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ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR: H. R. HALDEMAN
FROM: GORDON STRACHAN
L. HIGBY
SUBJECT: Campaign Polling

February 7, 1972

A review of the Campaign polling situation indicates two main weaknesses. First, you and the Attorney General are not receiving polling information in a simple usable form. Second, those individuals on the White House staff and at the Campaign Committee, who could implement directives developed from the polling information, are not receiving guidance.

The reasons the polling information is not in usable form are as follows:

1. First, each of the three vendors has a slightly different format for presentation of the statistical backup. Their comments are not standardized around a format that will answer quickly the questions common to all states being surveyed.

2. When these non-standardized results are summarized by Bob Teeter, the format he presents to you and the Attorney General make it difficult to quickly assimilate the information.

3. Teeter doesn't spend enough time on it.

At the December 7 meeting that you, Larry and I had with Bob Teeter, the discussion focused on the general outlines of the Campaign polling plans. You gave general approval to these plans and granted access to Teeter to our accumulated polling information. At that meeting,
Bob Teeter committed to certain deadlines for polling results which he was unable to make for a variety of reasons. It is true that there were some start-up problems incurred with some of the vendors. However, those problems have now ironed themselves out according to Tom Banham of ORC. Now the problem is one of giving Bob Teeter specific instructions and deadlines as to how and when you want to receive the results.

Teeter's methodology would not have to be radically changed in order for the results to be presented to you in a usable form. His current memoranda are disjointed, non-standardised and verbose. To solve these problems I suggest that four basic documents be presented as the results of each state arrive:

1. One-page summary cover sheet which would give the state, polling dates, thumbnail sketch of the current political situation as indicated by the poll, the President's approval, a brief issue summary, and trial heat position vis-a-vis the three major contenders. It would serve as the quick summary cover and the rest of the materials would serve as increasingly complex backup.

2. Teeter's analysis of the results and his strategy suggestions based on these results.

3. Teeter's recommendation of which material should be given to whom from the data. The type of material that Teeter might prepare here would be that the President's approval for handling both the economy and Vietnam are much higher in New Hampshire where the people are more conservative on the war and less troubled by unemployment. Issues of concern to those in New Hampshire (possibly pollution) would be noted so that those White House staff charged with substantive responsibility could
direct the federal government's effort toward this particular issue. Fred Malek, for example, through his control of the Grantsmanship Program, could direct an ecology project into New Hampshire. Florida material might also include a view that different people are blamed for school busing in certain parts of the state, i.e., voters in the Northern Panhandle of Florida may in fact blame the "pointy head bureaucrats" that Wallace talks about, whereas in Miami the courts might be viewed as the institution primarily responsible. In any event, this material should receive very limited distribution. Agreement should be signed off on by you and the Attorney General prior to distribution.

4. The individual vendor's analysis of the results and the backup demographics with the details similar to those we receive from Opinion Research Corporation.

Each of these three documents should remain within the exclusive control of you, the Attorney General and Bob Teeter.

Certain individuals should obviously receive various parts of the information and perhaps separate reports should be made for each of them. This, however, may be clumsy and perhaps one general report is better. There

There are also certain peculiar examples where one individual should receive a certain piece of polling information. The example which comes to mind is Harry Dent's responsibility recently to go to South Carolina and negotiate Jim Helshouser out of the Senate race and stabilize the Republican party situation in that state. Had polling information been available for that state, Dent should have applied to you and the Attorney General for clearance to have trial heat results which would accomplish the goal established by the Attorney General.

This system would work if Jeb Magruder and Gordon Strachan were given tandem responsibility for directing Bob Teeter's efforts. They tried this for the first two weeks in January but were defeated for several reasons. First, Teeter became inundated with work in having all the fourteen first-wave polling results arrive almost simultaneously.
Therefore, he could not function effectively no matter who was asking him questions. Second, a series of basically non-campaign Presidential requests of Teeter's polling information were funneled through me to Teeter. He used these projects (which in total would comprise three full work-days) as an excuse to the Attorney General for non-delivery of results. The nature of these projects were disclosed to Magruder recently to convince him that Teeter's claims of overwork by the White House were unfounded. He agreed that they were no excuse. Nonetheless, Magruder and Strachan should be given authority to determine priorities for Teeter and jointly control his workload. Other members of the White House staff and Campaign staff should not have access to Teeter. This will insure project completion within an acceptable time frame. Reports would still come first only to the Attorney General and Haldeman. They could be reviewed and distributed as you and the Attorney General felt appropriate.

