

Richard Nixon Presidential Library
White House Special Files Collection
Folder List

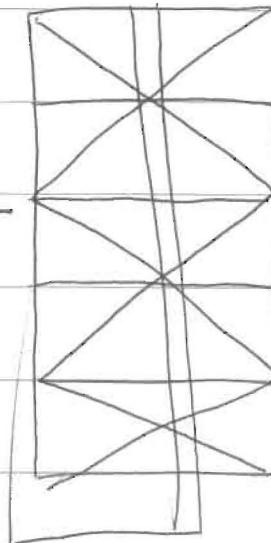
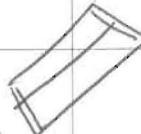
<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
21	7	9/3/1968	Other Document	Handwritten notes - including shorthand - (author unk) naming Generals Heaton & Bob and others. 1pg.
21	7	n.d.	Other Document	Handwritten notes (author/recipient unk.) RE: reception/party. 1pg.
21	7	n.d.	Report	Manual/intinerary detailing functions of Advance Man. 28pgs.

9/3/68

General Weston

11 (n) + c
b v b o d) o
) / →

General Bob Schulz



202

7262202

Rank - whereabouts -

Coh. Walter Tkash

SAC

402-555-1212

291-2100

WW

Café at Davis
Author of book

Get Approved
wine list

Extremely light lunch -

~~Fruit
Cheese~~

No pie, cake,
Soufflé, ^{light}
Berries Roncino

Press Conf - 1st day or 2nd
in The office?

TABLE OF CONTENTS

I.	INTRODUCTION	1
II.	GENERAL POLICY	2
III.	SCHEDULE	3
IV.	GENERAL STANDARD OPERATING PROCEDURE	5
V.	BEFORE YOU GO ON THE ROAD	7
VI.	THE FIRST HALF-DAY ON SITE	9
VII.	PHILOSOPHY OF ORGANIZING THE CANDIDATE'S APPEARANCE	11
VIII.	CANDIDATE'S ARRIVAL AT AIRPORT/RAILROAD STATION (WHISTLE STOPS)	12
A.	OLD-TYPE AIRPORT WITH FENCE	13
B.	MODERN AIRPORT	16
C.	RAILROAD STATION AND TRAIN ADVANCING	17
IX.	TRANSPORTATION OF CANDIDATE, STAFF, PRESS	20
X.	OVERNIGHT HOTEL/MOTEL ACCOMMODATIONS FOR CANDIDATE, STAFF, PRESS	25
A.	OVERNIGHT SET-UP	25
B.	TRAVELLING STAFF	27
C.	PRESS CONFERENCES	29
D.	PRESS ROOM	30
E.	HOTEL/MOTEL ARRIVAL CROWD-BUILDING TECHNIQUES	31
F.	HANDSHAKER RECEPTIONS	32
XI.	PUBLIC MEETINGS	33
A.	INVITATIONS	33
B.	TELEPHONE CAMPAIGN	34
C.	ADVERTISING CAMPAIGN	36
D.	PUBLICITY CHAIRMAN	39
E.	OTHER CROWD-BUILDING TECHNIQUES	39
F.	PHYSICAL SET-UP FOR RALLIES	40
G.	PRE-PROGRAM AND CANDIDATE INTRODUCTION	40
H.	PLATFORM AREA	41
I.	PRESS AREA	41
XII.	DEPARTURE PROCEDURE	43
XIII.	TV AND LIGHTING	46
XIV.	SOUND	48
XV.	CREDENTIALS AND IDENTIFICATION	51
XVI.	OPERATION "THANK YOU"	52
XVII.	EXPENSES	53

CHAPTER I

INTRODUCTION

1. Your primary function as Advance Man is to serve as the personal representative of the candidate in the advance planning of all facets of his visits to a given area. It is your further function to be on the scene both before and during the time of the visit to insure that all details pertaining to the visit are carried out as planned and in a way that will make the trip one of maximum effectiveness. You will be expected to advance for both the Presidential and/or Vice Presidential candidate. The procedures for both are the same.

2. You are responsible for maintaining local contact and for the development of the program and activities for the candidate and his party during the time they are in your area.

The success of the candidate's appearance will depend on the advance preparation.

It will be appreciated if you will make a special point of checking every one of the applicable items in this manual to make certain that the local committees have the situation well in hand.

3. Do not grant interviews or issue any press releases or announcements. Publicity stories should be released through local committees. Local committees should NOT advise the local press of the arrival of the advance man. If they do, then be a good fellow and say as little as possible to the press.

4. Cooperate with the candidate's security (the Secret Service) personnel on the scene at all times.

5. Under no circumstances give a copy of this manual to the local committees or anyone else. Instead, pick out the pertinent portions which are applicable to the particular visit and go over them with the local people in charge (Of course, not with this manual in hand).

If, by the time of your first "advance", you don't have the complete outline of your duties and responsibilities memorized and in your head, coupled with a generous dose of common sense to make discreet and diplomatic exceptions to the general rules, then you shouldn't be an advance man.

Performed properly, with tact and diplomacy toward the local committee, but with 100% dedication to obtain what the candidate needs, you will be making a real contribution to American political action at its best, and win or lose, a quiet sense of pride in your contribution will remain with you the rest of your lives.

CHAPTER II

GENERAL POLICY

1. You must always bear in mind that your responsibility is to the candidate. At all times this responsibility supercedes your responsibility to the local committees or anyone else. Often the wishes of the local committee will be in conflict with the needs of the candidate, and your job is to effect a compromise satisfactory to all, if possible, but, in any event, never one which is unacceptable from the standpoint of the candidate.

2. The Washington Tour Office Director, John Whitaker, assisted by Henry Hyde, will help you in every way possible to smooth our differences. If you reach an impasse, refer the problem to the Washington Tour Director immediately by phone (202) 783-4241 - a 24-hour phone service. If there is no answer, phone Hyde's home phone (202) 338-6400, Ext. 34.

3. Once the candidate arrives on site, your orders come directly from the Field Tour Director. As soon as the candidate departs, authority shifts from the Field Tour Director back to the Washington Tour Office, i.e., Whitaker or Hyde.

4. Advance Man's relationship with the candidate:

Do your best to always keep a considerable distance, i.e., at least 20 feet, from the candidate because the candidate will follow the Field Tour Director and the Field Tour Director will follow you. Even when you are pushing in large crowds, you should stay ahead of the candidate and keep your hand in the air so that the Field Tour Director can always see you because you (and the advance Secret Service agent) are the only ones who know the route.

Do not talk to the candidate unless, of course, he asks you a question. The reason for this in particular is that he may have his mind on something that us just about to occur. For example, remarks that he intends to make to open a press conference and if, for example, you were to at that point say something to him about a rally that was going to take place two hours later, you would completely blow his train of thought. Therefore, make your contact not the candidate, but the Field Tour Director and refer all questions to him and give him a complete briefing on what lies ahead.

CHAPTER III

SCHEDULE

In order to really appreciate your function as an advance man, it is first necessary to understand the overall type of schedule the candidate requires.

