

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>
12	9	11/2/1971	<input type="checkbox"/>	Campaign	Memo	From Gordon Strachan to C.W. Colson. RE: Campaign Plan-Young Voters for Nixon and Communications Plan. 1 pg.
12	9	10/28/1971	<input type="checkbox"/>	Domestic Policy	Memo	From Gordon Strachan to Haldeman. RE: Klein's Campaign Communications Plan. 2 pgs.
12	9	10/26/1971	<input type="checkbox"/>	Domestic Policy	Memo	Unknown author to the Attorney General. RE: Review of Herb Klein's Campaign Communications Plan. 12 pgs.
12	9	10/14/1971	<input type="checkbox"/>	Domestic Policy	Memo	From Herbert G. Klein to The Attorney General. RE: The Plan for a Coordinated Communications Effort, 1972 Presidential Campaign. 66 pgs.

Administratively Confidential

November 2, 1971

MEMORANDUM FOR:

C.W. COLSON

FROM:

GORDON STRACHAN

SUBJECT:

Campaign Plan - Young Voters
for Nixon and Communications
Plan

You asked for a copy of Ken Rietz' Campaign Plan - Young Voters for Nixon. Bob's copy is attached. When you have finished reviewing it, could you return it for our files?

A copy of Herb Klein's Communication Plan is attached. Klein submitted it directly to the Attorney General, who asked Cliff Miller and Jeb Magruder to abbreviate the 67 page Klein memo and make recommendations. This abbreviation with the Attorney General's comments are also attached.

Attachments

GS:elr:lm

October 28, 1971

Not sent to CWC

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR: H. R. HALDEMAN
FROM: GORDON STRACHAN
SUBJECT: Klein's Campaign Communications Plan

Herb Klein prepared a 67 page campaign communications plan which Jeb Magruder and Cliff Miller abbreviated for the Attorney General's review. A copy is attached with the Attorney General's decisions.

Several items require your review. If you concur with the Attorney General's decisions, you will have to authorize the changes in White House Staff personnel and functions.

The 10 decisions which will cause problems include:

- 1) The designation of a full-time liaison officer on Ziegler's staff to coordinate White House and Campaign press information (Tab A, #1) pg 1);
- 2) The establishment of a Communications Policy and Planning Board to advise on "communications" policy. The board would be chaired by the Campaign PR/Media Director and not Klein (Tab B, #1) pg. 2);
- 3) That the Buchanan-Allen Presidential news summary be available to top-level campaign staff (Tab B, #4) pg 3);
- 4) The designation of the Domestic Council, Klein's staff and Ray Price's office as the groups responsible for written articles and interviews during the campaign (Tab B, #7) pg 4);
- 5) The transfer of White House mailings (currently done by Colson's office) to the Committee after Feb. 1 (Tab C, #1, page 4);
- 6) The preparation of an issues "Red Book" by the Committee (Tab C, #4, page 5);
- 7) The centralization of the Truth Squad and audio spots at the Committee (Tab D, #4, page 6);

8) Van Shumway would be the Deputy Director of PR at the Committee (Tab E, #2, page 7);

9) That the Committee use an independent mailing house as well as RNC facilities (Tab E, #6, page 8);

10) The Middle Level Strategy Group controls communication plans in the primary states (Tab F, #1, page 9).

GS:elr

COMMITTEE FOR THE RE-ELECTION OF THE PRESIDENT

Send
to CW C

1701 PENNSYLVANIA AVENUE, N.W.
WASHINGTON, D. C. 20006
(202) 333-0930

October 26, 1971

DETERMINED TO BE AN

ADMINISTRATIVE MATTER

E.O. 12055, Section 6-102

By Empress MARS, Date 1-17-80

CONFIDENTIAL

MEMORANDUM FOR THE ATTORNEY GENERAL

SUBJECT: Review of Herb Klein's Campaign Communications Plan

Herb Klein and his staff have prepared a thorough and thoughtful communications plan for the coming campaign which we feel can provide the basis for a very effective PR/Media effort in 1972. Because the plan runs to 67 pages, we thought it might be helpful to you if we presented, in somewhat briefer form, Herb's various recommendations, and our thoughts concerning each. His memorandum is organized in such a way that key recommendations for each area of the campaign communications effort are summarized at the end of each tab, and this memorandum briefly reviews those recommendations, and our thoughts on them:

TAB A -- THE WHITE HOUSE PRESS OFFICE

1. Klein recommendation: That a full-time liaison officer be designated on Ron Ziegler's staff to coordinate information between the White House press office and the campaign press section.

Our recommendation: Concur -- but he would not need to begin until January.

Approve X Disapprove _____ Comment _____

2. Klein recommendation: That a full-time photo editor be hired during Phase Two, which is the time from the President's announcement to the convention, (paid by the campaign committee and working from there) to work with the White House photo office to make maximum use of Presidential and First Family photographs in the campaign.

Our recommendation: Decide in January if such a photo editor is necessary. Perhaps he might work with Leonard at the RNC.

Approve X Disapprove _____ Comment _____

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3. Klein recommendation: That a photographer be added to the campaign staff prior to the convention to work under the photo editor.

Our recommendation: Concur -- tentatively. A photographer would be helpful for taking non-Presidential pictures. Also, we might use ~~a free lancer~~ to save money.

Approve X Disapprove _____ Comment _____

4. Klein recommendation: That early during Phase Two, key representatives of the various communications offices and other offices requiring immediate and frequent access to the campaign plane and to each other (through telex, etc.) meet to determine the need for facilities and equipment beyond that already available. (General Redman has requested that he be brought into any such discussions involving the President's travel as early as possible since he has the responsibility for this aspect.)

Use liaison officer for this

Our recommendation: Concur.

Approve X Disapprove _____ Comment _____

TAB B -- DIRECTOR OF COMMUNICATIONS

1. Klein recommendation: That a Communications Policy and Planning Board be instituted at the beginning of Phase Two (primary stage) with Klein as chairman and that this board meet regularly to coordinate top-level communications policy and planning throughout the campaign.

Our recommendation: Concur -- in part only. This Communication Policy and Planning Board is basically Klein's Saturday morning planning group, which can be most effective in an advisory capacity. With Klein and other members of this group frequently on the road, it would not be possible for such a group to "coordinate" communications policy throughout the campaign. It would, however, be possible for the group to make recommendations, most of which ought to be approved by you.

However, a group should be put together to coordinate and plan communications policy, and this group would include many of the members of the Saturday group such as Klein, Ziegler, Nofziger, and perhaps Colson (or their alternates). Since Klein does travel frequently, it is our recommendation that this group be chaired by our campaign PR/Media Director and include the above three or four members.

Approve X Disapprove _____ Comment _____

2. Klein recommendation: That Klein's responsibility for administration media liaison be expanded to include coordination of the media liaison activities of all campaign-related offices.

Our recommendation: Disapprove. It would be inappropriate for a major government official such as Klein to have such a direct campaign role. Also, it is not practical to expect that the Klein office could assume the role of "coordinating" Lyn Nofziger's operation at the RNC and the press/PR operation here. While, again, it could act in an advisory role, we do not believe that Klein's travel and other duties would permit him the time necessary to effectively coordinate and approve all the major decisions which the campaign communications office will have to make.

Approve X Disapprove _____ Comment _____

3. Klein recommendation: That the Republican National Committee research office serve as the backbone of all campaign-related research offices and, further, that the RNC be instructed to increase its subscriptions so as to monitor all newspapers with 100,000 circulation, increase its staff to ensure these papers are clipped promptly and xeroxed for all offices it services, and be fully operational by the beginning of Phase Two.

Our recommendation: Concur. The National Committee's research division is the proper place for these activities to be centrally housed.

Approve X Disapprove _____ Comment _____

4. Klein recommendation: That no additional campaign press summary be instituted but that the Buchanan-Allin Presidential news summary be available to top-level campaign staff and be supplemented with regular campaign news supplements.

Our recommendation: Concur. The quality of the Buchanan-Allin Presidential news summary could not be duplicated at a campaign office. And it would be pointless to try.

Approve X Disapprove _____ Comment _____

5. Klein recommendation: That a full-time person be assigned to Klein's staff during Phase Two to monitor all editorial endorsements, prepare Presidential thank-you letters for endorsements, and circulate weekly lists of editorial endorsements to campaign staff.

Our recommendation: Concur. The White House is the proper place for this kind of activity. Klein's staff did this in 1968.

Approve X Disapprove _____ Comment _____

6. Klein recommendation: That the Klein research office service all other campaign-related offices as the central repository of information concerning editorial opinion throughout the country and that an additional research assistant be hired at the beginning of Phase Two to assist with the media monitoring effort during the campaign.

Our recommendation: Disapprove. The Buchanan-Allin office at the White House has demonstrated many times during the last two years that its editorial collecting activities are far superior to those of any other office. Therefore, the central repository of information concerning editorial opinion throughout the country should be in the Buchanan-Allin office, backed up by the RNC research operation.

Approve X Disapprove _____ Comment _____

7. Klein recommendation: That an Articles Editor be assigned to Klein's staff at the end of Phase Two to coordinate all media requests for written articles and interviews during the general election campaign.

Our recommendation: Concur -- in part. The people who did this in 1968 are presently on Klein's staff, and would be in a good position to supervise much of this activity once again. Also, some of this activity should be at the White House rather than the campaign, since requests of these kind will normally come to the President at the White House rather than the candidate at campaign headquarters. This activity will need to be closely coordinated with Ray Price's office. However, while the Klein-Price offices can handle much of the non-political work in this area, a great deal of the election-oriented political work should be done here in our PR/Media office.

Price
Concur

Approve X Disapprove _____ Comment _____

TAB C -- MR. COLSON'S OFFICE AND OTHER WHITE HOUSE OFFICES

1. Klein recommendation: That White House mailings continue to be coordinated through the Colson staff and handled by the RNC.

Feb 1 move over to WHM. Feb

Our recommendation: Concur. This mechanism has been built very carefully during the last three years and has proven to be very effective. We are working to improve it and add new lists.

Approve _____ Disapprove _____ Comment _____

2. Klein recommendation: That key campaign spokesmen continue to be scheduled through the White House and that their media arrangements continue to be coordinated through Klein's office.

Our recommendation: Disapprove. Campaign spokesmen should be scheduled through the campaign operation and their media arrangements made through both the media office here and that at the White House. You have already decided that the scheduling should be here under the direction of Bart Porter.

Approve _____ Disapprove _____ Comment _____

3. Klein recommendation: That, assuming that a separate Speakers Bureau is established under the Campaign Committee, a speakers media coordinator be added to the Committee's communications staff to arrange media schedules for other speakers.

Our recommendation: Concur.