If you agree with this approach, Magruder will get the Attorney General's concurrence and this system will be initiated.

Agree

Disagree

Other

Li: kb
February 7, 1973

ANALYTICAL EVALUATIONS

MILITARY CHIEF:

H. R. HALEY

FAC:

COPTIC OF CUSTOMS

SPECIALT:

Chemical Division

A view of the General's and Staff's activities during the week was given. We reviewed the charts of the General's week's activities. Several of the cases were discussed in detail. All the cases were approved. The General's week's activities are recorded in the following:

The cases that the General's activity is not in usable form are as follows:

1. The 5,000 cases that are not in usable form are either classified for protection of the individual or it is to be returned to the concerned official. The General's week's activities are recorded in the following cases:

2. The 5,000 cases that are in usable form are summarized by Mr. Smith, the records clerk, for the week. The General's week's activities are recorded in the following cases:

3. The 5,000 cases are marked upon 20.

As the Secretary of the General's Office, I have reviewed with Mr. Smith, the records clerk, the General's week's activities. A summary of the General's week's activities is recorded in the following cases:

2. The 5,000 cases that are in usable form are summarized by Mr. Smith, the records clerk, for the week. The General's week's activities are recorded in the following cases:

3. The 5,000 cases are marked upon 20.
Bob Foster was required to report deadlines for polling results which he was collecting with a variety of sources. But in fact, there were no deadlines on the information used by some of the vendors. However, it appeared that they were prepared to consult the consultant according to their own convenience. The problem is one of giving Bob Foster sufficient advance notice so he may and when you want to receive the report.

The vendors may have to be specifically alerted in order for them to have the reports for you in a timely fashion. His current procedure is to give them a written notice. To assure the proper follow-up on the consultation to proceed in the manner of the consultant.

1. Order a consultation which is expected to detail the total cost, detail the breakdown of the reports and the description of the services. It is best if the total cost of the services is in excess of the original estimate, but less than the cost of the other services.

2. Order a consultation which includes a detailed and clearly stated schedule.

3. This consultation should include the material that will be used as part of the final report. This report should be presented in a manner that is acceptable to the consultant. It should detail in a concise manner, the material that will be used.

4. The consultant's accepted costs are a significant part of the overall budget. It should be emphasized that the consultant's fees are not in excess of the overall budget. It should be emphasized that the consultant's fees are not in excess of the overall budget.
6. The U.S. Postal Service's analysis of the costs and benefits of mailing letters to the residents of North Carolina, South Carolina, and Georgia. The study found that the benefits of mailing letters to North Carolina and South Carolina residents were very limited. However, the study also revealed that mailing letters to Georgia residents was a very efficient method. The study recommended that the benefits of mailing letters to Georgia residents should be included in any federal or state budget.

Certain individuals in the U.S. Postal Service receive various parts of the information that are not relevant to the general public. Therefore, the Service will only release general information to the public.

The U.S. Postal Service has been attacked by some critics, who claim that it is inefficient and costly. However, the Service has defended its operations, and many experts agree that it is a vital part of the nation's infrastructure. The Service has been criticized for its budget and its efficiency, but it is clear that it is essential for the functioning of the country.
Therefore, be it resolved that the study committee who was
appointed by the Board, after careful study of the problem, has come to the conclusion that the project be moved forward in the best interest of the community. The
upgraded facility will be a benefit to all.

Next year's study will be conducted by the Board and will include
a more comprehensive analysis of the project needs and future
requirements. The project will proceed
immediately and the community will benefit
from a modern and
durable facility.

Agree: ____________________________
Misspelled: _________________________
Other: ______________________________

Date: ___________________________

TO: H.R. Haldeman
FROM: Gordon Strachan

You asked for the National Journal article on the Jewish vote. The January 8 issue with the passage marked is attached.

Rob Odle and Larry Goldberg believe the source of the statement is Max Fisher, who reportedly feels slighted by the White House because he has not had a sufficient number of appointments with the President.