Exposure of the candidate to the voter's mind has to be the ultimate objective whether the exposure is in the flesh, or via TV, radio or the newspapers. If a national candidate did six speeches a day, six days a week to an audience of 5,000 per speech, just under 1.5 million people would see him out of a total vote of about 70 million voters during a two-month campaign. The crowds exposed to him in the flesh would be at least 75% loyal adherents, which means the candidate, after this exhausting grind has an opportunity to convert roughly 25% of 1.5 million voters, or 375,000 voters out of 70 million, i.e., .005% of the nation's voters. Therefore, the sheer logic of these statistics indicate that the candidate reaches the voters via (1) Network TV (2) the wire service reporter (AP and UPI) (3) syndicated columnists (4) local TV and radio, and (5) local newspapers, in about that order. Exposure of the candidate to all five of these media is infinitely more important than exposure of the candidate in the flesh to audiences of whom only 25% at best can be converted. Hence, your job is to expose the candidate to these five media, and where there is a crowd required, it must be large to influence the media favorably.

But what about motivating the local political workers? Yes, this has to be done, but it can most effectively be accomplished by private meetings between the key responsible and effective politicians in each state and the candidate, not large, exhausting hand shaking receptions.

Therefore, the schedule will be arranged to:

1. cover important localities
2. generate major daily news
3. get intensive coverage in depth by the five basic media already mentioned.
4. provide (probably only one per day) large public meetings with intense effort to obtain a large crowd to generate excitement and stimulation among the supporters, but most important, to let this crowd serve as a newsworthy event (backdrop) for the news media to report.
5. private meetings (at most once a day and maybe less often) with the key effective political leaders and opinion makers.
6. leave adequate staff time for preparing issues, evaluating the opponent's positions and time for phone calls.
7. a physical and political necessity - adequate periods for rest and eating.

To bring all the above into better focus, below is the schedule in terms of average day's contents of national campaigning. (Also see sample detail schedule like each of you will make up in the back of this manual.)

AVERAGE DAY'S CONTENTS

Start at 9:00 a.m. - finished by 10:00 p.m.

Work 4 or 5 days a week

Spend 2 hours on public events

 1 hour on private meetings

 2 hours for rest and writing and staff

 2 hours for meals

 2 hours for travel

 1 hour for phone calls - more whenever possible

$\frac{1}{2}$ hour briefing for travelling press (all press conferences cleared with headquarters)

 1 $\frac{1}{2}$ hour TV taping

The central point of scheduling is that campaigning is symbolic, i.e., it is not what the candidate actually does as much as what it appears he does. This means the image the voter receives via the various media is the key point since the vast majority of the voters never see the candidate in the flesh. Therefore, the candidate makes one or perhaps, at the most, two national news leads a day, plus local "splash news" wherever he visits. Keep this point in mind and use it as an argument with the local committee that expect the candidate to do numerous events because all that does is fuzz up the news leads and exhaust the candidate.

CHAPTER IV

GENERAL STANDARD OPERATING PROCEDURE (Follow in order listed)

1. The itinerary and instructions will be furnished from the Washington Tour Director. You will be supplied with a contact sheet (including Secret Service agent and rally man) and pretty complete listing of events the candidate will undertake, with approximate times.

2. Get in touch by phone with the local contacts and let them know when you will be arriving, length of stay, etc. Then contact the rally man assigned by the Washington Tour Office and coordinate your arrival with his. Then advise the Secret Service agent of your arrival. Advise the Washington Tour Director, as soon as you arrive, of your hotel and phone number. You would plan about a two day visit on your first advance, which will be ten days to two weeks before the candidate arrives. Between the two visits stay in touch by phone to make sure everything is under control.

3. Proceed to assigned location and meet first with local key political contact - usually one man, never a large meeting where it is difficult to make decisions. Check general preliminary plan with him for overall OK. Have the rally man attend this initial meeting with you. Determine any potential complications from the local key political contact before meeting other workers who will become involved. Keep in touch with him as plans are developed and settled. Remember, 99% of politics is good communications -- keep the key people informed at all times. Lay out tentative time schedule for candidate's visit. But never commit yourself to this schedule until it is approved by the Tour Director.

4. Meet with local committee and set up chairmen for the following committees, where required:

Publicity
Physical press facilities
Airport/Railroad arrival facilities
Invitation Committee
Telephone campaign
Transportation
Hotel arrangements
Meeting arrangements and program for main public rally

5. At the same time that you lock in the chairman for each committee, make sure that the rally man is with you to lock in the separate chairmen that he requires. These rally chairmen may include:

A. Airport/Railroad arrival - decorations, bands, etc. This function is not to be confused with the advance man airport/railroad station arrival chairman whose responsibility it is to maintain physical control related to the position of the crowd, security (with the Secret Service agent), etc., at the airport.

B. Motorcade route decorations chairman -- bands along the route at various intersections, confetti drops, sparklers, or flash-lights (at night), etc. This function is not to be confused with the advance man's transportation chairman who is responsible for the route, recruiting all cars and drivers (exclusive of candidate and security cars which are the responsibility of the Secret Service).

C. Decorations chairman -- that is, for the rally hall, hotel arrival, etc. This is not to be confused with the advance man's meeting arrangements and program chairman who is in overall charge of the hall where the rally will be held, including the precise program, introduction of VIPs, introduction of the candidate, etc.

D. Publicity chairman who is in charge of getting out the handbills, posters, printed announcements, etc. This is in no way to be confused with the advance man's publicity chairman whose job it is to promote the candidate's visit via the various local media, nor the advance man's physical press facilities chariman who is in charge of all arrangements for the visiting national press and the local press.

6. Go over the entire route of candidate on a dry-run basis and make sure the Secret Service agent approves all movements of the candidate.

7. Draw up an exact schedule for entire visit with all details included and clear it with the Washington Tour Office.

8. Arrange to maintain regular telephone contact with overall chariman and key political contact (see #3 above).

9. Be prepared to guide party through the visit, maintain schedule, meet emergencies, handle local committee contacts for party and be sure everything proceeds as planned.

CHAPTER V

BEFORE YOU GO ON THE ROAD

Before you go on an assignment, you will be supplied with:

A. An extremely rough tentative schedule but with firm departure and arrival times by the Washington Tour Office.

B. The name and phone number of the one key political contact that you should call, informing him:

1. Exactly what flight and time you will be arriving and informing him that you do not want any press present when you arrive, nor even an announcement that you are coming;

2. Ask him to make your hotel reservations;

3. Set up a private meeting stressing that you wish to have a meeting just with him alone to establish a rough schedule before meeting with other members of his group;

4. Let him know that he should recruit to meet with you (right after your first private meeting) the key chairmen that will be needed, such as

Publicity
Physical press facilities
Airport/railroad facilities
Invitations committee
Telephone committee
Transportation
Hotel/motel arrangements
Meeting and program arrangements

It cannot be over-emphasized how important it is to meet with one key man rather than a large group when you make your initial contact because it is impossible to get decisions made with too large a group. At the same time you must give the local key contact warning to recommend the various chairmen so that you can move quickly to get the whole operation organized immediately after your first private meeting with the key political contact.