Approve _____ Disapprove _____ Comment _____

4. Klein recommendation: That, to ensure all speakers are fully briefed on issues and political related subjects, consideration be given to having the RNC prepare (1) an issues briefing book, and (2) a condensed version of the so-called 1968 "Red Book."

Our recommendation: Concur -- in part. This should be supervised and directed from campaign headquarters under the direction of Bob Marik. This is in Peter Flanigan's research proposal.

Approve _____ Disapprove _____ Comment _____

TAB D -- THE REPUBLICAN NATIONAL COMMITTEE

1. Klein recommendation: That the RNC activate an Answer Desk operation to provide daily summaries of both answers to the opposition's

charges and lines of attack against the opposition, and that this be fully operational at the beginning of Phase Three (after the convention).

Our recommendation: Concur -- tentatively. Perhaps we will see in the next few months that the proper location for this is here at committee headquarters. But this decision need not be made now.

Approve X Disapprove _____ Comment _____

2. Klein recommendation: That the Truth Squad program be coordinated through the RNC and that a full-time press/PR man be assigned to handle advance media contacts and provide briefing and speech material.

Our recommendation: Concur -- again tentatively. It may be that we will feel later on that the proper location for the Truth Squad program is at this committee, working closely with our scheduling operation.

Approve X Disapprove _____ Comment _____

3. ~~See #1 under Tab E.~~

4. Klein recommendation: That the RNC continue to handle its video operation but that the spotmaster system for audio cuts for radio stations be placed under the control of the campaign committee.

Our recommendation: Concur. This is very important. The video operation films Administration officials and Congressmen for use on local TV stations. The audio spotmaster system should be moved here.

Approve X Disapprove _____ Comment _____

TAB E -- COMMITTEE FOR THE RE-ELECTION OF THE PRESIDENT -- PRESS/PR

1. Klein recommendation: That a strong PR director, with a news background and abilities as an administrator, be hired as soon as possible.

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Our recommendation: Concur -- but December or January would be soon enough.

Approve X Disapprove _____ Comment _____

2. Klein recommendation: That a Deputy PR Director, able to back up the Director in all areas, be on board by the beginning of Phase Two, and that this person also head the News Bureau.

Our recommendation: Concur -- see recommendation at the end of this memorandum. The need here is immediate -- November 1.

Approve X Disapprove _____ Comment _____

3. Klein recommendation: That a Radio-TV Director be hired early in Phase Two to coordinate campaign-related uses of national and regional television and radio, including appearances for speakers and surrogates, working closely with the Klein operation (Snyder).

Our recommendation: Concur. Snyder would handle the "non-political" appearances and our man the political.

Approve X Disapprove _____ Comment _____

4. Klein recommendation: That a Campaign Photo Office be established early during Phase Two including a photo editor and one photographer (see earlier recommendation).

Our recommendation: Concur -- tentatively. It probably will be necessary to have a photographer at this office for non-Presidential needs as well as a photo editor.

Approve X Disapprove _____ Comment _____

5. Klein recommendation: That an efficient and adequate support/operations staff be hired early in Phase Two -- administrative assistant, research assistant, printing and production staff, telecommunications staff, typists, messengers, receptionists -- under the direction of the PR Director. Klein's suggested organization chart is attached.

Our recommendation: Concur. But some of the support staff can be shared by the entire campaign staff.

Approve X Disapprove _____ Comment _____

6. Klein recommendation: That, as has been recommended earlier, the campaign committee rely on the RNC mailing operation but also have access to a direct mailing house for specialized mailings or crash mailings which the RNC cannot handle.

Our recommendation: Concur.

Approve X Disapprove _____ Comment _____

7. Klein recommendation: That a publications director be hired at the beginning of Phase Two and that he be directed to immediately develop a long-range plan for committee publications and staff need.

Our recommendation: Concur -- in part. We should call upon the talents of Frank Leonard for this on a part-time basis at first, and later on, full-time.

Approve X Disapprove _____ Comment _____

8. Klein recommendation: That a plan be developed for a broad utilization of PR support in key states or regions -- a national PR network -- to make maximum use of regional and local media (see also next section on primaries.).

Our recommendation: Concur.

Approve X Disapprove _____ Comment _____

9. Klein recommendation: That a weekly press media coordinator be hired during Phase Two to expand coverage and support from weekly press.

Our recommendation: Concur -- maybe not necessary until after the convention.

Approve X Disapprove _____ Comment _____

10. Klein recommendation: That a high-caliber PR/newsman be hired early enough during Phase Two to prepare a detailed communications

plan for an effective media operation for the Citizens/Interest Group Division during the General Election Campaign.

Our recommendation: Concur. This will be necessary in order to keep the citizens operation identified in the public mind as a separate entity from the campaign organization, even though in reality the citizens operation will be a division of the campaign.

Approve X Disapprove _____ Comment _____

11. Klein recommendation: That contacts with the foreign press and foreign language press covering the campaign be handled by Klein's and Ziegler's offices, with the help of a volunteer such as Pier Talenti.

Our recommendation: Concur -- in part. Part of the liaison with the foreign language press should be handled by the ethnic staff in this office. Klein and Ziegler's offices can also assist in this effort. Talenti could not run the entire operation, but could be helpful, especially with the media abroad.

Approve X Disapprove _____ Comment _____

TAB F -- THE PRIMARY ELECTIONS -- COMMUNICATIONS STRATEGY

1. Klein recommendation: That the Campaign PR Director develop preliminary communications plans for each of the primary states in ample time to have these reviewed and approved by the Communications Policy and Planning Board (as well as the Campaign Director and/or appropriate strategy board).

Our recommendation: Concur -- in part. Klein's Communication Policy and Planning Board should advise, if possible, the campaign PR Director and the Campaign Director on strategy for the primary states, but we do not feel that it would be practical to require that plans be approved by the Klein group. Our strategy group would do this.

Approve X Disapprove _____ Comment _____

2. Klein recommendation: That a full-time PR/Press Representative be designated in each primary state (with a few exceptions) well in advance of each primary.

Our recommendation: Concur -- in part. Where appropriate and possible, this would be helpful, but it will not be possible in all states. Hopefully, they will be volunteers.

Approve

X

Disapprove

Comment

TAB G -- THE CONVENTION

Klein outlines on pages 60-62 of his memorandum general plans for the convention, and suggests that a more detailed plan be submitted in the spring. We agree with the general thrust of his thoughts, and will work with him in developing this more detailed plan.

ACTION REQUEST

Much of the above need not be decided right away, but there is a pressing need to bring on the staff by November 1, the Deputy Director -- not the overall PR/Media Director -- who will head up the news bureau and ultimately report to the Director of the entire operation when he signs on later. This Deputy Director would be our liaison with the media and would assist in responding to press inquiries, helping state chairmen launch their state committees, planting stories, etc.

We would submit three names for your consideration:

1. Van Shumway. Formerly Senator Murphy's press/PR man, Van has done an outstanding job at the White House in the press area. He would be an ideal candidate and we recommend him very highly. If you select him, we would need your permission for Cliff Miller to act for you in arranging with Colson and Klein for Van to join us. Van has been such an asset to them that they might be reluctant to see him leave, although we believe this could be arranged by Cliff. Shumway wants the job and would be good at it. (Incidentally, Van played a very major role in the preparation and drafting of the Klein memo, so he is most familiar with our media plan).
2. Jack Hushen. If you decide on him, there would also be the consideration of whether he would be almost immediately available for the job. Hushen would also be an ideal candidate. (We also feel Powell Moore would be excellent in the PR/Media office, but that his talents should be utilized later in the writing end of the operation rather than in this particular job.)

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-11-

3. Jerry Warren. An excellent man for this job, but there would be problems with Ron Ziegler if he left the Press Office. Such problems might well rule Jerry out.

JEB S. MAGRUDER

CLIFFORD A. MILLER

Attachment

bcc: Mr. H. R. Haldeman

JSM/CAM:RCO:jcm

ODLE CHRON.

ODLE OFFICE

MAGRUDER CHRON.

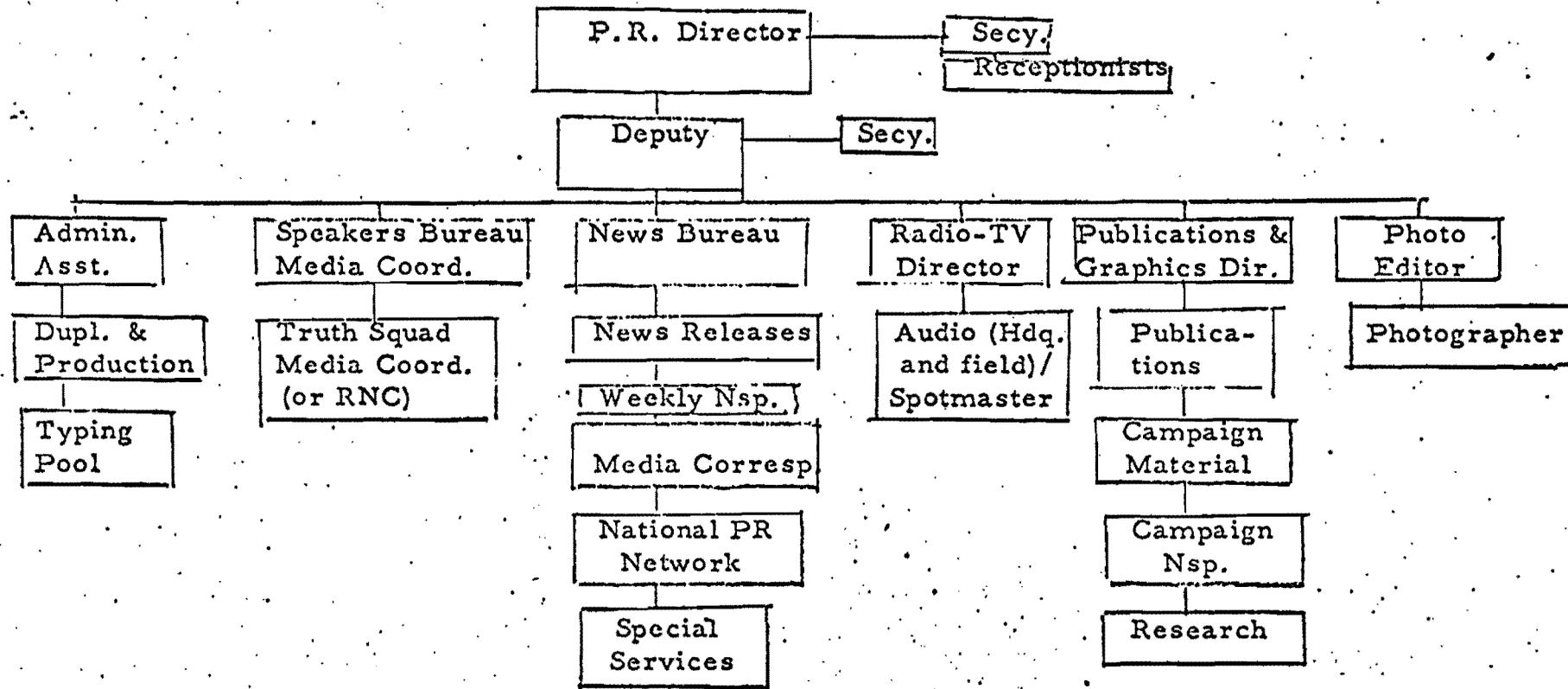
✓MAGRUDER WORK

MAGRUDER SUBJECT

MILLER COPY

CONFIDENTIAL

ORGANIZATION CHART -- CAMPAIGN COMMUNICATIONS OFFICE



WASHINGTON

October 14, 1971

MEMORANDUM FOR:

THE ATTORNEY GENERAL

FROM:

HERBERT G. KLEIN *Herbert G. Klein*

RE:

Plan for a Coordinated Communications Effort, 1972 Presidential Campaign

The attached document constitutes a detailed press plan in support of the nationwide effort to re-elect President Nixon in 1972.

