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46	18	1/20/1972	<input type="checkbox"/>	Campaign	Memo	From W. Richard Howard to Strachan RE: surrogate speakers. Handwritten note added by unknown. 4 pgs.

[Item N-1]

THE WHITE HOUSE

WASHINGTON

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DETERMINED TO BE AN  
ADMINISTRATIVE MARKING  
E.O. 12065, Section 6-102  
By Emp NARS, Date 6-30-80

January 20, 1972

MEMORANDUM FOR GORDON STRACHAN

SUBJECT: Spokesmen Resources

It is clear that the attached report only records history. It is also obvious that 1701 had absolutely nothing to do with most of the recorded events. These events were clearly scheduled by the principals themselves, probably without even consulting 1701. This is just another example of quantity over quality which is so apparent in almost everything that comes out of the 1701 operation.

I believe that rather than receiving the attached massive record-keeping report, you should request to receive a report on the actual efforts of the spokesmen resource operation. Some of it is quite good and I have attached copies of the latest New Hampshire and Florida surrogate programs, (Tab A), as examples of what I believe to be relatively effective spokesmen resource scheduling. These are being coordinated between O'Donnell and Porter and the only problem I see is that some of the spokesmen are light-weights and the VP isn't scheduled into New Hampshire. It seems to me that the best way to get the maximum productivity out of their operation is to request similar reports on each of the key states, including the primary states. In other words, I believe the report would be much more useful if organized by key states rather than by surrogate candidates, and updated monthly. This would also eliminate the ridiculous and totally unnecessary notification that Jack Kemp addressed the Monday Morning Quarterback Club in Birmingham, Alabama.

I have discussed scheduling several times with both Magruder and Porter and I believe Pat O'Donnell understands very clearly that the only way to make a surrogate program work is to have our

chairmen in each state put together speakers programs including their impressions of which spokesmen would be particularly effective, and what events are available and appropriate for these surrogates. It is then up to Porter and O'Donnell, using all the political input available to them, to start scheduling. This, of course, assumes some degree of competence on the part of our state chairmen and the very necessary guidance by the National Campaign Manager.

As to your recommendations for an effective program, I have the following comments:

1. I disagree that the spokesmen resource operation should concentrate on a relatively few number of individuals. As I have indicated before, we should draw on anybody and everybody based on the best estimate of our state chairmen. He is the one who should know who would be effective and those are the people we should plug in, tempered somewhat by our national guidelines. I do agree, however, that the report is loaded to a considerable degree. Except in a few rare cases like Jerry Ford, I have found Congressmen not to be particularly effective. Certain Governors like Reagan and Rockefeller are extremely effective. Whereas, Governors such as Dunn, Meskill and Millikin are much less so. It would amaze me to see Senator Javits say very many things positive about the President and I question his being a key spokesman. And as we all know, some of the Cabinet and key White House staff are much more effective than others.

I totally agree that our key spokesmen should receive speech materials. Our office, however, does not have the necessary resources to write speeches. We do put out fact sheets, talking papers and quick responses, hopefully in a timely fashion. But this can only supplement basic speech material. In 1970 several speeches were prepared by Ray Price's office (Tab B) and I think they are the right people to prepare speech material. They could put together several general speeches and 6 or 8 specific speeches on positive points our Administration wants to push. These could be updated closer to the election, but at

least it would give our people some basic material to work from now. As far as TV and radio advice: every key spokesman's scheduler has been told that Al Snyder is available to consult with them at any time. The idea is that once an event is set up, each scheduler will put together a full schedule including radio and TV and he knows that Al Snyder is available.

The last point about political briefings was handled in 1970 in the following fashion: The RNC put together relatively complete and quite good political profiles of each key state (Tab C). When a key spokesman was scheduled into a state he received a last minute up-to-date political profile from us and we made sure that the RNC kept these reports up-to-date. I see no reason why this cannot work the same way. I would hope that Harry Flemming doesn't have enough time to run around personally briefing every key spokesman for every event.

2. Your second point about spot checks is relatively simple to handle by requesting from each scheduler, a copy of his detailed itinerary following each event. With a relatively quick review of the itinerary you can tell whether the spokesman has completed what we would consider to be a full and effective day campaigning, or whether he has just flown in, made a quick speech to 100 people and quickly flown back to Washington.
3. Regarding your third point about John Scali, you should be aware that Scali believes he works for the President and would therefore take orders only from Bob Haldeman. He is perfectly happy to coordinate with Chuck Colson and they do work well together, but as you realize John Scali is John Scali and in order to get him to do something, the push has to come from as high a level as possible. It is my belief that until Scali receives a strongly worded direct push from Mr. Haldeman he will not do the necessary follow up.

It seems relatively ridiculous and a waste of time for me to continue writing memos to document my thoughts in the area of spokesman resources. I have done this several times, and I would guess I will

have to do it several times again, but I keep making the same points. It is unfortunate that so far my thoughts have not been fully understood. I only hope this contains some quality and not just quantity.

You asked for my candid comments and I believe I have given them to you. Therefore, I would appreciate it if copies of this memo were not distributed to any and all interested and uninterested parties.

Thanks.

A handwritten signature in black ink that reads "Dick". The signature is written in a cursive, slightly slanted style with a long horizontal stroke extending to the right.

W. Richard Howard