C. The name of the advance Secret Service agent you will be working with and where to meet him.

D. The names and phone numbers of the key political contacts which you can make after your arrival in the State, such as

1. GOP State Chairman

2. National Committeewoman

3. National Committeeman

4. Elected officials in the State, such as Governor, Senators, Congressmen (particularly the Congressman in the District where the event will take place)

5. The State Chairman of the United Citizens for Nixon. The structure of organization will vary from State to State. In some states there will be one overall United Citizens for Nixon Chairman, and where this is the case, he should definitely be contacted. In other states, the United Citizens for Nixon movement will be a vertical organization, i.e., Doctors for Nixon, Barbers for Nixon, etc. This, of course, is an impossible task for the advance man to make contacts, and the Tour Office, where possible, will give you the names and phone numbers of the key United Citizens for Nixon people in the city where the candidate will appear.

6. In addition, there have been during the pre-Convention period Nixon State Chairmen whose responsibility it was to line up Delegates to the Republican National Convention. Where these men and women still function in an official role during the Fall campaign, they become a necessary contact the advance man must make.

7. YRs (Young Republicans) state or local chairmen (This may include a TAR (Teen Age Republican) organization. In this category have the rally man make the direct contact because he will be the one that will be utilizing the volunteers from these organizations. But if you work an advance without a rally man, then make sure and contact YRs and TARs yourself since they are a good source of workers.

8. Women's Federation state/local chairmen

- E. A personal staff identification badge and lapel identification pin
- F. An air travel card supplied by the Republican National Committee
- G. A telephone credit card supplied by the Republican National Committee
- H. Expense account forms supplied by the Republican National Committee (Your supply is found in the back of this manual)
- I. A car rental card supplied by the Republican National Committee

J. Glossy prints and biographies of the candidate and his family, to be given to the local publicity chairman for placement in the newspapers to promote the candidate's visit

K. A "Nixon Staff" baggage tag to be used on the few occasions that you travel on the press plane after a candidate's event if you are headed for your next advance assignment in the same direction the candidate is travelling

L. Thank You note forms - both the VIP Thank you note forms and the general Thank You note forms

M. The name and phone number of the rally man who will be working with you so that you can (before your arrival in the city where the event will take place) contact the rally man to coordinate your arrival with that of the rally man. Note names and home phone numbers of rally men can be found in the back of this manual. An attempt will be made to make pairing of advance and rally men who work several assignments together as a team.

N. Motorcade windshield identification stickers

O. Call John Davies (212) 661-6400 or Bob Passwaters (213) 621-1255 in Los Angeles and give him a rough schedule so that he makes contact with the local telephone company to give you the phone service required for the candidate, his staff and the press.

CHAPTER VI

THE FIRST HALF DAY ON SITE

Immediately upon arrival, please do the following, i.e., in the first half-day:

A. Contact the Washington Tour Office - (202) 783-4241 - and inform them of your local telephone number

B. Make sure that the rally man meets with you so that you take him with you to all meetings in the early phases of the operation so that he is completely informed on the candidate's schedule, routes, etc.

C. You and the rally man meet alone with the key political contact. He will probably have come to the airport to meet you and if this happens, contact the rally man and introduce him to the key local political contact as soon as possible.

D. Phone the Secret Service man, let him know that you are in town and set up a tentative time to go over the route with him and the various chairmen for each committee. You must have complete agreement with the Secret Service agent on every movement the candidate makes - not just the obvious travelling routes, but the details of the candidate's movement at each building -- such as to and from press conferences, private meetings, etc., in the hotel -- every single movement. Should a serious impasse develop, then refer your problem to the Washington Tour Office for solution. Actually, there should be no problem.

E. Meet jointly with each of the chairmen of the various committees that you will need. Simultaneously, the rally man will obtain his chairmen for each rally function.

F. By this time a rough schedule should have been agreed upon. But you will find in all likelihood that there is really less time available than the local committee has led you to believe, i.e., they are not familiar with the time required at the airports to unload the airplane, nor are they thinking of driving times under the traffic conditions that will occur at the time the candidate visits, etc. Therefore, carefully go over all locations with the overall chairman and the chairmen required for each segment of the operation and time the routes and familiarize yourself in detail with all locations. The Secret Service man must accompany you at this time so that he is aware of all the physical movements that you plan for the candidate and have his approval.

G. At some point, usually early in the visit, the question of financing the candidate's visit must be discussed in detail with the local key political contact. It must be left up to your judgment as to when to bring this matter up, but essentially the following needs to be achieved:

1. Unlike the Presidential primaries, Mr. Nixon is now the candidate of the Party and, therefore, the entire cost of the operation is to be billed to the local committee. This would include the overnight stay in the hotel/motel of the candidate and his staff which could easily cost \$1500-2000;

2. Costs of all posters, placards, confetti, balloons, etc., which could come to another \$1200;
3. Spot TV, radio and newspaper advertisements which can come to \$4000 (see Chapter XI, Section C on Advertising);
4. Rental of the hall which could come up to \$2000;
5. Facilities for the press, such as 3 TV monitors and 10 manual typewriters in the press room at the hotel/motel and sandwiches and refreshments for them, plus the possibility of box lunches on the press buses enroute and the cost of renting the press buses all of which could come to \$500.

The press, however, pay for their own hotel/motel costs and any meals they wish to buy in the hotel. Phone and Western Union services for the press are provided (with rare exception) as a public service by the phone companies. Should you get into a serious controversy over the costs of the candidate's visit, please refer the problem to the Washington Tour Office.

✓

CHAPTER VII

PHILOSOPHY OF ORGANIZING THE CANDIDATE'S VISIT (including his staff, national and local press)

To do your job effectively, you must develop a split personality by giving meticulous attention to the detail planning of the five major events connected with the candidate's visit. These five events are:

1. The arrival and reception of (a) the candidate, (b) his staff and (c) the national press at the airport/railroad station;
2. Transportation of (a) the candidate, (b) his staff, (c) the national press, including TV gear, (d) local press and (e) local VIPs throughout the entire time from when the candidate arrives until he leaves;
3. Hotel/motel accommodations for overnight or rest stops for (a) the candidate, (b) his staff and (c) the national press;
4. Meetings and other functions that the candidate may attend, i.e., rally, press conference, luncheons, meeting with newspaper publishers and editors, TV studio appearances, color drop-bys;
5. The departure of (a) the candidate, (b) his staff and (c) the national press.

Most of the remainder of this manual is directed to a detailed discussion of these five basic events, so keep this basic five-point organization in mind.