In the formulation of this plan, I and members of my staff have sought the recollections and advice of several persons involved in the press aspects of earlier presidential campaigns, especially the successful 1968 effort. Heavy reliance, of course, has been placed on our own experience in previous campaigns.

All agree on one point: the need for strong central coordination -- with clearly defined lines of authority and responsibility -- over the campaign adjuncts that deal directly with the press and public. This principle applies as a matter of general election effectiveness and philosophy. However, it is especially applicable to this overall communications effort in 1972 inasmuch as six, and possibly more, distinctly separate groups will be in a position to play a major role, including:

The White House

The Office of the Press Secretary -- Handling day-to-day communication between the President and the White House Press Corps on all matters relating to the President and the Administration.

The Office of the Director of Communications -- Relating the President and Administration to the media throughout the country; general coordination of the campaign press effort.

*Embassy
check in
Sunday*

Special Counsel Charles W. Colson -- Relating the President and Administration to special interest groups and non-media opinion leaders.

Campaign Organizations

The Republican National Committee -- Supporting the efforts to re-elect the President and to elect or re-elect Republicans to all other offices.

The Citizens Committee to Re-Elect the President -- Its communications division will be the partisan presidential campaign press office, the responsibilities of which are the key focus of this report. They center on coordination of state and special organizations.

Citizens Groups -- Post Convention (and to a limited extent pre-convention) ethnic, professional and other special interest groups rallying support for the President.

These are the key offices which will be directly involved in the overall communications effort to re-elect the President. It is assumed that the latter two might combine after the nomination.

In the following report, the various campaign support functions of the first four offices -- The White House offices and the RNC -- are described first because they already exist and their roles can be defined in terms of extension of current activities. In other words, unlike 1968, in 1972 the key communications support offices already are functional and, in each case, campaign assignments fall more or less logically to one office or another as extensions of current responsibilities.

The fact that these offices already exist helps define the role of the actual campaign/media office which, in effect, becomes superimposed on the existing structure.

Before outlining the detailed proposals for allocating responsibilities among these offices, it is important -- both in terms of overall perspective and in terms of the general philosophy of this report -- to consider why a strong, well-staffed and efficient separate campaign communications division is necessary.

What is the specific mission of the Campaign Communications office?

The White House and Executive Branch of the United States Government cannot be overtly partisan. The Campaign Committee can -- and is expected to be. For example, it can accomplish several key objectives which the others cannot. Its communications staff can:

--Through a capability for press releases and publications, encourage leaders of the legislative branch, leaders of industry and others to tell the record of the President.

--Through an audio radio news program, use excerpts of Presidential statements on matters of substantial national concern -- and merchandize them.

--In a much more blatant sense than possible in present White House structure, brag about the President's record and accomplishments, furnishing newspapers and other publications with useful and useable information.

--Encourage millions of persons to participate in the process of their election by announcing their selections to various campaign committees.

--Write and merchandise certain feature stories about the President and the President's men -- drawing upon but supplementing White House efforts along these lines.

--Write editorials for small newspapers and send them out -- probably under some cover name -- to help support the President.

--Answer political attacks on the President quickly and severely -- an area which has at times been neglected. This would be in the name of the campaign chairman.

--In cooperation with the RNC, act as an in-house means for the hundreds of thousands of campaign workers who will be recruited to work for the President to know what their fellow workers are doing. This would be with a publication like the Nixon Elector.

--Publicize the President in a clear-cut, unashamed way both in word and picture.

press

In short, the campaign media effort can in these ways and many, many others be totally partisan within the political system.

This plan is intended to help define and describe its structure and functions, beginning with a description of current capabilities which it will supplement.

Not included in this plan is direct advertising, although it is strongly recommended that the key media personnel in all offices be aware of the direct advertising program either by receiving available periodic written or verbal reports or by representation on or from the advertising committee on the Communications Policy and Planning Board (to be described). There should be coordination.

To facilitate discussion, the campaign will be referred to in three distinct phases:

PHASE ONE:	Between now and the time of announcement;
PHASE TWO:	Announcement to convention, including primary elections;
PHASE THREE:	Post-Convention general election.

The Primary Election will be covered in a separate section following a detailed summary of the structure and operations of the Campaign Committee Communications Office. The Convention will be treated as a separate last section.

For reference, the following tabs are used:

TAB A:	<u>The White House Press Office</u>
TAB B:	<u>Director of Communications</u>
TAB C:	<u>Mr. Colson's Office and Other White House Offices</u>
TAB D:	<u>The Republican National Committee Communications Division</u>
TAB E:	<u>The Campaign Committee Communications Office</u>
TAB F:	<u>The Primary Elections -- Communications Strategy</u>

TAB G: The Convention

TAB H: Personnel and Organization Charts

At the end of each tab is a summary of recommendations with action indicated.

BCC: Jeb Magruder

THE WHITE HOUSE

THE WHITE HOUSE PRESS OFFICE

Ron Ziegler's key role as Press Secretary and Presidential Spokesman can be expected to remain constant throughout all stages of the campaign.

However, aspects involving the campaign will require special consideration:

Campaign Travel

Ron Ziegler and some members of his staff who participated in the 1968 campaign are familiar with the special requirements imposed by the candidate's intensive travel schedule during the general election campaign. Four especially important areas include:

1. Direct Communication with Campaign Headquarters.

TWX and Telex two-way communication during the candidate's campaign trips is essential both to provide the Director of Communications and the campaign headquarters with immediate texts of the candidates statements and releases issued on the road and for the communications and speech-writing offices to provide input for the traveling party. Because the candidate in 1972, unlike 1968, already has the basic communications equipment available

as Commander-in-Chief, consideration is needed as to what additional equipment and facilities are required by the traveling party as well as the various offices in Washington and elsewhere.

2. Coordination between the White House Press Office and the campaign press section is essential at all times, but especially when the candidate is traveling. To facilitate such coordination, it is recommended that an assistant on Ron Ziegler's staff be officially designated as liaison officer with the campaign press office, keeping headquarters press section personnel thoroughly informed concerning the candidate's activities, statements, and events and problems which occur on the road. He also would work with the National Committee and the Office of the Director of Communications. This liaison officer can also feed special stories and color items to the press section for use in releases, publications or planting of stories. Likewise, this ensures the headquarters press section access to the traveling White House press staff and coordinates input of information and queries from the headquarters through one responsible contact.

3. Local press consideration. Special attention must be given the local press before and during Presidential visits. Any alienation of the local press can hurt quite badly. Therefore, the advance- men should be thoroughly aware of the importance of making every effort to accommodate the local press. In addition, it is recommended that Ron Walker be asked to consider adding several young bright advance- men with press knowledge who can be brought in to assist in key areas.

4. Press Travel Arrangements. Coordination of press travel requests, both from the Washington press corps and local press along the campaign route, requires possible expansion of the system involving an almost full-time person in the White House press office working directly with the press and the advancement.

The Photo Office

The photo office is under the jurisdiction of the White House Press Office. It is an invaluable campaign tool -- and should be utilized as such. The current policy of using Presidential and First Family photos is relatively restrictive. During the campaign, there will be a great

demand for pictures, for campaign publications as well as for use by the media. Maximum use of the best pictures is essential.

A photo editor should be brought in on a full-time basis for the campaign during Phase Two, working from the campaign headquarters in close coordination with Ollie Atkins. No local group should visit the President without a picture of that visit appearing in local papers within a matter of two to four days. That would be one function of the photo editor, as well as seeing that picture layouts on the President and First Lady are created and placed. A photographer also would be needed on the campaign staff.

Summary of Key Recommendations -- White House Press Office

1. That a full-time liaison officer be designated on Ron Ziegler's staff to coordinate information between the White House Press Office and the campaign press section.

Approve Disapprove

Comment _____

2. That a full-time photo editor be hired during phase two (paid by the campaign committee and working from there) to work with the White House Photo Office to make maximum use of Presidential and First Family photographs in the campaign.

Approve _____ Disapprove _____

Comment _____

3. That a photographer be added to the campaign staff prior to the convention to work under the photo editor.

Approve _____ Disapprove _____

Comment _____

*Check
Oliver's
proposal*

Do we need

4. That early during phase two, key representatives of the various communications offices and other offices requiring immediate and frequent access to the campaign plane and to each other (through telex, etc.) meet to determine the need for facilities and equipment beyond that already available. (General Redman has requested that he be brought into any such discussions involving the President's travel as early as possible since he has the responsibility for this aspect.)

Approve _____ Disapprove _____

Comment _____

TAB B

DIRECTOR OF COMMUNICATIONS

As the senior Administration communications official, Herb Klein will continue to oversee the development of communications policy through all phases of the campaign.

As in 1968, he would serve as a key link between the Campaign Strategy Group and the various communications groups and offices.

Communications Policy and Planning Board

The current Saturday Planning Board (of which Klein is chairman) provides the nucleus for what should become the top-level communications policy and planning group for the campaign. It would need to meet more frequently, probably four times a week. Its membership would include: Ron Ziegler, Charles Colson, Lyn Nofziger, the public affairs director of the Presidential Campaign Committee, Ray Price, Dick Moore, Bill Safire, Pat Buchanan and Cliff Miller, when present.

This group would continue to develop broad public relations strategies for the Administration while also serving as the center for coordinating strategy involving campaign communications. Charles Colson or Ron Ziegler would preside in the absence of Klein.

