but that it should be controlled by the Advance Office in conjunction with Timmons.

The Advanceman involvement in the '68 Convention was overdone and probably could have been done as effectively by one half the manpower as was present. I plan to work closely with Timmons in coordinating these various activities.

PRESIDENTIAL ADVANCE STAFF

Ronald H. Walker, Director
Michael R. Schrauth

Lead Advancemen: (21)

Sandy Abbey	Bill Henkel
Bob Barron	Jim Kolstad
Jim Blair	Bill Lieber ✓
Dewey Clower	Phil Martyr
Mike Duval	Angus McBain
Jon Foust	Tom Meurer ✗
John Gartland	Bill O'Hara
Jack Goldsborough	Jack Pettit
John Guthrie	Allan Walker ✓
Allen Hall	Stu White
Allan Haworth	

Trainees who have been on at least one trip during 1971: (16)

Doug Blaser	(Loma Linda)
* Patrick Butler	(Mobile, Canton)
* Hugh Caldwell	(Tulsa, Montana)
* Red Cavaney	(Camp Pendleton, Loma Linda)
* Mike Davey	(New Hampshire, New York City-K of C)
Mike Duffey	(Wright-Patterson)
Calvin Frye	(West Virginia)
John Gildea	(Springfield)
Keith Kretchmer	(Washington)
Tom Malatesta	(Camp Pendleton)
Bill Meeker	(Detroit)
* Bill Moeller	(Atlantic City, Springfield, North Carolina)
* Gregg Morrell	(Portland, Ore.)
* Jim O'Brien	(D. C. -Woodrow Wilson Center)
Eric Stoer	(Maine)
* Wayne Whitehill	(Loma Linda)

* Definite lead material

Trainees who have never been out: (46)

<u>NAME</u>	<u>HOME STATE</u>
Harold Beery	California
Albert Bissmeyer	New York/New Jersey
David Bottoms	New York
Donald Brock	D. C. - Virginia
John Burke	D. C.
James Caraher	Pennsylvania
Lucius Carroll	Tennessee
John Cater	Texas
Paul Christian	Ohio
Eric Courtney	New Jersey
Edward Cowling	D. C.
Dan Davis	New York
David Forward	D. C.
Robert Goodwin	Iowa
Michael Harvey	Nebraska
Raymond Hebert	New York/Connecticut
John Hilton	New York
Rob Johnson	Illinois
Neal Kaminsky	California
William Keahon, Jr.	Connecticut
Thomas King	Indiana
Joseph Lake	Utah
Peter Larson	D. C.
Bert Levine	D. C.
William Lynch	Illinois
Robert Lyons	D. C.
Ken McGuire	New York
Emmett Moore	Texas
William Morehead	Ohio
Donald Morency	D. C.
Peter Ochs	California
William Olson	D. C.
Ned Polk	Texas
Howard Pyle	D. C.
Peter Regan	New York
Richard Roks	California
Clyde Slease	Pennsylvania
Dick Smith	Texas
William Soards	Indiana

Phil Straw
Tony Thompson
Raymond Walsh
~~Lou Webb~~
Chuck Werner
Bernie Windon
Frank Wolf

D. C.
D. C.
New York
~~Arizona~~
New York
Illinois
D. C. - Virginia

September 16, 1971

MEMORANDUM FOR: H. R. HALDEMAN

VIA: DWIGHT L. CHAPIN

FROM: STEPHEN BULL *SB*

RE: Scheduling of Senator Goldwater and
Other Surrogate Candidates

A memorandum dated September 2nd from Mr. Haldeman to Mr. Chapin directed the establishment of a procedure for working with Senator Goldwater's schedule and assigning advance support to him. The implementation of such a program immediately introduces a much broader subject with which we will have to deal in the very near future, namely, the total program for surrogate candidates. In fact, since the September 2nd memorandum, Secretary Connally has been added to the list of those who should be supported by an advancement. Therefore, the subject of this memorandum is intended to be:

1. General discussion of the manner in which Administration speakers (i. e., surrogates) are currently handled.
2. What the various recommendations are from staff members as well as officers at the Citizens Committee headquarters.
3. A concensus recommendation for the establishment of a surrogate program.

