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36	11	07/15/1968	Report	Pre-Convention Checklist with suggested members and duties of teams. 31 pages.
36	11	07/31/1968	Memo	David Dirge to Nixon re: 3-state supplementary survey (NC, MI, NJ) of Vice-Presidential candidates. 9 pages.
36	11	07/20/1968	Memo	Duplicate. Ziegler to Haldeman re: Information Office reorganization. 12 pages.

~~Confidential~~

PRE-CONVENTION CHECKLIST -- JULY 15, 1968

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DETERMINED TO BE AN  
ADMINISTRATIVE MARKING  
E.O. 12356, Section 1.1  
By RTP NARS, Date 4/6/87

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## INTRODUCTION

This report is nothing more than a suggested checklist of all those technical items which any convention planning will have to take into account. It has been prepared with full knowledge that many persons are already working on many different areas touched on in this report, but in the hope that an effort to pull all the various areas together in one document which can serve as a checklist might be helpful to everybody concerned.

This report is in no way a suggestion on political strategy. The items covered in it relate to administrative needs of the campaign during the convention, regardless of any political strategy that is adopted prior to or at the convention itself. Dry-run convention sessions should be held to provide similar checklists in the area of political strategy.

The most important conclusion from the discussion which produced this report is the critical need which will exist during the convention for a single individual to be given the authority by the Governor to call the shots. It is imperative for one man to be able to take command when time is of the essence and decisions must be made.

In most of the separate areas covered by this report assignments have been recommended. Each should be related in its turn to an overall five or six man Convention Planning Committee, which should operate during the period of the convention as a joint decision-making body. But the committee must have a chairman who can act, if need be, in the Governor's absence or in case of any conflict within the committee.

The chief-of-staff during the convention should be a man who knows all the major political "players" on the national scene, knows convention procedures, has the confidence of the Governor and of the other staff members, and has the decisiveness and stamina to act effectively under the most trying circumstances.

I. COMMUNICATIONS

Assignment: Jim Hellmuth

Bob Carter

Job to be done:

Note: Messrs. Carter and Hellmuth have worked so extensively in this area already that we have listed below only some special points which might be wise to consider.

1. A "hot-line" to the Reagan communications centers. X  
(in progress)
2. Provisions for constant telephonic communications with the Governor, wherever he is. (completed)
3. Provisions for alternative communications networks in event of a technical breakdown. (Runners, couriers, etc.)
4. A complete understanding of the communications systems to be installed by the Nixon and Reagan forces.
5. The location of the floor phones.
6. The logistical arrangement of personnel in the Octagon <sup>7</sup>  
control headquarters:
  - a. Room breakdown - control center, delegate information files, link with the delegate contact communications network described in "V., B." of this report.

I. COMMUNICATIONS (cont.)

- b. A courier pool on the street floor to avoid elevator congestion problems.
7. Provision of adequate communications between the Octagon center of operations and the delegate contact information center at the Americana Hotel.

II. CREDENTIALS

Assignment: Jack Wells

Louis Lefkowitz

Job to be Done:

1. The specific anticipated credentials contest over the delegate role of Congressman H. R. Gross of Iowa.

### III. RULES

Assignment: Louis Lefkowitz, Parliamentarian

Meade Alcorn

Job to be Done:

1. Compile for ready access the appropriate state laws and convention rules regarding the voting of delegations "committed" by state conventions or by primaries.
2. Intimate knowledge with the rules to be recommended by Chairman Bliss with specific recommendations on how they could or should be altered by the Rules Committee.

#### IV. PLATFORM

Assignment: Al Marshall

Job to be Done:

1. Anticipation of Nixon, Reagan, Romney and other platform strategies.
2. Consideration of encouragement to a Reagan platform fight which might embarrass Nixon by putting him in a difficult position to retain both his moderate and conservative delegate strength.
3. Consideration of the appropriate NAR platform strategy - draft platform, public encouragement of a general platform which could allow the nominee to fill in the details during his campaign.
4. Determination of means by which NAR delegates on the Platform Committee can be supervised in accordance with the strategic planning of the NAR campaign staff.
5. Analysis of the membership of the Platform Committee to determine the leanings of the members toward major candidates.