Day-to-Day coordination among the board members involved with direct media relations will be of growing importance as the campaign progresses. More frequent meetings or conference calls among Klein, Ziegler, the Citizens public affairs director and Nofziger will be necessary to ensure the coordination of daily media activities as the campaign moves into Phases Two and Three. Ziegler, of course, will continue to have full charge of Presidential activities and the relationship to the White House Press Corps.

Klein and the campaign P. R. Director as well as other members of the Communications Policy and Planning Board will necessarily be absent from Washington from time to time. It is essential that all members, but particularly those whose offices deal directly with the media, designate deputies to represent them at the board's meetings when they have schedule conflicts. It is imperative that all key offices be fully briefed daily.

Klein Travel

As a key Administration spokesman, Klein will travel some during the campaign, concentrating on the primary states and later on the key electoral states. His schedule

should be closely coordinated with the candidate's as well as other speakers. It should be very carefully planned to allow him to participate fully in policy and communications planning decisions and probably mean a decrease in travel in September and October to accentuate the policy role and activities of his office.

Media Liaison

Direct contacts with the print and broadcast media around the country has been well established by Herb Klein's office. Klein is on a first-name basis with almost every editor and publisher of major and even medium-sized daily newspapers as well as with a sizable number of TV-radio news directors. This carefully nurtured relationship will be an important asset in 1972.

The Klein office media liaison activities would continue throughout the campaign. Briefly, these can be described as:

1. Briefing and planting with newsmen in Washington, including columnists and bureau chiefs, which produce stories rebounding to favor the Administration and the President. These include individual interviews as well as group briefings pertaining to activities which normally would not fall under the purview of the Press Office.

2. Relating the White House and departments to decision-making news executives across the country through briefings, mailings, individual correspondence, and phone calls. This involves arranging for key administration officials to brief editorial boards, arranging Presidential and other briefings on major administration programs outside of Washington, and putting together programs for Presidential briefings for media groups at the White House.

3. Coordinating Administration use of national television and assisting in scheduling administration officials on regional and local talk news shows. This key function can be expected to expand significantly during the campaign when the coordinated use of the electronic media will involve working with the campaign press staff and the RNC to ensure maximum use of television by candidates, surrogates and the truth squad. It will require additional help -- at least one person.

*Should
be moved
to campaign*

4. Working with the minority press. With the addition of Stan Scott to the staff, the Klein office has been able to significantly broaden contacts with the minority press, especially the black and Spanish-speaking press, through briefings, mailings and personal contact. This will provide an important foundation for a more intensive

effort, involving the RNC Heritage division and the various ethnic citizens committees, during the campaign.

5. Working with the weekly press and smaller dailies, both directly and through their national and state organizations. During the campaign, this effort should be augmented through the use of special committees focusing on getting stories and material to these newspapers.

6. Liaison with key newspaper and journalism organizations, as well as key public relations associations around the country. This includes arranging for administration speakers to address the key journalism groups (Sigma Delta Chi, Associated Press Managing Editors, American Society of Newspaper Editors, etc.). Coordinating to get the best possible speakers for the 1972 conventions of these groups will result in significant mileage.

Each of the above listed functions will assume greater dimensions during the campaign. The Klein operation will be supplemented in each by the campaign media operation, as well as by the RNC. To ensure maximum impact and success of the total media liaison effort, the Klein office would assume the added responsibility of coordination of the media liaison activities of all the offices involved.

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Research/Media Monitoring/Media Correspondence

Monitoring hard news as well as media opinion and making the best use of this information will involve all campaign-related offices. Several offices already have established research operations serving divergent needs but sufficiently coordinated to avoid unnecessary duplication. The RNC research division provides the backbone for the overall effort. Klein, Ziegler and Buchanan (Mort Allin) maintain their own research operations.

Press Summaries: The President's daily news summary and the special summaries prepared under Pat Buchanan's direction should be continued. During the campaign, these should be made available to top-level campaign staff as well.

In 1968, the daily campaign press summary consisted of a 2 to 4 page outline of news and media opinion to which was attached the columns, editorials and articles thus indexed. Its focus was campaign news -- issues, candidates, endorsements, etc. It also included summaries and excerpts from network news shows.

The current Presidential daily news summary will make a special campaign press summary unnecessary in 1972. However, the sheer mass of campaign-related news added the current news summary would make this document too unwieldy and bulky. The news summary would necessarily

include campaign highlights. Consideration should be given to adding weekly or bi-weekly campaign news supplements instead which could include copies of a few key articles or columns of political significance.

These supplementary summaries should also be prepared by the Buchanan-Allin staff. For the campaign press office to seek to establish a separate staff to clip and read the same newspapers already handled by other offices would be an unnecessary duplication of time and effort as well as expense. However, in order to assume this added responsibility, the Buchanan-Allin office will undoubtedly add staff -- at least one full-time person to concentrate on campaign news only.

Editorial Endorsements: A specific aspect of media monitoring during Phase Three involves keeping track of editorial endorsements. During the 1968 campaign, one person, full-time, was assigned to Mr. Klein's staff to monitor endorsements and draft letters for the candidate's or Klein's signature expressing appreciation for these endorsements.

Media correspondence is currently handled by Mr. Klein's staff. Letters are prepared for the President's or Mr. Klein's signature to editors, publishers and editorial writers expressing appreciation and comment

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in response to favorable editorials. (All correspondence from or involving the media to the President is also handled by Klein's staff which, combined with mail addressed directly to him, totals approximately 1,200 letters a week). It would therefore be logical that the handling of editorial endorsements during Phase Three become part of the current media correspondence effort.

It is recommended that a full-time person be added to the Klein staff during Phase Two with the specific responsibility of keeping track of all editorial endorsements of the President and drafting prompt thank-you letters for the President's signature. This person would also be responsible for circulating a list of papers endorsing the President and the other candidate, with copies of major editorials of endorsement, to key campaign staff on a weekly basis during Phase Three.

The Klein Research Office: Staffed by one full-time research assistant and a part-time file clerk, the Klein research office has, since the beginning of the Administration, been the repository of articles, columns and editorials from newspapers throughout the country, including a much broader selection of newspapers than those regularly used in the President's news summary. In addition to the several dozen major newspapers which are clipped by that office, clips covering over 100 other newspapers are provided by the Republican National Committee. Also

included are some 25 magazines and transcripts of television and radio editorials sent in by stations throughout the country.

This office services not only the Klein operation but other White House offices as well. It provides the essential information for Klein and his staff's dealings with editors, publishers, editorial boards and media personnel throughout the country. In addition, the Klein research assistant is responsible for providing Klein with the research and information needed for his many speeches and media-related appearances throughout the country. He has no speech writers.

As the campaign approaches, it is essential that the Klein research office -- as well as other offices -- increase the number of newspapers monitored to ensure that all the major dailies (particularly in the primary states during Phase Two and the key electoral states during Phase Three) are represented. The current input from the RNC is insufficient, covering an average of only two newspapers per state. The comprehensive media effort required during the campaign will require that at least two papers from each State plus all papers with 100,000 circulation and above be monitored.

The Republican National Committee research operation should begin now to gear up to better service all campaign-related research offices. Its clipping bureau should increase its subscription list to include the above newspapers, increase its staff to ensure these papers are clipped promptly and xeroxed and forwarded immediately to the Klein office and the others it services, and be fully geared along these lines by the beginning of Phase Two.

In addition, the smaller dailies and the weeklies cannot be ignored during the campaign. It is impossible to keep track of these completely. While the expense of a general comprehensive clipping service is prohibitive, it is recommended that a clipping bureau be used but only limited to editorials endorsing the candidate. This is indispensable not only for information purposes but also for the follow-up thank you letters from the President.

The Klein research office would service all other campaign-related offices as the central repository of information concerning editorial opinion throughout the country. With administration speakers and surrogates criss-crossing the country, such information is indispensable to a coordinated media effort. A single research assistant could not possibly assume this added responsibility combined with that of monitoring double the number of

*Allan's
Office
should
be used*

newspapers currently covered. Hence, it is recommended that an assistant researcher be hired at the beginning of Phase Two to serve through the remainder of the campaign.

Articles, Written Interviews and Special Messages:

Over the past two years, by-lined articles or messages from the President have been sparsely used on the theory that the President's signature and words are valuable commodities and overuse would dilute their impact.

 During the campaign, this policy will have to be much more loosely enforced. The message center, under the direction of Ray Price, should be instructed to take advantage of every opportunity to involve the President in legitimate functions -- meetings small and large. Message requests which are currently parceled out for signature by third-level departmental officials should be more seriously considered for the President or, sometimes, the Vice President. The opposition candidates will certainly be taking advantage of all such opportunities.

After the re-nomination, specialized publications of all kinds as well as the daily, weekly and periodical press, will begin requesting by-lined articles and

written interviews from the candidates. These cannot be ignored and the policy of not granting requests of this nature must be abandoned during Phase Three.

(The alternative, and there have been examples in previous campaigns: the publications feature "the views of the candidates" with a photo and article by one candidate on a page opposite a blank page.)

There are three types of requests:

- 
1. From all types of publications -- general requests for a statement, of varying lengths, along the lines of "Why Should You be Re-Elected?"
 2. Requests from specialized publications, such as farm journals, business publications, labor magazines, etc. for a statement as to why their readers should vote for RN or for answers to specific questions.
 3. Article and written interview requests from newspapers and the major news magazines.

For example, in 1968 the Detroit News submitted some 20 questions to each candidate for President and received written replies which ran side-by-side. The New York Daily News submitted a request for a series of three or four articles on major

issues such as crime and education. Each article ran about 3,000 words and the News ran one a week from each candidate during the last month of the campaign.

The first type of requests can easily be handled by having available five or six different length statements. The second type requires the assistance of the departments specializing in the various areas involved and certainly the PIO's should be relied upon to prepare drafts where possible. The third type -- from major publications -- will require the assistance of Ray Price's writing staff.

In 1968, Margita White on Herb Klein's staff coordinated all such article requests, relying on the research staff for assistance in handling the major requests. Many articles and written interview requests were handled by cutting, pasting and editing from campaign speeches and statements.

In 1972, most of these requests will come to Klein's office through the normal procedure of referring media mail. Requests which may come in elsewhere, by mail or phone, should be referred to the Klein office. An Articles Editor should be added to Klein's staff during



the latter part of Phase Two to coordinate all media requests for written articles and interviews. This should be someone familiar enough with the President's position on key issues to pull together appropriate past statements and be able to do some editing and writing. This person would also be able to rely on the Klein staff's knowledge of the publications involved in order to determine the priority of requests.

All replies to such requests which are not quotations or excerpts from previous Presidential statements would be routed through Ray Price's office for final approval and someone on his staff should be assigned to give priority attention to these during Phase Three.

Summary of Key Recommendations -- Director of Communications

1. That a Communications Policy and Planning Board be instituted at the beginning of Phase Two (primary stage) with Klein as chairman and that this board meet regularly to coordinate top-level communications policy and planning throughout the campaign.