CHAPTER VIII

ARRIVAL AT AIRPORT/RAILROAD STATION

Airport receptions - the crowd-building technique

1. It is vitally important that the largest possible crowds be encouraged to meet the candidate when he arrives at the airport.
2. Outlying Republican and volunteer organizations should be encouraged to hire buses and bring in groups of people. Home-made welcoming signs should be abundant. Discourage printed signs.
3. Use of noise-makers, bands, college students and Young Republican groups, as well as Boy and Girl Scouts in uniforms should be encouraged.
4. Insist on having at least one band - a good high school band (or a rock and roll group) is preferable - at airport receptions. No cheer-leaders - the candidate's appearance will cause plenty of favorable reaction.
5. Have the committee contact all the local civic clubs and other organizations and invite them to be represented. Also, suggest that schools be dismissed so that pupils and teachers can attend, emphasizing to the school authorities the value to the pupils in participating in a Presidential campaign.
6. A telephone campaign is essential (see details of how to run a telephone campaign in Chapter XI, Section B). Although the visit is, of course, being made in connection with a partisan political campaign, you will find that many civic and other non-political organizations, as well as schools, will be willing to cooperate in making it possible for people to turn out at the airport to see the candidate. No harm can be done by contacting them, and there is always the possibility of their interest and cooperation.
7. Church groups and Junior Chambers of Commerce and business organizations should be contacted in this regard. Also, by having groups such as Boy Scouts and Girl Scouts as honor guards, it is possible to encourage the attendance of their parents. The same applies to a high school band.

The enclosed diagram outlines the essential elements of an airport arrival. These include:

--The use of 4 of your local chairmen

1. Airport arrival chairman
2. Physical press facilities chairman
3. Transportation chairman
4. The chairman that the rally man is using for color (bands, Nixonettes, etc.)

A. OLD-TYPE AIRPORT WITH FENCE

1. The candidate, his staff and some press will travel in a chartered Boeing 727 jet with a second Boeing 727 jet for additional press. The press plane always lands ahead of the candidate's plane by 10 minutes or so. You must first work with the local airport manager and Secret Service agent for clearance for parking of the 2 aircraft, location for the crowd and parking of the motorcade on the airport apron and exit of the motorcade from the apron.

2. The candidate's aircraft should be parked in close proximity to the crowd with the candidate exiting from the front of the aircraft, followed by his staff.

The press exits from the rear door of the candidate's aircraft and from both exits of the press plane. Often the candidate will wait until the press has exited from both aircraft so that they are in position to cover the arrival. The national press will be escorted by the travelling press aides to the roped-off press section on the apron. Many national press may elect to walk from the plane directly to the press buses.

3. The advance man should bring the greeting committee on to the apron through a controlled security entrance so that the candidate can meet the committee when he deplanes. The location of the greeting committee and the press area is shown on the enclosed diagram. The names and addresses of the greeting committee must be given to the Secret Service agent at least 24 hours before the candidate arrives. The local press must be given credentials (see Chapter XV on Credentials and Identification). If they are not, the Secret Service will not allow them on the apron.

4. As the staff deplanes (while the candidate meets the greeting committee and the local press) try to pass to each staff member a list of hotel/motel room numbers. This list should include all staff, but should not include the candidate's room number or the Secret Service room (see Chapter X on hotel/motel accommodations for more details).

5. Simultaneously, the local press should be allowed on the apron through a controlled security entrance and the local physical press facilities chairman should check credentials to allow only the press on to the apron and guide them to the roped-off press area.

The only other people who should be allowed on the apron are the Western Union runner and the drivers of the motorcade cars and baggage truck who should stay in their vehicles and not wander around on the apron when the candidate arrives.

On occasions, it is alright for the band or bands to be allowed on the apron if they have a particularly colorful dance or drum majorette routine to go through. But, in general, it is best to put the band behind the airport fence so they add to the size of the crowd. Should you decide to put a band, Nixonettes, etc., on the apron, then clear with the Secret Service.

6. Normally, the candidate, after meeting the greeting committee, and talking to the local press (this is not a press conference but simply a "press availability" for a few moments when the airplane arrives), will work along the fence shaking hands with the crowd. As the candidate works the fence, Chapin will be reasonably close to him but the advance man should keep his distance so that he does not get in the photographs.

There is going to be a totally new problem relative to the local and national press because of a requirement placed on us by the Secret Service relative to the candidate's greeting the crowd at the fence. Instead of just allowing the national and local press to willy-nilly leave the press area and follow the candidate along the fence, we have to work out a pool sort of arrangement which will be very difficult. In other words, the situation with the national press will be as follows:

The AP and UPI photographers and the three network camera crews and the Nixon TV crew will, by previous arrangements between Ron Ziegler and the Secret Service, be allowed to work along the fence with the candidate, and this will be a routine SOP arrangement since all these people will be known to the travelling Secret Service agents.

But, handling of the local press will be a difficult problem for you. The Secret Service does not wish to let the local press simply leave the press area and work the fence with the candidate. Instead, only the key local newspapers and key local TV stations will be allowed to work the fence, and the names of these people must be pre-arranged and cleared by the local Secret Service agent working with you and your local physical press facilities chairman. This is going to be extremely difficult if not an unworkable situation, and perhaps there will be some revision of procedure on this problem in the near future.

7. Have a baggage cart placed near the fence with a cordless hand mic and an adequate public address system. The point is that then the candidate has the option to informally stand on the baggage cart and make a few remarks if he wishes to. Under no circumstances build an actual platform because this locks the candidate into making a speech at the airport. However, if the event is a "prop stop", i.e., the only visit to the location and no trip into the city is planned, then platform is expected with a set-up at the airport for the stage and press area just like an indoor rally (see Chapter XI, Sections H and I).

8. As shown on the diagram, the crowd should be confined to a small area behind the fence. The reason for this is that you can have, say, a very good crowd of 2-3000 and if they are allowed to string along the fence, they will be only one or two deep and this results in the appearance of a thin crowd in the view of the camera lens. The point is that they should be at least ten deep or deeper in the field of the camera view. Only after you have filled up one area behind the fence should you allow an overflow into a second area behind the fence, as indicated on the enclosed diagram.

9. The physical press facilities chairman also has some key functions at the airport arrival. These include:

A. A bank of ten telephone booths with a prominent sign over them saying "Press Phones". These phones are for the press to file any story, either on the airport arrival or to finish filing a story from the last campaign stop. The cost of installing these phones (with rare exception) is donated as a public service by the phone company.

B. A Western Union runner must be on the airport apron with a sign that says "Western Union" that can be easily seen in the crowd so that the press can give him any copy they have written on the plane which they wish to have filed.

In addition, there will be a Western Union man who travels with the candidate who will facilitate arrangements for the press.

C. On the press buses there should be:

1. A copy of the most recent local newspaper

2. A fact sheet on the city and state which should include such items as:

- (a) Presidential results of the 1960 and 1964 elections;
- (b) Complete Senatorial and gubernatorial results of the last election;
- (c) Registration figures for the state;
- (d) Chamber of Commerce-type information on the city and state being visited;
- (e) and, if a long motorcade is planned without a meal stop, a box lunch should be on each seat of each press bus.