V. DELEGATE CONTACT

A. General servicing of all delegates.

Assignment: Jim Henderson

Henry Diamond

Job to be Done:

1. A group of NAR volunteers, with hoopla, to see each state delegation off at the local airport on its way to Miami.
2. A group of NAR volunteers, with hoopla, to greet each delegation upon its arrival in Miami.
3. The delegates should receive the poll booklet described in VD below, upon their departure from their local airports - and should receive other handouts including a local information booklet, the first copy of the NAR convention newspaper, and refreshments when they arrive at the Miami airport. (Al Marshall)
5. Hotel booths should be established in each delegate hotel, manned by New Majority volunteers, with materials for hand-out.
6. A non-political give-away for each delegate.  
(in progress)
7. The New York reception for all delegates.
8. The establishment in the Americana of a well-publicized telephone number for information purposes.
9. Administrative support for all such operations, including such things as obtaining accurate information about arrival dates and times of delegations.  
(Deardourff)

## V. DELEGATE CONTACT

### B. Delegate Communication Network (Off the floor)

Assignment: Malcolm Wilson

George Hinman

John Deardourff

#### Job to be done:

1. Development of a specific plan by which approximately 130 people would serve as delegate contact men - with each responsible for approximately 10 delegates apiece. They would maintain constant contact with each delegate to know his political views, his needs, and his location at all times. They would operate out of the NAR hotel room in each delegate hotel.
2. The delegate contact men would report directly to the appropriate field men stationed in the delegate contact center in the Americana Hotel. This office would be staffed around the clock for the sole purpose of maintaining accurate periodic reports on the views, needs, and locations of all delegates.
3. A separate desk should be established at the control center in the Octagon Building with direct ties to the delegate contact operation in the Americana Hotel. This would provide two-way communication from delegate

contact men through field men to the Octagon Center and from the Octagon Center to specific delegates who are important to reach.

4. In many cases the delegate contact men can be local state agents brought to the convention by the NAR committees in each state - and they should be familiar with the delegates with whom they are maintaining constant contact.
5. The system should be designed to serve the purpose of avoiding the growth of rumors in a convention where rumors could serve to put Nixon over the top. And it should serve to reach the delegates with accurate information, fast.

Note: This system is designed for off-the floor contact with delegates. Once the delegates are on the floor, contact will be maintained through the Floor managers and agents picked by the Command Committee. At this time, and for purposes when the convention is not in session, it is desirable to have a Rockefeller delegate in each state serve as an additional official contact with the NAR Command Control Center.

V. DELEGATE CONTACT

C. A NAR Convention Newspaper.

Assignment: Tom Losee

Bill Watts

Jim Henderson

Carl Purnell

Job to be done:

1. A brief, newsy, current, and informative NAR campaign newspaper should be printed and hand delivered to the delegates twice each day - once at their hotel doors in the early morning and once in the evening as they file into Convention Hall.
2. The newspaper, while serving as an official vehicle of the NAR position, should contain only highly credible stories so as to engender confidence by the delegates in the accuracy and reliability of the paper.
3. A large amount of "filler" for this paper could be prepared long in advance of the convention. The cover page could and should be written in relation to current events.
4. It could be made informative by including such non-political items as weather reports, stock market reports, major non-political news stories, etc.

V. DELEGATE CONTACT (cont.)

5. The professional recruited for the purpose of publishing the newspaper must begin soon on assurance of adequate staff, establishing relations with adequate publishing facilities, assuring adequate supplies, checking on union relations concerning the publication, etc.
6. The New Majority in Miami should be charged with the responsibility of developing a system of hand delivery of the newspaper.