Approve _____ Disapprove _____

Comment ?

2. That Klein's responsibility for administration media liaison be expanded to include coordination of the media liaison activities of all campaign-related offices.

Approve _____ Disapprove _____

Comment _____

- 3. That the Republican National Committee research office serve as the backbone of all campaign-related research offices and, further, that the RNC be instructed to increase its subscriptions so as to monitor all newspapers with 100,000 circulation, increase its staff to ensure these papers are clipped promptly and xeroxed for all offices it services, and be fully operational by the beginning of Phase Two.

Approve _____ Disapprove _____

Comment _____

- 4. That no additional campaign press summary be instituted but that the Buchanan-Allin Presidential news summary be available to top-level campaign staff and supplemented with regular campaign news supplements.

Approve _____ Disapprove _____

Comment _____

- 5. That a full-time person be assigned to Klein's staff during Phase Two to monitor all editorial endorsements, prepare Presidential thank-you letters for endorsements, and circulate weekly lists of editorial endorsements to campaign staff.

Approve _____ Disapprove _____

Comment _____

*need coverage
where should
not be*

6. That the Klein research office service all other campaign-related offices as the central repository of information concerning editorial opinion throughout the country and that an additional research assistant be hired at the beginning of Phase Two to assist with the media monitoring effort during the campaign.

Approve _____ Disapprove _____

Comment no - all in on us or RNC

7. That an Articles Editor be assigned to Klein's staff at the end of Phase Two to coordinate all media requests for written articles and interviews during the general election campaign.

Approve _____ Disapprove _____

Comment _____

yes

MR. COLSON'S OFFICE
AND
OTHER WHITE HOUSE OFFICES

Mr. Colson and his staff, in charge of day-to-day coordination and planning activities, will continue to develop appropriate plans and initiate follow-through action outside the campaign. In addition, his office will continue its key role of relating the President and the administration to special interest groups and opinion leaders. It will handle the major administration speaker's bureau. It is expected that the latter will involve working closely with the campaign organization to establish the citizens support groups to rally support from key professional, ethnic and other groups during Phase Three.

White House Mailings

The Colson office would be expected also to continue its role in funneling White House mailings to the RNC mailing operation and be responsible for the content of such mailings, except those directed to the media (Klein mailings). During Phases Two and Three particularly, any White House mailing must be scrupulously considered for

political content, especially media mailings, to ensure that mailings from the White House be strictly limited to bona fide government matters.

Speakers Bureau

The planning involving "spokesman resources" for the 1972 campaign is being handled separately and recommendations have already been made for the initial stages of the campaign.

Currently, the scheduling of key spokesman from the executive branch is handled by the Colson-O'Donnell operation while members of the House and Senate and the governors are scheduled by the RNC. Political events which cannot or should not be filled by a key Administration spokesman are referred to the RNC while non-political events which cannot or should not be filled by key Administration spokesmen are referred to appropriate departments or agencies.

Of key relevance to this plan is the recommendation by the Spokesman Resources task force that the number of individuals considered "key" campaign spokesmen for the Presidential ticket be kept relatively small to enable the operation to provide adequate support (TV, other media, etc.), avoid confusion and enhance their status and effectiveness for the President.

Stated another way, there must be adequate staff support to ensure maximum use and effectiveness of key Administration spokesmen.

W
It is assumed that responsibility for scheduling the key Executive Branch spokesmen (White House staff and Cabinet) will remain in the White House throughout the campaign. It is also assumed that although the RNC currently handles other spokesmen, the Campaign Committee will take over this responsibility during Phases Two and Three. This is strongly recommended to ensure the control and close coordination essential to the best interests of the candidate.

W
With a separate Speaker's Bureau at the Campaign Committee to handle schedules for all but the very top Administration speakers -- including political events for other Administration speakers (sub-cabinet and certain agency heads) and surrogates (Members of Congress, Governors, celebrities), it is essential that a media coordinator be assigned to the Campaign Committee communications staff. This person would be charged with arranging all media activity for speakers scheduled by the Committee's scheduling staff, relying upon the campaign TV Director for assistance in arranging television appearances in local areas.

In 1968, a member of the Klein staff was assigned this task. The experience in 1968 points out a major problem which must be avoided in 1972 -- too short notice of schedules to ensure maximum media exposure for speakers and surrogates. The campaign committee scheduling staff must work very closely with the scheduling media coordinator to ensure advance information necessary for arranging the widest and most effective media coverage.

It is also recommended that the Klein operation, which has the greatest knowledge and clout with the regional media, remain responsible for arranging media contacts for the key Administration speakers scheduled by the White House. Furthermore, the appropriate persons on the Klein staff (Snyder for television and Shumway for the printed media) would coordinate closely with their counterparts on the campaign committee communications staff. Again, non-Administration contact would be separate.

Briefing of Speakers

It is essential that the campaign Speakers Bureau be able to contact all administration and surrogate speakers around the country at any given time, particularly so during Phase Three. With news breaking rapidly --

it is crucial that when something major breaks these speakers not be in a position of either not being able to comment or commenting in ten different ways.

As the campaign progresses, it also becomes far more complex to keep all speakers briefed on the Administration position on all key issues. The complaint persists that departmental and agency spokesmen continue to plug their own programs while failing to mention or give credit to the President. There may be many reasons for this. One is no doubt a lack of familiarity with and confidence in talking about programs outside their speciality, even though they have glanced at the many fact sheets provided for this purpose.

One possibility for ensuring spokesmen are better briefed would be to make available to them an administration position manual or briefing book. Its basis could be the 30-month report and later the three-year report which no doubt would become the basic position paper during Phase Two. It could be prepared in a looseleaf binder, by subject, much like the Nixon Issues book used in 1968 (which consisted primarily of quotes by the candidate, arranged by subject). As positions and accomplishments are updated, new fact sheets could be substituted for the old.

Yes. I should want parallel

Such a book could also include a weekly or period summary current talking points or issues to be emphasized (perhaps in another color, for emphasis) to be inserted in the front of the book.

It is recommended that such an administration position manual/briefing book be compiled and available to speakers by February 1. This could be prepared by the RNC research division.

As the political climate heats up, administration and surrogate speakers must be sufficiently knowledgeable of the political situation -- both candidates and issues -- in the areas to be visited. A system for briefing speakers of political items is essential and proposals along these lines are expected from the task force on Spokesmen Resources.

In addition, however, as the campaign progresses --and nominating conventions and primaries of both parties --take place, the number of politicians a speaker must be aware of in each new area he visits multiplies. Again, the need for an up-to-date fact book of some kind would seem the most useful way of keeping speakers informed.

Participants in the 1968 campaign will recall the so-called "Red Book" which included political, demographic and media information of a non-sensitive nature. It was

prepared for use after the convention and only 25 copies were available to key campaign staff. As new information became available on candidates, etc., inserts were provided to replace the outdated pages.

Consideration should be given to bringing the 1968 "Red Book" up-to-date, and providing a complete version for key White House staff and campaign staff a condensed version for speakers. This could also be done by the RNC research division which already prepares related but less comprehensive information.

Summary of Key Recommendations -- Mr. Colson's and Related Offices

1. That White House mailings continue to be coordinated through the Colson staff and handled by the RNC.

Approve Disapprove _____

Comment _____

2. That key campaign spokesmen continue to be scheduled through the White House and that their media arrangements continue to be coordinated through Klein's office.

Approve _____ Disapprove

Comment _____

3. That, assuming that a separate Speakers' Bureau is established under the Campaign Committee, a speakers media coordinator be added to the Committee's communications staff to arrange media schedules for other speakers.

vg

Approve ✓ Disapprove _____

Comment _____

4. That, to ensure all speakers are fully briefed on issues and political related subjects, consideration be given to having the RNC prepare (1) an issues briefing book, and (2) a condensed version of the so-called 1968 "Red Book."

Approve ✓ Disapprove _____

Comment Wanda Wanda

THE REPUBLICAN NATIONAL COMMITTEE

The Director of Communications for the Republican National Committee would continue to act as the Party's press secretary through all three phases of the campaign. He would participate on the Communications Policy and Planning Board and closely coordinate the RNC's broad PR activities with those of other key campaign communications offices.

The campaign will rely heavily upon the RNC for opposition research and attack material -- and the actual attacks on the opposition. Through the Chairman's speeches, releases and the publication Monday will come the attacks and snipes at the opposition. A program for coordinating opposition research and its uses is already in existence and involves Pat Buchanan and Ken Khachigian at the White House, the Citizens Committee and the RNC. It is essential.

The Answer Desk

The 1968 Answer Desk operation provided a daily summary of both answers to the opposition's charges and lines of attack against the opposition. This type of information is invaluable to all communications offices, to the speakers and surrogates, and to state and local committees and Republican candidates. The RNC should revive the Answer Desk to be fully operational at the beginning of Phase Three.

The Truth Squad

As in 1968, the Truth Squad, consisting primarily of Senators and Congressmen, should be tailing the opposition presidential and vice presidential candidates during the general election campaign. This activity, while coordinated through the RNC, requires close coordination with the scheduling staff.

Two ingredients are essential to the success of the Truth Squad program: (1) a good briefing system, and (2) broad media contacts. It is not enough for the Truth Squad to appear in a city the day after the opposition candidate and attack him. The Truth Squad needs good material which will make news and the local news media have to be alerted and present to report it. In 1968, a member of the Truth Squad would sometimes call the Klein office five minutes before an appearance asking for suggestions on what to be said. A last-minute check-in is important, but a specific person of high caliber and knowledgeable in press relations should be assigned (at the RNC or at the campaign committee) to provide useful and newsworthy ammunition to the Truth Squad and to make the key news contacts. This person should be in constant touch with the Truth Squad to keep the participants informed at all times. This person would work with the Communications Policy and Planning group. In addition, a competent press aide should be assigned to travel with the Truth Squad and make arrangements for press conferences and other appearances.

Publications

The RNC communications staff would continue its publications of Monday and First Monday, print party literature of all types (initially including publications prepared by the Campaign Committee), and put out various special publications (such as the 30 Month Report.) Close coordination between the RNC and Campaign Committee publications staffs will be essential. (To be discussed in further detail in section on Campaign Committee.) The RNC print shop should be utilized although there should be some creative capability aboard the campaign.

Mailings

The RNC has the central mailing list which will be used by the Campaign Committee as well as the White House. The heavy demands on this system will require an expanded staff and an efficient system or the result would be chaos. A thorough study of its capability and foreseeable demands on it during all stages of the campaign should be made at the earliest date to determine how the system should function, staff needs, equipment needs, list expansion, etc., so that the operation can be fully operational by the beginning of Phase Two.