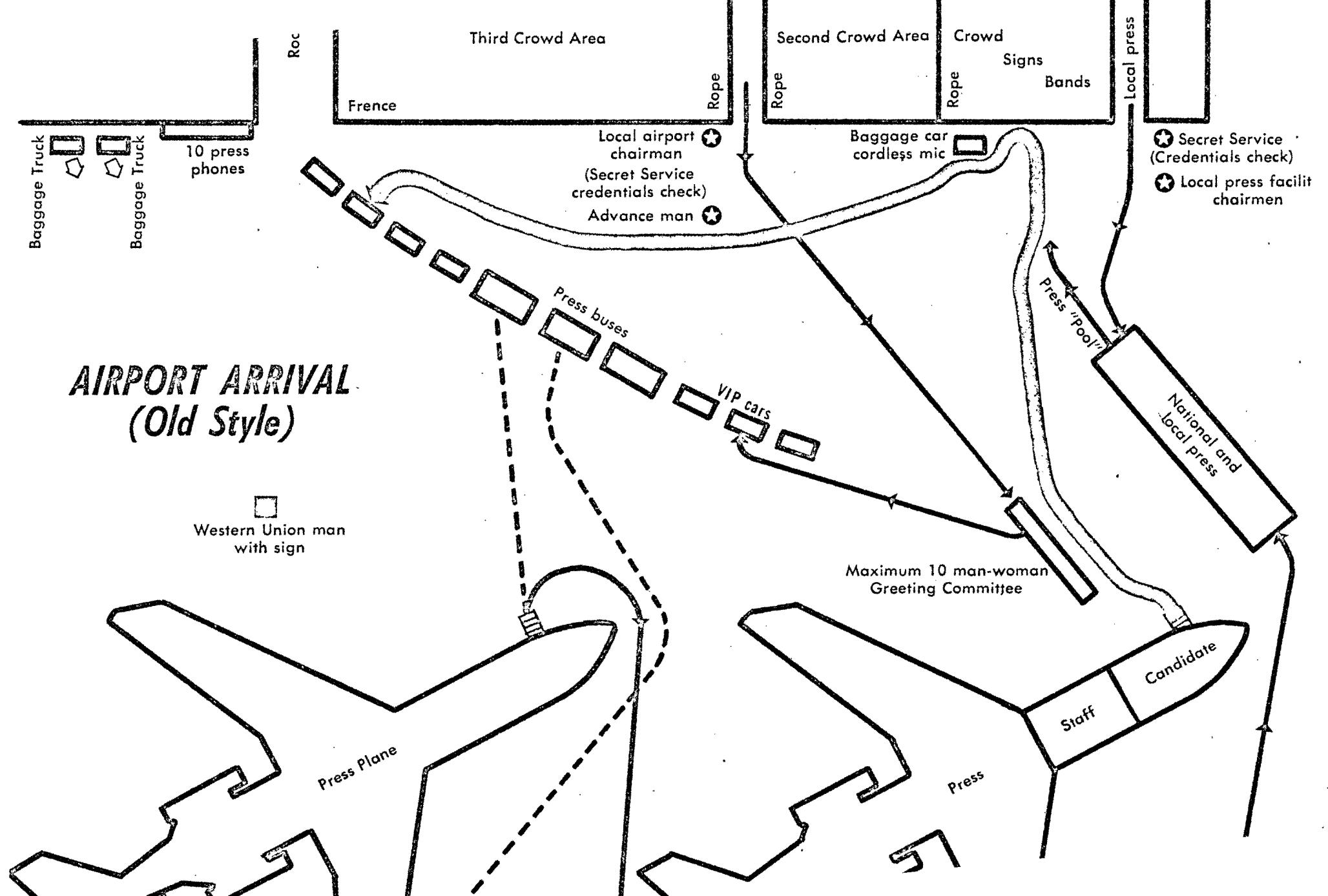
D. He should be instructed to help get the national press and local press on the press buses and at the same time meet the candidate's press aides.

E. In addition, the advance man should be careful to instruct the physical press facilities chairman that his function is logistics and that he should not indulge in discussion of issues with the press.

F. The local physical press facilities chairman should make sure that only the travelling Associated Press (AP) and United Press International (UPI) wire service reporters are allowed in the wire service car in close proximity to the candidate in the line-up for the motorcade.

G. He should make sure to assist TV crews in expediting their equipment into the fourth press bus at the rear of the motorcade. This is particularly essential if the schedule involves the candidate going directly from the airport to a rally hall or to a press conference because they need as much lead time as they can get to have their cameras set up and, as a result, they wish to go ahead of the motorcade.

H. One last point you should be aware of at an airport is that the Secret Service will have a stand-by room somewhere in the airport terminal. The purpose of this room will be in case of security emergencies or an emergency which requires the candidate to get to a telephone on matters connected with the national interest. Therefore, please just be sure that you know where this room is, because, if an emergency did develop you would be wanting to move the candidate on your plan into the candidate's car, whereas the agent would be headed in the opposite direction with the candidate to the stand-by room. This flap can be avoided by just knowing from the Secret Service agent where this stand-by room is located.



Transportation Chairman

He must have the entire motorcade lined up properly on the apron of the airport with all drivers in their cars. In addition, he should have an assistant supervise the unloading of baggage and moving the baggage trucks to the hotel/motel as soon as possible. The Transportation Chairman should then ride on the press bus.

Airport Rally Chairman

The advance man has nothing to do with this because it is the rally man's function to supervise the airport rally chairman; but, of course, if there is no rally man, then all local color, bands, Nixonettes, etc., are your responsibility.