V. DELEGATE CONTACT (cont.)

D. Poll Booklet

Assignment: Al Marshall

Lloyd Free

Bill Watts

Job to be done:

1. A colorfully prepared booklet on relevant polling data should be prepared for each delegate and delivered to him as he boards the plane at his local airport bound for Miami.
2. If comprehensive state-by-state national polling data is available, and is favorable, this would be the appropriate contents of the book, with summary pages for the national totals, and a page for each state figure. In each case the name of the pollster, the date of the poll, and the size of the sample should be included in order to increase credibility.
3. If such comprehensive data is either unavailable or inappropriate, the poll booklet could put together a number of polling and survey summaries in attractive and relevant form.
4. In preparation for the publication of such a booklet all available state-by-state and national data - comprehensive, Republican, or ethnic - should be collected in one location. A comprehensive effort at

V. DELEGATE CONTACT (cont.)

polling data vis-a-vis Nixon should be undertaken -- particularly a comparison of 1960 and 1968 monthly Gallup national polls -- comparing the course of the Nixon campaign popularity in 1960 and 1968.

V. DELEGATE CONTACT (cont.)

E. Special attention to key delegates.

Assignment: Malcolm Wilson

George Hinman

John Deardourff

Job to be done:

1. Identification of all "key" or swing delegates, based on all available intelligence information.
2. From that list a specific list for personal meetings with NAR should be drawn up and the meetings scheduled as early as the convention agenda is known.
3. A specific telephone program from the Governor to the other key delegates whom he does not meet personally should be established so that the Governor either in person or by phone has talked to as many as possible of the 300 key delegates.
4. All those key delegates whom the Governor will not see personally should be assigned for personal contact among approximately 20 major political figures who are favorable to NAR. Appointments should be established. Again, Congressional Administrative Assistants, serving as aides to each of the major NAR political figures, could be invaluable in arranging these contacts and making sure that they happen.

V. DELEGATE CONTACT (cont.)

5. The Governor should be scheduled to appear before a maximum number of state caucuses, obviously concentrating on key uncommitted state delegations.
  6. To the extent that permission of the delegations can be secured, other major NAR political supporters should be scheduled to present the Governor's case to each of the state delegations in their caucuses in case the Governor will not appear before that state delegation.
-

V. DELEGATE CONTACT (cont.)

F. Pressure from outside the convention.

Assignment: Henry Diamond

James Henderson

Jack Boles

Job to be done:

1. The petitions now being organized by Citizens' efforts should be personally presented to the head of each delegation. The airport departure ceremony might be the appropriate time.
2. The effort at telegrams, telephones, and letters from back home to the delegates is unlikely to yield much positive result, but the failure to undertake the task might have a significant negative result in view of the fact that it is predictable that the other candidates will be doing the same thing. Thus each NAR state committee should be instructed to pursue the goal of telegrams, letters, post cards, delegrams, etc. to delegates. And with whatever money each state organization has left over, they should be instructed to purchase local newspaper ads listing the names of the local delegates with their Miami hotels and phone numbers with instructions for pro-NAR people to call or wire their delegates on NAR's behalf.

V. DELEGATE CONTACT (cont.)

3. Pro-NAR Governors, Senators, Congressmen, businessmen, and major public figures who are not delegates to the convention should be urged individually to come to Miami at their own expense to use their influence on their state delegations at critical moments.

## VI. THE GOVERNOR'S SCHEDULE

Assignment: Henry Diamond

Ann Whitman

Malcolm Wilson

Job to be done:

1. Possibility of NAR rallies in the six key cities which cost the party the 1960 election, just prior to going to Miami.
2. The last of these big city rallies could be a major event in New York City featuring some of the entertainers who have announced for NAR, followed the next day by a parade and send off to Miami.
3. NAR should be greeted at the Miami airport by a major crowd.
4. NAR's first night upon returning to Miami should include a major Rockefeller rally at the largest indoor facility in the city, featuring a long string of big name entertainers.
5. Specific advance men must of course be assigned to all of these tasks.
6. Other areas of the Governor's schedule already touched upon in this report include:
  - a. Private meetings with major political figures, scheduled as far in advance as the convention agenda will allow.

VI. THE GOVERNOR'S SCHEDULE (cont.)

- b. Time set aside for personal NAR meetings with key delegates and time for telephone calls to key delegates.
- c. The New York reception for all delegates.