Present Speakers' Program

Currently all turndowns of invitations to the President that have any significance or potential are referred to Pat O'Donnell in Chuck Colson's office by Dave Parker. Pat O'Donnell subsequently evaluates the invitation and considers an appropriate Administration spokesman to fill the speaking engagement. The evaluation is done pretty much solely by Pat and, according to him, his criteria include many elements such as whether the event is in a key State, type of event, the media area, etc. At this point Al Snyder and Van Shumway become involved, Al arranging for appearances on TV shows in the area where the event is to be held, and Van arranging for newspaper interviews with the Administration official.

The Administration spokesmen are limited to members of the White House staff (approx. 8), OMB (approx. 3), members of the Cabinet (approx. 12), members of the Sub-Cabinet (approx. 20), occasionally Senator Dole, and occasionally some outsiders, e. g., Pat Moynihan.

Pat O'Donnell is the scheduler and head of the Speakers' Bureau program, and reports to Dick Howard and Chuck Colson. The Speakers' Bureau program is now running fairly effectively, but the job of making use of Administration spokesmen, even now during this "non-political" and relatively inactive time, can and should be done better. When we get into the campaign situation which is rapidly approaching, the amount of activity will be multiplied manyfold.

Currently I discern a lack of overall strategy to the manner in which the speakers' program is operated, particularly as it relates to campaign strategy. Specifically, there is no guiding philosophy that seems to dictate who should go where and why except for where the President is concerned. There are certain guidelines that have been laid out such as designating Sec. Volpe as the Administration spokesman to address labor groups, but there does not yet seem to be an understanding of the overall strategy that would place Administration spokesmen in regional areas where they could do the most good for the President politically.

Possible Approaches to a Surrogate Program

In 1968 John Whitaker, who scheduled Candidate Nixon, also scheduled the surrogates. An individual was assigned the task of actually running the surrogate candidates, and second and third string advancement were used to serve these surrogates. In 1970 Nick Ruwe operated the surrogate program which was less complex than that of 1968 and depended more on Administration spokesmen.

In a discussion of a surrogates program, John Whitaker laid forth the basic philosophy that the principal objective should be to find an event for the appropriate spokesman for an appropriate area, and let that event be the vehicle to get him into the area. Once in the area, however, the event becomes secondary to a more important operation which would be to give the surrogate the widest exposure which can usually be obtained by getting him on TV talk shows, special interviews with the newspapers, and all of the things that we are supposedly doing now with our current speakers' program.

John Dean has expressed to Colson and others that the campaign be kept out of the White House and that only the President and Vice President be scheduled politically from here. He has even suggested the possibility that the First Family be scheduled out of 1701. This plan would go into effect after the official kickoff of the campaign, presumably after the first of the year, or maybe as late as August.

Chuck Colson recommends that for a period of time, possibly up to the Convention, we continue to handle through the Speakers' Bureau all Administration representatives they currently handle for all official, non-political events. In order to avoid placing campaign or political activities in the White House, a parallel operation should be established at 1701 to handle all political activities, including fund-raisers. A representative, to be determined, from 1701, would work directly with Pat O'Donnell to coordinate political and non-political events. This would provide the capability for including a political event in conjunction with the Administration spokesman's attendance at the official non-political event. 1701 would be directly responsible for the scheduling and handling of all Administration spokesmen for political events, as well as all non-Administration spokesmen specifically designated as surrogates, including Senator Goldwater and other Congressional spokesmen, Governors, and selected outside speakers such as Mrs. Mitchell. Jeb Magruder has put forth this recommendation, and concurs with the above.

On July 28 Jeb Magruder submitted a memorandum from Don Rumsfeld and a task force which studied surrogates, to the Attorney General, a copy of which was submitted to Mr. Haldeman, setting forth a preliminary recommendation for "SPOKESMEN RESOURCES", which is, in effect, the 1972 surrogate program. The recommendations in that memorandum are summarized as follows:

1. Cabinet, selected agency heads and White House staff members be scheduled in the Colson/O'Donnell operation for the remainder of 1971.
2. The President and Vice President continue to be handled separately.
3. Magruder will designate a staff man to operate Spokesmen Resources from 1701. He will coordinate his activities with the Speakers' Bureau.

4. RNC handle Congressmen until the end of 1971.

Note: Subsequent verbal modification from Jeb would give the RNC the routine Congressmen. The designated surrogates would be handled through 1701.