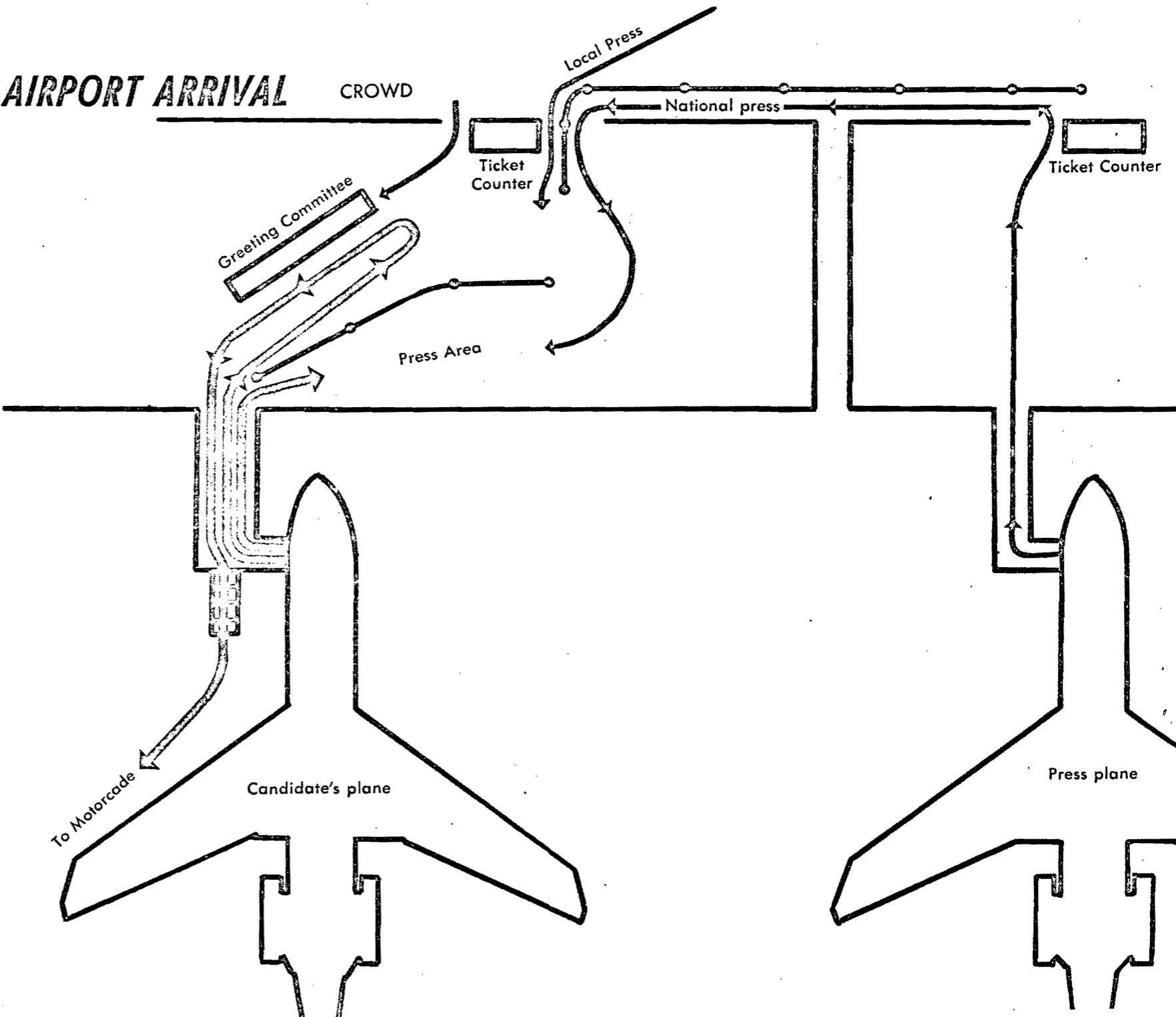
B. Arrival - Modern Airports

A variation of airport receptions is the enclosed diagram using modern airports where there is no standard fence, and the passengers deplane through a chute directly into a terminal.

All the same principles are involved. The "fence" becomes the guard rail where the passengers normally check in past the ticket counter. The main problem is to establish an exit from the area where the candidate greets the crowd (and for the press) back to the apron to board the motorcade. There may be situations where no such exit exists and only if this is the case will the candidate be walked through the terminal to join the motorcade parked in front of the terminal rather than on the apron.

Modern airport receptions are to be discouraged. Instead, go to an open apron part of the airport and set up oil drums filled with water and tied with two strands of rope which become your "fence". Select this location carefully with the concurrence of the airport manager and the Secret Service. Once you have built your own "fence", the procedure is identical to old-type airport arrivals previously described.

MODERN AIRPORT ARRIVAL



C. RAILROAD STATION AND TRAIN ADVANCING

There are, of course, a number of special requirements involved in advance arrangements for the train. In general, train stops will fall into three categories:

1. Whistle-stop -- speech from rear platform of train
2. Off-train station rally -- speech from railroad station or platform built near train tracks.
3. Off-train, downtown rally -- motorcade from train to auditorium or other point for speech.

Other than the general provisions covered below, an off-train downtown rally is set up about the same as a regular campaign stop from an airplane. The train pulls into the station and the party moves to cars to drive to the hotel or meeting place. The station should, of course, be decorated and there should be a crowd and a band -- just as at an airport.

Off-train station rallies:

The train should stop at a pre-determined point so that the official party can move from the rear car to the platform as quickly as possible. The candidate will leave the train and take his place on the platform as soon as the train stops. He should be introduced as quickly as possible -- get the preliminary program over before the train arrives and have the band play to fill the interval.

There must be a press section with tables, phones, etc., the same as at an ordinary rally. Be sure that the members of the press are able to move from their cars at the forward part of the train back to the press tables.

At conclusion of speech, the party will return directly to the train and leave for the next stop.

Whistle-stops:

These will be the most frequent train stops and require some special arrangements. The train should be stopped so that the rear platform is in the best position for the candidate's speech. This is done, with the cooperation of local railroad people, by placing a stake at the point where the engineer is to stop the engine -- calculating the length of the train from there back to the speaking point. Your job is to decide on position of rear platform. RR men will do the rest.

Location should be determined on the basis of the best place to assemble a crowd.

The rear platform of the train will serve as the speaker's platform -- and the local MC should be prepared to step right up onto this platform to introduce the top dignitaries. Then the top state or local candidate should introduce the candidate -- who will come out to the platform from the door to his car.

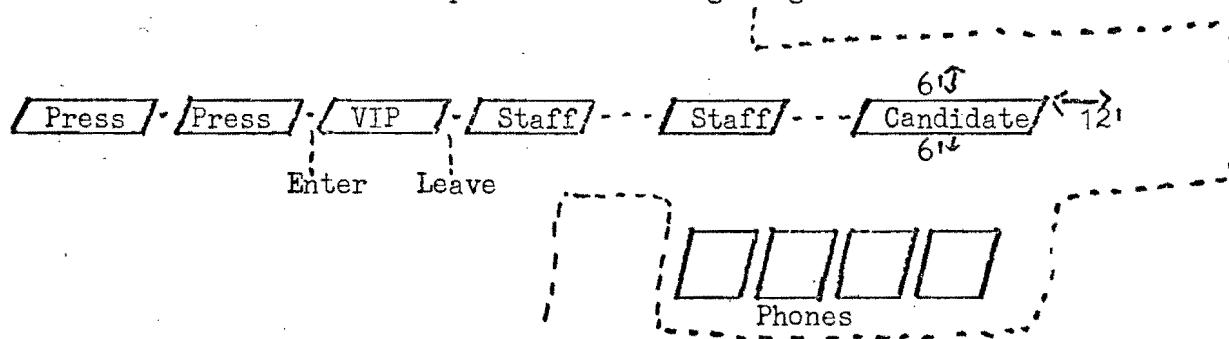
The number of candidates and officials to be introduced should be held to an absolute minimum. Do not go below candidates for Congress. If there is a Republican mayor, he should be introduced, or perhaps serve as MC.

The group to be introduced should wait at the foot of the steps to the rear platform and as each name is called, the individual goes up on the platform, waves, then down the other side. Only two or three people should remain on the platform when the candidate comes out to speak. There isn't room for any more.

Immediately at the conclusion of the speech, the train will pull out -- so any presentations should be made before the speech, as soon as the candidate comes out.

There should, of course, be a band and decorating in the area.

For safety of the crowd, it is essential to provide rope barriers around the rear car of the train per the following diagram.



The rope across the back is, of course, a drop line -- and is put in place as soon as the train has pulled into position - before the crowd is allowed to fill in behind the train on the tracks. There must be a 6-foot lane kept clear on both sides of the rear car for its full length - and a 12-foot area kept clear behind the rear of the train.

Local railroad officials will generally be happy to provide ropes and stanchions for the above purpose.

No press tables are required. The press will stand inside the secured area. Phones should be provided within easy access -- either LD terminal on tables alongside the train forward of the rear car or pay booths in the same location, or both.

Advancing for whistle-stops is generally simpler than for regular rallies since no motorcades or hotels are involved. Be sure, however, that the location for the stop is carefully selected; that the publicity is given great emphasis; and that everything is done to insure a big crowd and lots of color. All the basic crowd-building ideas should be used.