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must have
In addition, steps should be taken immediately to make the system available to the Campaign Committee during Phase One.

Audio-Television

The RNC is now equipped to feed video cuts to something in excess of 100 television stations around the nation and is in the

process of expanding this operation under David Green. This should be kept under the jurisdiction of the RNC and Green.

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However, Green also has established a spotmaster system for audio cuts for radio stations. This is a most valuable weapon and should be placed under the direct and absolute control of the Campaign Committee. A top-notch audio staff should be hired to merchandize this system, particularly in key areas. Investigation should be made of the cost of installing an audio system in key centers across the country where it could be used to (1) merchandize cuts prepared generally in Washington; (2) prepare cuts for distribution to Washington and other centers; and (3) have a call-in number available for radio stations in the smaller markets where it would not be worthwhile for the campaign to make the needed telephone calls.

The campaign communications staff should investigate the cost of a nationwide ATSS system of broadcast quality from the convention to election day for use as audio feed.

Obviously, there will be coordination between Green and the campaign audio staff, but Green's activities should be restricted to his successful -- and expensive -- video operation after Phase One as the campaign moves more fully into a good-sized audio operation for radio.

Summary of Key Recommendations - Republican National Committee

1. That the RNC activate an Answer Desk operation to provide daily summaries of both answers to the opposition's charges and lines of attack against the opposition, and that this

be fully operational at the beginning of Phase Three.

Approve _____ Disapprove _____

Comment probably at committee

- 2. That the Truth Squad program be coordinated through the RNC and that a full-time press/PR man be assigned to handle advance media contacts and provide briefing and speech material.

Approve _____ Disapprove _____

Comment where should it be handled

- 3. That the RNC mailing operation be used by the Campaign Committee as well as the White House and that an immediate study be made of the system's capability and demands on it throughout the campaign to ensure full operational ability at the beginning of Phase Two.

Approve _____ Disapprove _____

Comment _____

- 4. That the RNC continue to handle its video operation but that the spotmaster system for audio cuts for radio stations be placed under the control of the Campaign Committee.

Approve _____ Disapprove _____

Comment _____

THE CAMPAIGN COMMITTEE COMMUNICATIONS OFFICE
(Citizens Committee to Re-Elect the President)

No more important addition to the campaign communications staff will be made than that of Public Affairs Director for the campaign committee. This person must be experienced in dealing with the press. He must be a good administrator. He must be able to work well with people as well as meet people well. He must also have considerable political savvy as it will be his responsibility to act as the day-to-day spokesman for the campaign itself. Especially sensitive will be his role during the primaries where successful strategy will be heavily dependent on what the press interprets that strategy to be.

The role of the campaign's chief PR man will greatly depend on the background and qualifications of the person who fills it. If it is someone with a knowledge of the President's positions, who is known and respected by the key White House staff, he can be a political spokesman of considerable impact during the campaign. If it is an unknown technician, his role will be limited to answering routine press queries. Above all, the primary spokesman will be the Campaign Chairman.

The specific responsibilities of the PR Director will include:

1. Serving as spokesman for campaign mechanics and committees and assisting the Campaign Chairman in his spokesman activities.

2. Supervision over the communication's divisions broad activities, including news releases, publications, mailings and contacts with the printed and electronic media.
3. Participating in over-all campaign communications strategy through membership on the Communications Policy and Planning Board.
4. Developing and implementing an effective PR strategy involving the respective state and local organizations in the key primary states.

During Phase One, the PR Director's role will be primarily one of establishing the perimeters of his operation. While there will be limited releases, mailings, etc., his major role will be to establish an organization and system for handling these, hiring the personnel, and gearing up for Phases Two and Three. His key role during Phase Two will be described in a separate section on the primaries. The following description of organization and functions applies to both Phases Two and Three.

Deputy PR Director - The News Bureau

While the PR Director may write the initial releases, he obviously should not be taking on this job. By the beginning of Phase Two, he will need a deputy. This should be a newsman who can back him up in all key responsibilities.

The deputy would also become the head of the News Bureau, supervising one or two good newsmen-writers who can quickly turn out news releases and other copy. He would also be responsible for the utilization of "planters", staffers who can personally visit editorial offices to promote lines or stories. The regular news bureau staff would hopefully be able to handle this function in Washington, but one member of it should be specifically designated for planting. Regional PR representatives would act as planters in other major metropolitan areas (see later section on PR network).

Radio-TV Director

Another professional newsman with broad TV experience should be brought on during Phase Two to work with TV and Radio. His responsibilities would parallel those of Al Snyder in Klein's office, but would concentrate on campaign-related uses of national and regional television. Whereas Snyder helps schedule Administration speakers on television, the Campaign Radio-TV Director would schedule the Campaign Chairman and assist non-Administration surrogates (Senators, Congressmen, Governors, etc.) and the Truth Squad in making maximum use of television throughout the country. It is essential that he and his counterpart in the White House coordinate their activities very closely and have clearly defined roles in this area. The Campaign Radio-TV Director would also direct the Spotmaster program (described under the RNC) and closely coordinate his efforts in this area with David Green and the RNC.

Yes
 Rick
 Joe

Campaign Photo Office

In addition to a full-time Photo Editor, whose responsibilities were described in relation to the White House Photo Office, the campaign committee should have a full-time photographer on board early in Phase Two.

Operations - Support Staff

Campaign press operations are always marked by a certain amount of chaos and tension -- but this can be limited by an efficient operation. Nothing creates chaos more instantly than the lack of typists, duplicating facilities and personnel, messengers or supplies.

Administrative Assistant: The campaign communications division should have a capable administrative assistant in charge of the day-to-day operations of the staff, including support personnel, supplies, expense accounts, equipment purchases and rentals, volunteers, etc. He or she would need one secretary.

Printing and Production: It is recommended that duplicating of news releases, etc., be done in-house (while mailings would be handled by the RNC). This will require duplicating machines and high-speed xeroxes. Personnel will be required on a two-shift basis in the fall, probably a trained machine-operator-mechanic supported by two others, working on a shift basis. These could be supported by volunteers.

Telecommunications: Two well-trained persons, again working

on a shift basis, familiar with the operation of telex, teletype, magic carpets (telecopiers), etc., are needed to keep campaign headquarters in constant touch with all offices related to the campaign, including the traveling party. The duplicating and telex specialists should be part of the general campaign staff.

Research Assistant: As has been recommended earlier, the RNC research division should be geared up to service all other campaign-related research offices, the Buchanan-Allin staff would be responsible for news summaries and the Klein office would remain the central repository for editorial and other media opinion throughout the country. The Committee's research assistant would be able to call upon all available resources to service the campaign communications staff. He or she would also be responsible for monitoring the wire services for the Committee News Bureau.

Typing Pool: In addition to the regular secretarial staff (one-to-one), a typing pool of at least three competent typists will be needed for typing releases, publication drafts, stencils and letters on a shift basis as the pace increases.

Telephone Operators/Receptionists: At least two and probably three would be needed to ensure phones are manned at least from 8 a.m. to 10 p.m. in Phase Three.

Mailings

The Campaign Committee will require a broad mailing program for various types of mailings, including its own releases, campaign literature, surrogate candidate speeches, position papers, fact sheets and publications.

Questions have been raised as to whether the Citizens ~~Committee~~ should develop its own mailing list or use direct mail operations rather than the RNC.

The RNC mailing list was greatly expanded and made more sophisticated specifically with 1972 in mind. Now would be very late and very expensive to develop a duplicate system. While the RNC mailing operation and its mailing list need expansion and a thorough study (as recommended earlier), it seems logical to continue to rely on this for most mailings. There is time to improve the system and adapt it to the needs of all offices concerned.

As to the point raised that the RNC mailings might take priority, a good system headed by a competent individual under Nofziger, should allow for competing demands to be handled on an equitable basis. There may also be an advantage to having one person totally familiar with all political mailings from the various communications offices.

In addition, however, the Campaign Committee should have access to a direct mailing house for specialized mailings or crash mailings which the RNC cannot handle.

Publications

While this plan is not intended to detail a publications program, it seems appropriate to mention considerations of what is involved to determine staff needs.

The Committee will naturally be putting out brochures, fact sheets of some kind in attractive form, flyers, etc. Certainly attention should be paid in advance to attractive campaign speech folders. The Family Yearbook was enthusiastically received by everyone and consideration should be given to a similar publication in 1972. Consideration also should be given in advance to a form/^{of}enthusiastic campaign newspaper. In 1968 the Nixon Nominator and later the Nixon Elector was a weekly tabloid with broad circulation of campaign news. It serves as a good model.

A publications director is essential by the beginning of Phase Two. In 1968, Frank Leonard handled most of these assignments and consideration should be given to bringing Leonard down from the RNC later to take on this task again. Lyn Nofziger already has indicated a willingness to part with Leonard for this purpose. It may also be possible, after the convention, for Leonard to supervise this type of publications program of both the campaign and the RNC.

Once the publications director is on board, his immediate assignment should be to develop a long-range plan for all committee publications during Phases Two and Three. This would then be the basis for determining his staff needs -- artist, layout man, and so forth.

National PR Network

It is recommended that an advance plan be developed for a broad utilization of PR support in the key regions or states during the 1972 campaign.

There are various possibilities, depending upon tasks to be assigned and budgetary limitations. PR or newsmen could be hired either part-time or full-time or could even volunteers in some cases. Normally they would be hired locally, as part of the state campaign committees, but in some states the Republican State Committee PR directors might be used. Their operation could cover a region, a state or a metropolitan area.

Although additional planning is necessary, it appears clear that full-time state campaign PR representatives could be most useful in the key electoral states -- New York, Texas, Pennsylvania, Illinois, Ohio, Michigan, Florida, New Jersey, Massachusetts and California (with the latter having a northern and a southern contact).

These PR representatives could handle a variety of tasks. They could assist locally in scheduling surrogates and the Truth Squad. They could coordinate with the national campaign committee and appropriate state campaign committees to issue press releases on issues of special interest to the area and state involved as well as releases announcing the arrival and schedules of Administration speakers, surrogates and the Truth Squad. They could assist these speakers in making maximum local media use of their speeches and remarks. They

would be responsible to the respective state campaign chairmen with a liaison with the national PR Director.

The PR representative could receive key speeches or releases by telex from campaign headquarters, reproduce them and have them delivered to key newspapers and TV stations within hours. He could serve as a "planter" -- delivering them personally to editors and editorial writers and thereby maximize coverage in his area.

The Weekly Press

The relationship established between the Klein office and the weekly press provides a helpful foundation for an expanded effort to develop the resources of the weekly newspapers during the 1972 campaign. For that purpose, it is recommended that one press assistant be hired whose primary task would be to cultivate the weekly press. This would include special mailings of editorial or other material of particular interest. Hopefully, regional or state PR representatives could also be enlisted in this effort.