Recommendation for a Surrogate Program

This is where I may be overstepping my bounds and getting myself into trouble, but it appears to me that the overall campaign strategy is still obscure to the operatives, i. e., the Howards, the Porters and the O'Donnells who have been charged with the responsibility for implementing some of the specific tactics for campaign '72. A surrogate program should be one of the major tactics directly related to the overall strategy. By the end of 1971 the President will probably have visited all 50 States and, from what little I have learned about what will be the President's posture during the campaign, there will be emphasis on major TV appearances, much less personal campaigning than in 1968, and much of the campaign period will be spent being the President as opposed to being the candidate. This means that the personal appearances will be through the surrogates in the key States.

Considerations for Surrogate Program

1. "Key States" is a fluid entity that will probably be readjusted as the campaign develops. For planning purposes in the formulation of the surrogate program, those States, and perhaps specific areas within the somewhat larger States, need to be specified to those who will operate the program. The Magruder memo to the Attorney General lists 21 States as "key States". This figure includes primary States. I have also heard other figures. One of the questions is--where should be the area of emphasis.
2. The aforementioned memorandum provides a listing of potential surrogates, utilizing four categories: "Cabinet", "White House Staff", "Agency Heads", "Others". There is no category for Congressmen or Governors. The list that is submitted will undoubtedly be modified and is probably intended as a first draft. Jeb Magruder advises verbally that a tentative list of Governors and Congressmen is currently being prepared. At some point in the near future, however, we need to get a firm list of Governors and Congressmen who can fill the role of surrogate for the President.

3. Scheduling - there appear to be two major types of scheduling for surrogates:
 - (a) Opportunity Scheduling - an event for which a specific man is appropriate for a specific function (e. g. , Senator Goldwater to the YAF Convention).
 - (b) Creative Scheduling - finding an event that acts as a vehicle to get the proper spokesman into the right area so that he, with the support of the Snyders, Shumways, and the advance operation, can maximize his exposure through the regional media as well as our established techniques of promotion and communication.
4. That individual or group responsible for scheduling the surrogate must be fully familiar with the overall strategy, the points of strength and weakness in the various areas, and the availability of the surrogate so that maximum benefit from the event of the surrogate visit can be realized.
5. Right now the talent and resources are in the White House and
• 1701 is incapable of providing the necessary support to operate a full-fledged surrogate program.

Specific Recommendations for Surrogate Program

A meeting was held in Dwight Chapin's office on Tuesday, September 14, which was attended by Messrs. Chapin, Colson, Magruder, Strachan and Bull. Following are recommendations for a surrogate program resulting from that meeting:

1971

1. Between now and mid 1972, Chuck Colson continue to operate the Administration spokesmen for official, non-political events, through the existing Speakers' Bureau program.

Approve _____ Disapprove _____

2. Senator Goldwater, other Congressional spokesmen designated as surrogates, selected Governors, and all Administration spokesmen participating in strictly political events will be scheduled, coordinated, and handled through 1701. 1701 would be responsible for providing full support for these political activities, including arrangements for TV appearances, newspaper interviews, and essentially the same support that the Speakers' Bureau provides Administration spokesmen for official functions.

Approve _____ Disapprove _____

3. Coordination between activities of the Speakers' Bureau for official functions and 1701 for political functions will be accomplished through Pat O'Donnell, and the 1701 representative, who will work together in this effort.

Approve _____ Disapprove _____

4. Ron Walker has a sizeable list of advancements, some of whom are untested, others who are not ready to be lead advancements. Ron would make these advancements available to the Speakers' Bureau and 1701 for their respective activities. This would provide training for the new advancements and better results on the road for the spokesmen.

Approve _____ Disapprove _____

5. Progress reports and evaluations of appearances by political surrogates would be submitted by Jeb Magruder to the Attorney General and Mr. Haldeman upon request.

Approve _____ Disapprove _____

1972

1. The Speakers' Bureau will continue to schedule and operate the official spokesmen for official non-political functions up through the Convention and perhaps even afterwards. 1701 will develop its political surrogate program, staffing up appropriately and commensurate to the development of the campaign.

Approve _____ Disapprove _____

2. The decision on who schedules and advances Mrs. Nixon and the First Family will be made as the Convention approaches.

Approve _____ Disapprove _____