VII. DISPLAYS AND DEMONSTRATIONS

A. Inside the Convention Hall

Assignment: Tom Losee Bob Carter

Henry Diamond

Jim Henderson

Job to be Done:

1. Determine the limitations of and requirements for displays within the Hall and on the grounds of the Hall.
2. Determine the limitations of and requirements for the NAR demonstration after nomination.
3. In all likelihood, the same person should be in charge of tickets to the Convention Hall and to devise a system by which we are sure that all NAR tickets are being used by NAR supporters.
4. Among other things, arrangements should be made for adequate handouts, floor signs, gallery signs, demonstration band, balloons, paper, etc.

## VII. DISPLAYS AND DEMONSTRATIONS (cont.)

### B. General Hoopla

Assignment: Henry Diamond

#### Job to be Done:

1. Accompaniment of NAR, wherever he goes in Miami, with large and enthusiastic crowds.
2. A series of dances and entertainment events for volunteer, press. One suggestion has been made that a discotheque should be opened for this purpose.
3. During all daylight hours Rockefeller girls or volunteers should be walking the streets outside the delegate hotels and Convention Hall with large supplies of handout material, in order to maintain the impression of large public support.
4. Crowd support for any Miami rallies.
5. Fairly continual demonstration by New Majority young volunteers outside the Convention Hall.

Assignment: Tom Losee

Bill Watts

Al Marshall

Job to be Done:

1. An outdoor print campaign should include the following:
  - a. Remaining boards, if any.
  - b. Sides of buildings to supplement limited billboard space.
  - c. Small yard signs, etc.
  - d. Floating signs or boats with signs in bay and river.
  - e. Airplane streamers along the beach; boat streamers along the beach.
  - f. The use of NAR mobile units from across the country which might converge on Miami for the purpose of visible advertising around convention hotels and Hall.
  - g. Rockefeller car-top signs in cars manned by volunteers and kept moving along the convention thoroughfares.
2. Purchase of time for periodic Rockefeller radio bulletins.
3. Consideration of additional radio advertising time.
4. Consideration of continued T.V. advertising.
5. Consideration of transit advertising, if space is available.

VIII. ADVERTISING IN MIAMI (cont.)

6. Supervision of the preparation of the newspaper supplement to the Miami Herald. Additional newspaper advertising should be considered.
7. The New Majority should seek people willing to have Rockefeller signs on their lawns, in windows, in stores, etc.
8. The New Majority should prepare for decoration of available Rockefeller cars to transport political figures and to serve as mobile advertising.

Assignment:

Job to be Done:

1. Designation of an official Rockefeller spokesman in Miami. He should be a major figure in the campaign, a member of the six man command committee, a Republican, and articulate.
2. Schedule of two news briefings daily by the official NAR convention spokesman.
3. Preparation of a specific plan to influence the press coverage to be received in Miami and in the local papers of the delegates, many of whom will continue to receive their local newspapers in their Miami hotels.
4. Identification of major columnists in the Miami newspapers and in those other daily newspapers which service Miami on a regular basis such as The New York Times, The New York Daily News, and The Chicago Tribune.
5. Identification of the key network television figures.
6. Identification of local television representatives.
7. A schedule of efforts to influence all these figures in the three preceding points to understand thoroughly the NAR convention strategy and the current balloting status.

8. A public schedule for the press, particularly for radio, of the availability at certain places at certain hours of leading political figures who are pro-Rockefeller.
9. Assignment of pro-Rockefeller delegates in each state delegation to the task of making sure the major political figures supporting NAR are available to their local press representatives and join in meetings with local reporters with delegates from their home state.
10. Consideration of the use of the trailer facilities at the Convention Hall for radio and other press interviews.

X. ADMINISTRATIVE SUPPORT

Assignment: Jim Hellmuth

Job to be done:

1. Transportation to Miami of appropriate files, etc.
2. Provision in Miami of necessary administrative machinery - including typewriters, mimeograph machines, photocopy machines, etc.
3. Provision of NAR cars for the transportation of major pro-NAR political figures on their appointed rounds in meetings with delegates and the press, etc.
4. Preparation of an exhaustive checklist of necessary administrative materials, etc.