The train will carry its own PA and speaker system -- so this does not need to be provided on the ground.

General Provisions:

It is customary on the campaign train to let a group of dignitaries from stop B board the train at stop A and ride into their area with the candidate. A VIP lounge car is provided for this purpose. The group to board the train must never total more than 40 persons. This will include some state officials who will ride all the way through their state. Clear with the office before setting a number to board at any stop.

The local committee must provide numbered credentials to those who are to board the train. They will also have to provide one-way transportation to the preceding stop. It should be clearly understood in advance that only those with proper credentials and only the number approved will be permitted to board. Refreshments will be available to travelling VIPs. Have a local committee member check the VIPs on.

Basic contact with the railroad is the station-master at each stop.

CHAPTER IX

TRANSPORTATION OF CANDIDATE, STAFF AND PRESS

Transportation of the candidate, his staff, the national press, including TV gear, local press and local VIPs throughout the entire time from when the candidate arrives until he leaves is your responsibility and a gigantic undertaking.

The basic motorcade is outlined in the enclosed diagram. This includes the following elements (each vehicle to be marked with the blue and white sticker on the lower right-hand portion of the windshield - stickers are provided in the advance man kit):

CAR #1 - LEAD SECURITY CAR provided by the Secret Service or the local police. Passengers: Police driver, Secret Service, advance man, Field Tour Director with walkie-talkie.

CAR #2 - CANDIDATE'S CAR. This car is provided by the Secret Service with a Secret Service driver. Front seat passengers: Secret Service driver, candidate's personal aide, Dwight Chapin with walkie-talkie. Back seat: RN and Mrs. N only

CAR #3 - FOLLOW-UP SECURITY CAR. Passengers are all Secret Service or police. This car also provided by the Secret Service.

All cars listed below except the last car in the motorcade are the advance man's responsibility.

CAR #4 - WIRE SERVICE CAR. Passengers: Driver, candidate's press aide and only two reporters: (1) United Press International (UPI) and (2) Associated Press (AP). Car marked "Wire Service Car" on lower right-hand corner of the windshield.

CAR #5 - VIP CAR. The VIPs in a motorcade are a real problem. VIPs should not ride with the candidate and any exceptions to this must be cleared with the Washington Tour Office. Ideally, the press buses should be as close to the candidate as possible.

The motorcade cannot have more than 3 VIP cars. Therefore, as a strict rule only one VIP car can ride in front of the press bus and the other 2 VIP cars behind the press bus. Actually, what we would like is to have all 3 VIP cars ride behind the press buses. This is going to be a real problem for you because if you put one VIP car in front of the press buses and the other 2 VIP cars behind the press buses, then you get caught up in the problem of who goes in the VIP car in front of the press buses.

One workable alternative to this problem is to convince the local people that the motorcade is not really a parade and if they have a problem in reducing the number of VIPs to the point where they will fit in three cars, it is probably better to convince them that they should all ride in one of the press buses. Emphasize that no one is going to see them any way, as the motorcade is not conducted in a parade-like atmosphere. This suggestion, however, will not work when you are dealing with a Governor or a Senator. And when you have a high statewide officeholder like a Governor or a Senator, you can probably get away with putting them in the VIP car in front of the press buses and put other VIPs in the 2 cars behind the press buses.

At any rate, it is all a grim problem which we will go into in detail.

CARS # 6, 7, 8 - PRESS BUSES. These press buses are required to transport national and local press, candidate's staff, local press facilities chairman, local Western Union runner and the candidate's second press aide who should ride in the front of the first press bus in the motorcade (#6). (You will have to plan on transporting about 115 bodies in buses unless otherwise advised)

CARS #9 and 10 - VIP CARS.

CAR #11 - TV BUS. This is the TV bus in which are placed the three travelling TV network crews and their gear, any local TV crews and their gear, the sound staff man, Ed McDaniel, and the candidate's TV aide and technician and the candidate's TV crew and equipment.

Should there be a requirement for TV to move quickly to a hall to set up for a rally appearance, then the advance man should arrange that the TV bus departs ahead of the motorcade with a police escort. Since this does not involve the candidate's security, you should request this police escort as a special favor through the Secret Service agent and let the agent make the request directly to the police.

It is always a good idea to put aboard the TV bus a separate schedule for movement of this bus. For example, if the bus is going to go in the motorcade to the hotel/motel at 5 p.m. and then the candidate is going to speak at, say, 8 p.m. at a rally site, it is necessary for the TV crews to arrive at this hall about one hour before the candidate in order to have plenty of time to set up. This means that the TV bus would have to arrive at 7 p.m. at the rally site - that is, much earlier than the remaining members of the travelling press. Therefore, a separate schedule printed up and placed on the seats of the TV bus is necessary. Have public address system sketch in this bus for Ed McDaniel.

CAR #12 - STAFF STATION WAGON. This is a staff station wagon to run any errands that are necessary. Where possible, ask via the Secret Service that this car be a police car. If you cannot get a police car, then via the Secret Service, request a motorbike to escort this car. The staff station wagon can follow right along as part of the motorcade or, if there is a requirement to move out fast into the town on some particular errand, then the car can go ahead of the motorcade with a police escort. Often the travelling party "staff aide" will want to use this station wagon on an errand.

CAR #13 - BACK-UP SECURITY CAR. Always at the end of the motorcade. This vehicle supplied by the Secret Service.

BAGGAGE TRUCKS - not numbered since the vehicle is never part of the motorcade. As soon as the press plane arrives (before the candidate's plane arrives) one baggage truck should be brought to the press plane and begin unloading. The other baggage truck should be brought up to the candidate's plane as soon as it arrives. Both vehicles should depart with baggage as soon as possible. Please request via the Secret Service a motorbike escort for the vehicles.

The following cars and drivers are not the responsibility of the advance man:

CAR #1 - LEAD CAR
CAR #2 - CANDIDATE'S CAR
CAR #3 - SECURITY FOLLOW-UP CAR BEHIND THE CANDIDATE
CAR #13 - BACK-UP SECURITY CAR - THE FINAL CAR IN THE MOTORCADE - A POLICE CAR

These cars will be selected and driven and tightly controlled by the Secret Service. All other cars are the responsibility of the advance man working through the Transportation Chairman.

All of these cars are closed sedans with the exception of the two photo convertibles which are to be used only if a motorcade with a crowd is planned and with the approval of the Secret Service. The two photo convertibles are on the flanks of the follow-up security car (see diagram). The Secret Service will not allow these cars to ride ahead of the candidate's car.

The cars should all be in good running condition, clean and should be carefully pre-checked. Be sure the gas tanks are full. Use four-door sedans. Do not let VIPs ride in convertibles.

Please do not use brand new cars. Instead, use cars with at least 1000 miles on them. New cars create a number of problems including over-heating, insurance problems, etc., and the fact that they have not been sufficiently checked out and broken in means more chance of mechanical failure.

Drivers

Drivers for the cars under the advance man's control should be young people familiar with the local area and entirely capable of handling an automobile in traffic and motorcade formation. Paid professional drivers, such as off-duty policemen, are preferable to volunteers.