CITIZENS - INTEREST GROUP DIVISION

In 1968, Citizens for Nixon-Agnew had a central press office as part of the Washington headquarters and the press secretary was generally responsible both to the head of the Citizens group and to the communications office on New York. It was not a strong PR operation.

Certainly a Citizens group will again be set up in 1972 to rally support from professional, ethnic and other special interest groups. This division should have a strong PR director who is directly responsible to the Campaign PR Director.

The Citizens' communications office will also be putting out a flurry of releases, under varied letterheads ("Lawyers for Nixon-Agnew," "Polish-Americans for Nixon-Agnew," etc.) and mailed to the general press as well as specialized pertinent publications. It is recommended that the Citizens also rely upon the RNC mailing operation. Unless this group is located very near the regular campaign committee, it will need a separate communications support staff, including duplicating equipment.

A detailed communications plan for the Citizens group at this time would be premature. However, it is strongly recommended that a high caliber PR man be hired by next spring so that he may be able to build a strong PR operation able to function effectively as the Citizens campaign is launched.

Ethnic and Foreign Language Press

Through the various ethnic citizens groups, the Citizens Division PR Director will naturally be working directly with the ethnic press. This area will require close coordination with the RNC Heritage Division as well as with Stan Scott in Klein's office, as has been previously mentioned. Klein's staff can be expected to continue working directly with key national specialized press, such as the Catholic press.

Another group which will require special attention is the foreign press. In 1968, Klein's staff handled individual and group briefings for the foreign press with the key foreign policy campaign advisers. In 1972, dealing with the foreign press will be especially sensitive as any statement from anyone representing the President can be interpreted as foreign policy. For this reason, it is recommended that contacts with the foreign press and foreign language press be handled by Ziegler's and Klein's offices, except for routine queries directly involving the campaign. A volunteer, such as Pier Talenti, could serve as liaison without being a spokesman.

Summary of Key Recommendations --Campaign Committee

1. That a strong PR Director, with a news background and abilities as an administrator, be hired as soon as possible.

Approve _____ Disapprove _____

Comment _____

2. That a Deputy PR Director, able to back up the Director in all areas, be on board by the beginning of Phase Two, and that this person also head the News Bureau.

Approve Disapprove

Comment head man first

3. That a Radio-TV Director be hired early in Phase Two to coordinate campaign-related uses of national and regional television and radio, including appearances for speakers and surrogates, working closely with the Klein operation (Snyder).

Approve Disapprove

Comment Bill has

4. That a Campaign Photo Office be established early during Phase Two, including a photo editor and one photographer (see earlier recommendation, TAB A).

Approve Disapprove

Comment _____

5. That an efficient and adequate support/operations staff be hired early in Phase Two -- administrative assistant, research assistant, printing and production staff, telecommunications staff, typists, messengers, receptionists -- under the direction of the PR Director.

Approve Disapprove

Comment _____

Liss
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→

6. That, as has been recommended earlier, the Campaign Committee rely on the RNC mailing operation but also have access to a direct mailing house for specialized mailings or crash mailings which the RNC cannot handle.

Approve _____ Disapprove _____

Comment _____

7. That a publications director be hired at the beginning of Phase Two and that he be directed to immediately develop a long-range plan for committee publications and staff need.

Approve _____ Disapprove _____

Comment *Use Board part time for hire* _____

8. That a plan be developed for a broad utilization of PR support in key states or regions -- a national PR network -- to make maximum use of regional and local media (see also next section on primaries.)

Approve _____ Disapprove _____

Comment _____

9. That a weekly press media coordinator be hired during Phase Two to expand coverage and support from weekly press.

Approve _____ Disapprove _____

Comment _____

10. That a high-caliber PR/newsman be hired early enough during Phase Two to prepare a detailed communications plan for an effective media operation for the Citizens/Interest Group Division during the General Election Campaign.

Approve ✓ Disapprove _____

Comment Citizens will need a per^{son}

11. That contacts with the foreign press and foreign language press covering the campaign be handled by Klein's and Ziegler's offices, with the help of a volunteer such as Pier Talenti.

Approve _____ Disapprove _____

Comment _____

THE PRIMARY ELECTIONS -- COMMUNICATIONS STRATEGY

The previous section was geared primarily to the general election campaign. Obviously, the primaries precede it in time sequence. However, for purposes of this plan it seems logical to consider first the dimensions of the complete organizational structure and personnel needs for the all-out general election campaign and then to draw upon this to determine the specific needs for the primary stage.

The twenty primary elections -- opening with New Hampshire on March 7 and closing on June 6 with California, New Mexico, South Dakota and New Jersey -- will involve varying degrees of Presidential preference.

The extent of the President's participation will naturally be determined by the respective state primary election laws as well as by strategy decisions outside the scope of this plan. However, it is strongly recommended that a separate communications plan be developed for each primary state, irrespective of the degree of Presidential participation.

The preliminary plans should be developed in consultation with the Communications Policy and Planning Board by the campaign PR Director who obviously must have access to information regarding strategy from the Campaign Director. Preliminary plans for New Hampshire and Florida, as well as Illinois, should be ready no later than January 1 so that these may be thoroughly discussed and hashed over by the Communications Policy and Planning Board. Plans for the April primaries

should be ready soon after that, followed by plans for the May and June primaries. Naturally, these will be refined based on experience and political exigencies.

The need for thorough planning for a subtle but coordinated communications effort throughout the primary stage reinforces the recommendations made earlier that the Campaign PR Director be of the highest caliber and that he be on board as early as possible. Because he would be responsible for both planning for the primaries and for establishing the campaign communications operation building up for the general election campaign, he will obviously also need a strong deputy early.

The importance of planning communications strategy to supplement political strategy cannot be exaggerated. Each primary is big news, regardless of Presidential participation, not only in that state but nationally. What the candidate says and does, what his supporters say and do and what the opposition says and does is national news. The way the media reports and interprets what happens during the primaries sets the stage for the general election campaign.

The President may run unopposed in most of the key primaries. The headline we would want to see -- the interpretation sought -- from an unopposed primary election would be "President receives strong endorsement from state Republicans in Surprising Large Turnout" instead of "Poor Turnout Indicates Republicans Lukewarm for Nixon." A successful communications strategy would create the expectations leading to the first

headline -- a lack of coordination over key campaign spokesmen could result in the second, with the turnout being exactly the same in both cases.

The key to such a communications strategy is to have a full-time PR/Press representative in each of the primary states, except probably D.C. and Rhode Island. These would work for the respective state campaign committees but they should also work directly with the campaign PR Director in Washington.

John Deen They should be on board in ample time to become totally familiar with the state political situation and should already have well established press contacts.

In some cases these state PR representatives might stay on, after the primary, as the state or regional PR contact recommended earlier as part of a National PR network for the general election campaign. In a few cases, a PR representative may be able to handle two states or move from one after its primary is over (such as Florida) to another (West Virginia).

The state PR man would be able to detect far in advance the local nuances of the election as the campaign in his state progresses. He would be a state spokesman on matters related to the campaign. He would be able to assist in handling media contacts for speakers and surrogates who appear in his state. He should be reporting, almost on a daily basis, to the PR Director in Washington to ensure coordination of communications as his primary approaches. He would be getting from Washington a constant flow of useful information and material -- telexed copies of Presidential speech texts

of particular relevance to his state (which he could then deliver to the newspapers or base releases upon), the campaign's interpretation of news developments and so forth.

The state PR man would also work with all the national newsmen who will pour into his state as the primary approaches -- assisting them with the appropriate contacts and providing them with good story material.

In addition, it is important that the national PR Director and the Communications Policy and Planning Board be totally familiar with the political situation in each of the primary states. He should have visited them in advance to ensure a good, personal working relationship with the state PR Director and to obtain as much information as possible. He should be in the state if the President appears there. Further, it is recommended that he consider being in the key primary states in the final week or so as the national press arrives to assist as appropriate. (There would be exceptions if the President or a stand-in is not on the ballot and/or low visibility and an impression of little interest from Washington is a strategy goal).

The Director of Communications, Herb Klein, also should visit most primary states to check on the operation, to brief local newsmen and to develop news regionally and nationally. There would be some states he should not visit to keep operations at a low key.

The fact that several other states have followed the pattern of Wisconsin and Nebraska to, in effect, require the

President's name be on the ballot requires that the campaign communications staff and structure envisioned for the general election campaign be almost fully operational by March. Throughout the primary campaign months, the Washington office communications support activities will be extensively drawn upon. The basic organizational structure and the key staff must be operational when the primaries begin.

For reference, the primaries are listed by date below:

1972 Primary Election Dates

March 7	New Hampshire
March 14	Florida
March 21	Illinois
April 4	Wisconsin
April 11	Rhode Island
April 25	Massachusetts Pennsylvania
May 2	District of Columbia Indiana Ohio North Carolina
May 4	Tennessee
May 9	Nebraska West Virginia
May 16	Maryland
May 23	Oregon
June 6	California New Mexico South Dakota New Jersey

Summary of Key Recommendations -- Communications Strategy During Primary Elections

1. That the Campaign PR Director develop preliminary communications plans for each of the primary states in ~~ample time to have these reviewed and approved by the Communications Policy and Planning Board~~ (as well as the Campaign Director and/or appropriate strategy board).

Approve Disapprove _____

Comment _____

2. That a full-time PR/Press Representative be designated in each primary state (with a few exceptions) well in advance of each primary.

Approve Disapprove _____

Comment _____

3. That the basic organizational structure be established and key staff be hired for the Washington Campaign Communications Office (as outlined in the previous section) by the beginning of March to provide adequate support for a successful communications strategy during the primary campaigns.

Approve Disapprove _____

Comment _____

THE CONVENTION

While a much more detailed plan will have to be submitted in the spring, it is especially important that planning for a smooth communications effort at San Diego be made far in advance of the convention.

What happens at the convention -- and its coverage -- will set the tone for the general campaign. It is especially vital to keep in mind, assuming no major contenders, that news will be slow. Reporters will be looking for controversy -- which makes news -- and they will play up the smallest squabbles and create headlines from the most minor disagreements. The platform hearings will become the first opportunity for sowing the seeds of dissention, followed by state delegate meetings and then the convention itself.

Nothing can be more important than a well planned effort to fill the news vacuum with a constant flow of positive, optimistic, interesting, human interest or hard news stories and story opportunities by the communications team.

The RNC Communications - Press Operation

The RNC will have its own communications offices at the RNC headquarters hotel. The RNC press staff will be responsible for allocating space for the working press at the hotel and the convention hall, for issuing credentials, for housing allocations for reporters, and for operating the major duplicating services. It will also work directly with the TV networks to arrange coverage and facilities, coordinating closely with

the White House and campaign TV liaison staff.