XI. INFORMATION RESOURCES

Assignment: Al Marshall

John Deardourff

Mike Scelsi

Job to be done:

1. Preparation of an exhaustive checklist of such items, including:
  - a. All available poll data of any kind.
  - b. Delegate information sheets.
  - c. Congressional and other information books.
  - d. Data on the appointments available to the next President, etc.
2. Preparation of delegate information forms in a revised and more usable format, eliminating all extraneous detail, and concentrating on those items most important and relevant to the convention setting. The key should be readily accessible information, rather than voluminous files.

XII. OPPOSITION INTELLIGENCE

Assignment: Oscar Reubhausen

Bill Watts

Job to be done:

1. Where feasible, monitoring radio communications  
et. al.
2. Assignment of personnel to watch the delegate  
hotels for reporting of movement of key political  
figures.
3. Assignment of personnel to cover the operations of  
key political figures as they move from one location  
to another.
4. It could be possible to utilize pro-MAR Congressional  
Administrative Assistants in the organization and  
implementation of this task.

XIII. LIAISON WITH NATIONAL COMMITTEE AND CONVENTION CHAIRMEN

Assignment: George Hinman

Len Hall

Bill Miller

Job to be done:

1. Total familiarity with the convention agenda, officers, and procedures.
2. Channel of inquiry to the convention officials and from the convention officials.
3. Availability to the command center in the Octagon Building for immediate answers on convention agenda and procedures as well as immediate communication with convention officials.

#### XIV. NOMINATING AND SECONDING SPEECHES

##### Assignment:

##### Job to be done:

1. The selection of appropriate persons to make the nominating and seconding speeches.
2. Supervision of the preparation of the speeches themselves.

Note: Obviously, this subject has been given some consideration and will not be resolved until the convention meets. On the other hand, some advanced thinking might suggest means by which the use of nominating and seconding speeches can have an added impact on the convention - particularly in view of the fact that, with the unanimous consent of the convention, non-delegates can participate in the speeches. The following list consists of names that might be considered for these purposes:

John Lindsey	Milton Eisenhower
Martin Luther King, Sr.	Student Leader
William E. Miller	Viet Nam Veteran
Harold Levander	Peter Dominick —
John Love	Stanley Hathaway —
Everett McKinley Dirksen	James Rhodes —
Charles Percy	Robert Taft, Jr.
Thruston Morton	Ted Agnew —
Pete McCloskey	Don Riegel
Ed Brooke	Orin Lee Staley
John Gardner	General Bernard Schriever —
Ray Schafer	Lauris Norstad —
Bob Forsyth	Nathan Twining —
Coretta King	

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HALDEMAN  
ONLY

DETERMINED TO BE AN ADMINISTRATIVE MARKING  
E.O. 12356, Section 1.1  
By RTP NARS, Date 4/6/87

31 July 1968

To: Richard M. Nixon

From: David R. Derge

Subj: Three-state supplementary survey of Vice-Presidential candidates.

Background: A supplementary poll of New Jersey, Michigan, and North Carolina was ordered after the report on Illinois, Pennsylvania, Ohio, Michigan, California, Missouri, Texas, and Georgia (see report of 19 July 1968). Probability samples of approximately 600 respondents were polled by telephone in New Jersey, Michigan, and North Carolina during the period 21-27 July with a sampling error not to exceed 3%. The contents of the questionnaire were identical to the eight-state survey except that Romney and Lindsay replaced Percy and Ford as vice-presidential possibilities.

Presentation of Findings. The following short summaries are drawn from statistical Tables I-VI attached as Appendix A.

1. Familiarity with candidates.
  - a. In these three states Nixon and Humphrey have high familiarity, with Nixon leading Humphrey.
  - b. Lindsay and Romney have high regional familiarity but are not well known outside of their regions. Lindsay is better known in New Jersey than everyone but Nixon and Humphrey, but is less well known than six other candidates in Michigan and North Carolina. Romney is better known than any other candidate in Michigan but is well known by less than half of the respondents in New Jersey and North Carolina.
  - c. Reagan is well known by more than half of the respondents in all three states, and is better known than Lindsay and Romney outside of their regions.
2. Opinions about whether Reagan, Romney, or Lindsay would do the best job if one were to become President.
  - a. In New Jersey, Lindsay clearly leads 2-1 over Romney and Reagan.
  - b. In Michigan Romney and Lindsay tie and have 2-1 leads over Reagan.
  - c. In North Carolina, Reagan has a comfortable lead over both Lindsay and Romney.
3. Results of two-way heat between Nixon and Humphrey, and three-way heat among Nixon-Humphrey-Wallace.