Each driver should be at the wheel of his automobile - with motor running and headlights on - at least 15 minutes before scheduled departure time. This is necessary even if the drivers have to leave a meeting or rally before it is concluded in order to arrive at their designated station. Have cars at airports 45 minutes before arrival time of the candidate and the same applies for departure from hotel/motel in the morning.

The drivers must leave the keys in their cars at all times. The keys should never be removed. This is necessary because we may have to get into the trunk of the car - or move it should the driver forget his orders and not remain with the car.

The Transportation Chairman - or someone designated by him - must be with the cars at all times during the entire period of the visit. This is because it is sometimes necessary to make a quick change in plans and we must have a pre-determined point of contact.

All of the drivers should stay together - and if they go into a meeting or to eat - they should keep their location known to you or to the man remaining with the cars so they can be quickly located if necessary.

Parade-type motorcade:

If a publicized motorcade route with large crowds is planned (and this must be approved by the Washington Tour Office and the Secret Service), there should be a sound truck out well ahead of the motorcade -- about 15 minutes before the expected arrival - to notify the people that the motorcade is coming. But no sound truck, people marching, horses, etc., are allowed immediately in front of the motorcade because the Secret Service will veto it.

Also, the route should be thoroughly publicized. (But for security purposes, do not publish in the newspaper the entire route from the airport to the hotel but only the actual part of the route when you anticipate a crowd. Remember that security is difficult in the sparsely-populated areas between the airport and the more densely-populated suburban areas, and you can't raise a crowd in the sparsely-populated areas anyway, so don't publicize this part of the route and create a security problem).

Be sure to make a dry run over the entire route taking into consideration actual conditions that will occur at the time of the event. Do not rely on local estimates of driving time or mileage. In 99% of the cases it takes longer than the local committee estimates. Make a handy map and have it with you at all times, so you have your routes "down cold".

Special tips:

Please pay great attention to "docking" the motorcade at hotels and rally sites and making sure that the motorcade is well prepared to depart for the next stop. This is a very serious problem and a motorcade can easily get scrambled up so badly on docking that you will spend the next half-hour straightening it out and getting ready to move on when the candidate is ready to go.

Also keep in mind when the motorcade arrives at a site where the candidate is going to speak that it is vitally important to dock the motorcade so that both the candidate and the press have easy access through the crowds to the speaking area. An alternate docking area at all stops must be privately planned between the Secret Service agent and you at each stop. This could be for security reasons or political problems (such as pickets).

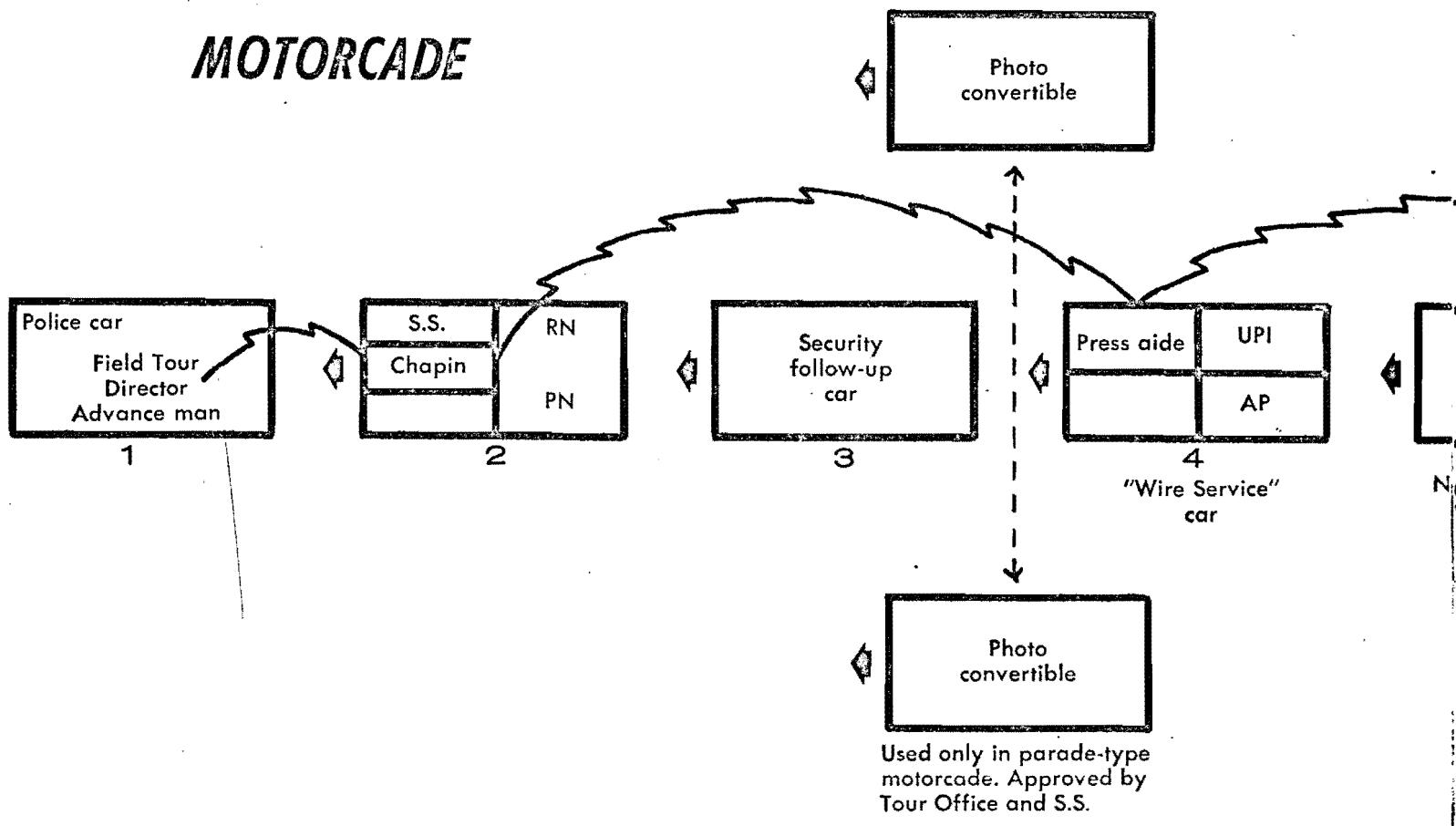
Motorcade communications

The Field Tour Director in Car #1, the candidate's personal aide in Car #2, and the candidate's press aides in Cars #4 and #6 are all in touch by walkie-talkie (see enclosed diagram).

In addition, the Secret Service and police are in communication on their own channel.

Hence, there are independent political and security communication systems and in the event of a conflict on movement of the motorcade, it can be resolved from both a political and security viewpoint by the Secret Service agent and the Field Tour Director in the Lead Car (Car #1) and the Secret Service agent and the candidate's personal aide, Dwight Chapin, in the candidate's car (Car #2).

MOTORCADE



Used only in parade-type
motorcade. Approved by
Tour Office and S.S.

Walkie-talkie communication
between

- (1) Field Tour Director (#1)
- (2) Chapin (#2)
- (3) Press aide (#4)
- (4) Ron Ziegler (#6)