A key function during the first days will involve PR in connection with the platform hearings. Briefings should be conducted at the RNC press headquarters for key Administration and Republican leaders regarding platform provisions. This effort must be closely coordinated with the Klein and Campaign Communications Offices.

Campaign Press Center

This should be established and ready to function smoothly by the time the delegates arrive and the platform hearings begin. This would be a combined campaign communications/Klein staff operation, separate from the RNC press headquarters. The facilities would be used by Ziegler when the President is in the city.

Facilities required would include a small working area for the press, adequate staff offices (including an office for duplicating equipment and the wires), and a large briefing room able to seat at least two hundred people.

The Press Center would be staffed by the Campaign Committee press center, Klein staff and adequate support personnel.

The staff should be prepared to develop a flow of news stories, working with reporters on an individual as well as group basis. In effect, with the RNC operation, there would be double news opportunities.

As in 1968, twice daily briefings should be held, handled and directed by Klein working closely with the campaign PR

Director. These briefings, at which key Senators, Governors, Congressmen and other supporters are paraded before the press corps, provide excellent opportunities for a coordinated media effort. Each speaker is selected for maximum news impact and carefully briefed before hand with a new news angle for each performance. Klein's experience in two previous conventions enhances the opportunity and makes error less likely.

Once the President arrives in San Clemente, Ron Ziegler would utilize his normal press facilities there. When the President is in San Diego, Ziegler would use the facilities of the Campaign Press Center and handle all Presidential briefings, statements, texts and similar material.

OUTLINE OF PERSONNEL NEEDS

Following is a general outline of personnel requirements for the campaign communications staff and additional staff recommended for other campaign-related offices:

PHASE ONECampaign Communications Office

Campaign PR Director
 Secretary
 Receptionist
 Deputy PR Director
 Secretary

PHASE TWOCampaign Communications Office

News Bureau - 1 writer
 Radio-TV Director
 Audio staff for primary campaign
 Secretary
 Publications Director
 (Staff to be determined by special plan)
 Speakers Bureau Media Coordinator
 Photo Editor
 Photographer
 Administrative Assistant
 Receptionist/Typist
 Typist
 Messenger
 Printing and production staff

Klein Staff

Deputy
 Assistant Researcher

Buchanan/Allin Staff

Researcher to monitor campaign news and
 compile special campaign summaries

PHASE THREECampaign Communications Office

News Bureau - 2nd writer
Audio staff for general election campaign
Publications staff for general election campaign
Additional printing and production staff, messenger
Typist
Truth Squad Media Coordinator (or RNC)

Klein Staff

Articles Editor
Staff Assistant to monitor editorial endorsement and
draft Presidential thank-you letters

W.H. Press Office

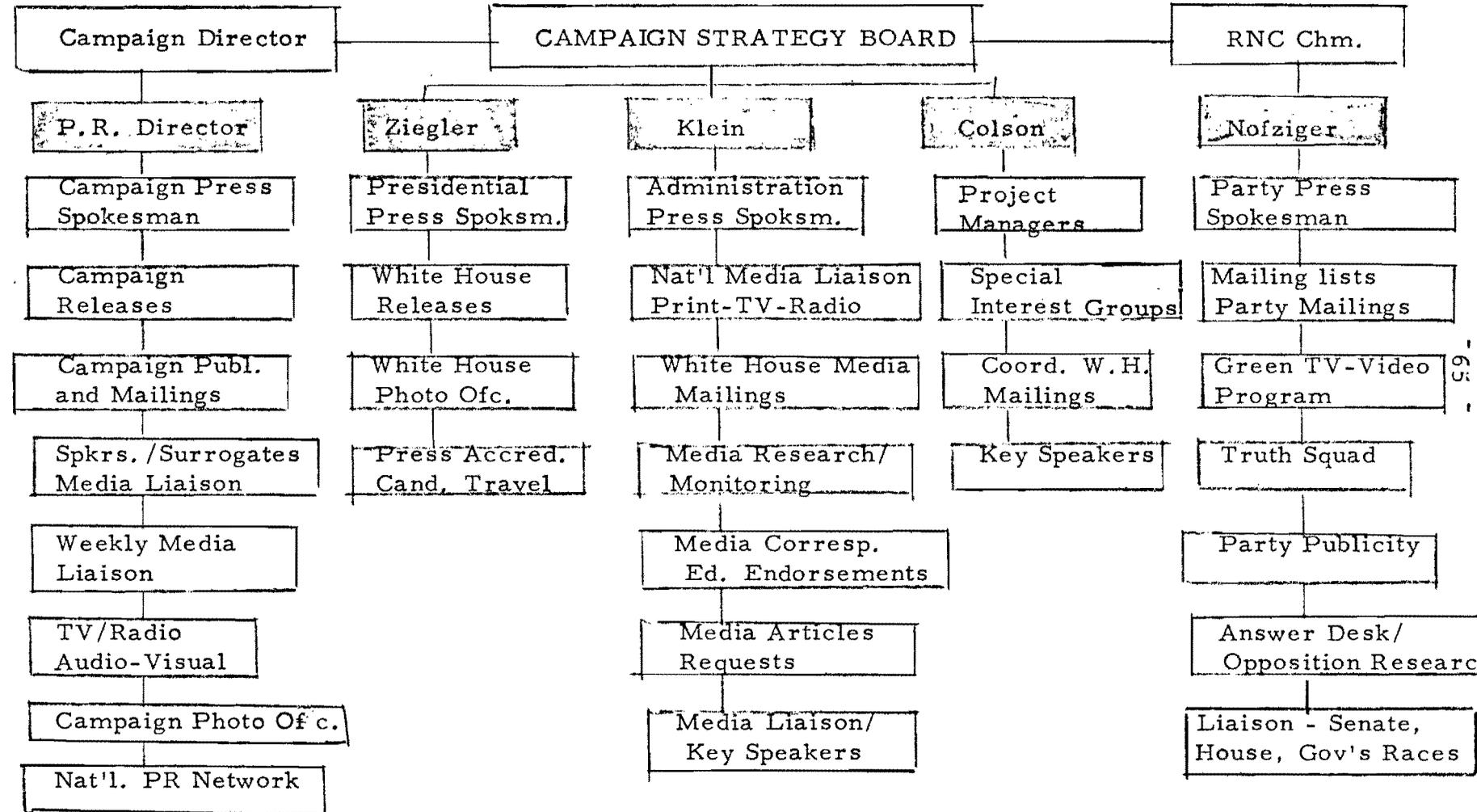
Designate or hire Campaign Liaison Officer

Citizens Division

PR Director
(Other staff to be determined by special plan)

COMMUNICATIONS STRUCTURE CHART

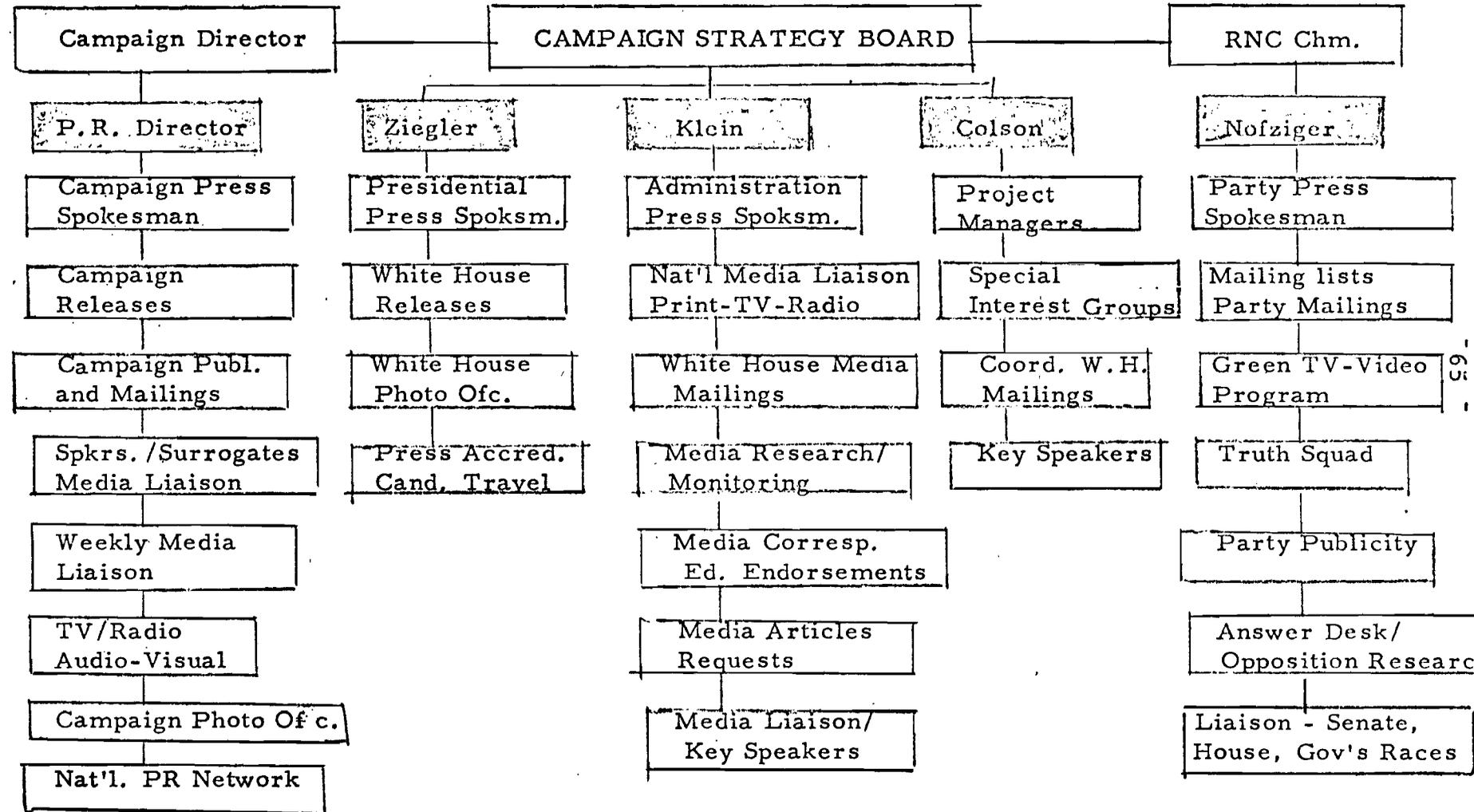
(by key functions)



Members, Communications Policy & Planning Board (Klein Chm.)

COMMUNICATIONS STRUCTURE CHART

(by key functions)



 Members, Communications Policy & Planning Board (Klein Chm.)