	<u>Wins 2-way heat</u>	<u>Wins 3-way heat</u>
New Jersey	Nixon	Nixon
Michigan	Humphrey	Humphrey
North Carolina	Nixon	Wallace

3. Conclusions from 2-way and 3-way heats.

- a. In Michigan there is only 1% difference between Nixon and Humphrey, and this could be sampling error. This is in effect a tie race.
- b. Wallace costs Nixon the state of North Carolina.
- c. There is a large undecided" vote in both 2-way and 3-way heats.
- d. The Wallace vote hurts Nixon and Humphrey equally in Michigan, and Nixon only about 2% points more in New Jersey

4. Trial heat with Nixon and various vice-presidential candidates running against Humphrey-Connally and Wallace Griffin (3-way heat). Winner is shown.

	<u>Nixon-Lindsay</u>	<u>Nixon-Romney</u>	<u>Nixon-Reagan</u>
New Jersey	Nixon	Nixon	Nixon
Michigan	Nixon	Nixon	Humphrey
North Carolina	Wallace	Wallace	Nixon

Conclusions:

- a. Reagan would cost Michigan, but would bring North Carolina to Nixon
- b. In Michigan the percentage spreads in Reagan and Lindsay races are very small and not conclusive. The Romney spread is more comfortable (5%).
- c. In North Carolina the percentage spreads are so close (all are within 3%) that this state must be considered a tie contest. (3-way)
- d. In New Jersey Nixon wins comfortably with all three running mates.

5. Trial heat with Nixon and various vice-presidential candidates running against Humphrey-Kennedy and Wallace-Griffin (3 way heat). Winner is shown

	<u>Nixon-Lindsay</u>	<u>Nixon-Romney</u>	<u>Nixon-Reagan</u>
New Jersey	Nixon	Nixon	Nixon
Michigan	Humphrey	Humphrey	Humphrey
North Carolina	Humphrey) Wallace ) TIE	Humphrey	Nixon ) Humphrey) TIE

Conclusions

- a. In New Jersey Nixon wins with any of the running mates. The point spread is inconclusive with Romney and Reagan, but comfortable with Lindsay (7%).
- b. In Michigan the margin of Nixon defeat is conclusive with any running mate.
- c. In North Carolina the percentage spread is 3% or less with any running mate, and this state must be considered a tie. (3-way).

6. What is the effect on the spread between Nixon and Wallace percentages when Reagan is the vice-presidential candidates instead of Lindsay or Romney.
  - a. the point spread changes 3% or less in New Jersey and Michigan.
  - b. the point spread changes 4% in North Carolina, which is enough to bring North Carolina to Nixon with a Reagan candidacy. However, the overall point spread among Nixon, Humphrey, and Wallace is within 3% points and this state still must be considered a virtual tie.

Conclusion: A Reagan candidacy does not draw off much Wallace support.

TABLE I

Per cent of level of familiarity ("Know quite a lot about")

	<u>Michigan</u>	<u>New Jersey</u>	<u>North Carolina</u>
Nixon	85%	84%	76%
Humphrey	80	79	72
Wallace	64	60	67
Kennedy	75	71	64
Connally	12	11	11
Griffin	6	1	5
Reagan	63	59	56
Romney	91	49	41
Lindsay	57	76	39

Thomas W. Benham  
Opinion Research Corporation

TABLE II

2-Way vs. 3-Way Trial Heats

	<u>Michigan</u>		<u>New Jersey</u>		<u>North Carolina</u>	
Nixon	33%	30%	45%	40%	39%	24%
Humphrey	34	31	34	31	30	24
Wallace	--	12	--	11	--	31
Undecided	33	27	21	18	31	21

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## TABLE III

## NEW JERSEY

	<u>2-Way Trial Heat</u>	<u>3-Way Trial Heat</u>
Nixon	45%	40%
Humphrey	34	31
Wallace	--	11
Undecided	21	18

versus HUMPHREY/KENNEDY

	<u>Nixon/Reagan</u>	<u>Nixon/Romney</u>	<u>Nixon/Lindsay</u>
Nixon plus VP	40%	38%	41%
Humphrey/Kennedy	37	37	34
Wallace/Griffin	7	8	7
Undecided	16	17	18

versus HUMPHREY/CONNALLY

	<u>Nixon/Reagan</u>	<u>Nixon/Romney</u>	<u>Nixon/Lindsay</u>
Nixon plus VP	42%	42%	43%
Humphrey/Connally	32	30	29
Wallace/Griffin	7	8	8
Undecided	19	20	20

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TABLE III

MICHIGAN

	<u>2-Way Trial Heat</u>	<u>3-Way Trial Heat</u>
Nixon	33%	30%
Humphrey	34	31
Wallace	--	12
Undecided	33	27

versus HUMPHREY/KENNEDY

	<u>Nixon/Reagan</u>	<u>Nixon/Romney</u>	<u>Nixon/Lindsay</u>
Nixon plus VP	29%	32%	29%
Humphrey/Kennedy	40	37	38
Wallace/Griffin	8	9	9
Undecided	23	22	24

versus HUMPHREY/CONNALLY

	<u>Nixon/Reagan</u>	<u>Nixon/Romney</u>	<u>Nixon/Lindsay</u>
Nixon plus VP	30%	34%	32%
Humphrey/Connally	33	29	30
Wallace/Griffin	8	10	9
Undecided	29	27	29

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TABLE V  
NORTH CAROLINA

	<u>2-Way Trial Heat</u>	<u>3-Way Trial Heat</u>
Nixon	39%	24%
Humphrey	30	24
Wallace	--	31
Undecided	31	21

versus HUMPHREY/KENNEDY

	<u>Nixon/Reagan</u>	<u>Nixon/Romney</u>	<u>Nixon/Lindsay</u>
Nixon plus VP	28%	25%	25%
Humphrey/Kennedy	28	28	28
Wallace/Griffin	26	27	28
Undecided	18	20	19

versus HUMPHREY/CONNALLY

	<u>Nixon/Reagan</u>	<u>Nixon/Romney</u>	<u>Nixon/Lindsay</u>
Nixon plus VP	28%	26%	25%
Humphrey/Connally	25	26	26
Wallace/Griffin	26	28	28
Undecided	21	20	21

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## TABLE VI

Would do best job as President ...

	<u>Michigan</u>	<u>New Jersey</u>	<u>North Carolina</u>
Reagan	14%	21%	26%
Romney	28	17	13
Lindsay	28	42	20
All	1	3	6
None	4	4	4
No opinion	26	13	30

July 20, 1968

~~Mitchell~~  
~~Howe~~  
File.

MEMORANDUM TO: HRH

FROM: RZ

RE: INFORMATION OFFICE

DETERMINED TO BE AN  
ADMINISTRATIVE MARKING  
E.O. 12356, Section 1.1  
By RZ NARS, Date 4/6/87

~~CONFIDENTIAL~~

The major problem today with the Information Office is that the problems that existed several months ago with the department still exist.

It is difficult to pin-point dramatic examples to illustrate "what's wrong?" Generally, however, the problems are:

1. Lack of organization.
2. Lack of experienced people.
3. Lack of adequate administrative direction.
4. In some cases, the filling of job functions with people who simply cannot perform.

It is my sincere and firm opinion that if things in the Information Department are not fixed -- and soon -- the candidate and the campaign organization will face these problems in the coming months.

1. Deterioration of Press Relations focusing attention on the historical RN/PRESS thing.

2. Poor dissemination of "the campaign line" and candidate positions - particularly to special groups. (Farm statement to Farmers; Economic statement to Financial and Business groups, etc.)
3. Failure to fully capitalize on the campaigning efforts of PN, the Nixon Girls and David E.
4. And finally, under the "umbrella" of organization -- a failure to keep adequate records on releases, photos, statements -- for evaluation during campaign.

Again, the root of the problem is organization and administration.

Right now the Information Office is too general in nature.

When HK arrived on the scene he faced the expected Personal Problems. McKinlay bucked hard to retain administrative control of the entire department . . . . . He was successful. The Result -- The only change was the addition of a superstructure that has even further confused and bogged down the operation; bringing about justified lack of confidence in the department from Schedule, Research and Campaign Management.

Here are some "specifics" that have lead to the above conclusions:

(1) NEWS MEDIA MAILING LIST

The current list is outdated, inadequate and lacks organization. Little is being done to correct the situation. Most disturbing is the failure to understand the need for a well constructed, flexible list.

The current list was compiled over the past three years for specialized "Primary" purposes and is not acceptable for a National Presidential Campaign.

For example:

If RN would ask, today, for immediate delivery of the top 50 political columns in the country -- they could not be delivered.

If RN would ask, today, for immediate delivery of the top editorial writers in the country, they could not be delivered.

If such a request would come, all "hell" would break loose and it would take from 24 to 48 hours to provide it.

Currently, the Information Department is using PR Aid's list for mailing news releases. No one in the Information Office as of Friday night at 6:00 p. m. has reviewed the PR Aids list:

If RN would request some evening at 5:30 p. m. that a statement be produced and mailed that evening to a specialized media group, PR Aids could not be used -- they close at 5:00 p. m. -- and will only remain open with one to two hours advance notice. As there are no pre-run envelopes in the Information Office, the only way the request could be met would be by a haphazard, quick typing job compiled from addresses from Standard Rate and Data or Editor and Publisher -- neither of which contain such things as Washington Bureau Chiefs or Key Political Writers.

- (2) At this point there is no one concerned with producing schedule stories for PN, the Girls and David E. or coordinating with the schedule department for development of press coverage. Machelle Weiss has been assigned to coordinate the Girls' activities, but she fully admits lack of action at this point. The question is, is she the one for the job? . . . . . I don't think so!

- (3) HK simply has not been available to administer and structure the department. This has resulted in Arch McKinlay communicating with HK by memo for answers to current problems -- and these stack up at an unbelievable rate, Arch complains.
  
- (4) There is only superficial coordination between the New York Information Office and the Citizens organization in Washington and the Regional Washington Office. . . . . Ask Lew Helm or Alan Woods about this!
  
- (5) The Personnel Chart worked out by Herb and Arch calls for the hiring of 11 new people -- There is no place to put them. Little, if any, planning has been given to such things as more office space for the Department.

Tom Sedlar will report to work in the next few days after adequate advance notice. As of Friday, at 6:00 p. m. , no thought was given as to where he will sit nor to the installation of a phone. . . . . Result, more confusion and lack of organization when he comes in.

(6) We are the only news operation, I think, in the country that does not have a high speed mimeograph machine.

(7) The phone system throughout the office is incredible . . . . . Many lines for two weeks only light up -- they don't ring. No concern is voiced -- it just goes on. In this area, there is no systematic method of "fielding" press inquiries. If HK is not in nor RZ, the caller must call back or accept inadequate answers. This has resulted in complaints from local media in every city I've been in, in the last few weeks.

(8) Where is the RN Statement Release Paper?

I could go on listing these "little things". However, it is the compilation of these that allows the problem to be summarized:

We have an Information Department that contains inexperienced people who serve in "Generals'" roles without proper direction and structure.

FURTHER:

The campaign as of today does not have a professional functioning News Bureau!

SOLUTION:

I McKinlay Operation: Director of Campaign Services

It is my opinion, as it was that of others several months ago, that Arch McKinlay is in the wrong job. He's had six months to organize and effect operation and it has not happened.

Therefore, he should not continue as Administrator of the entire Information Office!

McKinlay is a dedicated, hard worker who can achieve good results in certain areas. This being the case, McKinlay and his group of inexperienced young ladies should be spun off into a Campaign Services Department, totally separate from the News Bureau.

The Responsibilities of this group could include:

- Daily News Reports
- TV Monitoring
- Special Campaign Projects

- Volunteer Administration
- Campaign Material Control and Distribution
- Collateral Material Development and  
Coordination
- Assistance with maintaining Mailing List and  
getting out Mailings to volunteer groups or  
specialized media groups.
- Special Campaign Material layouts.....  
Badges, Button, Stationery, etc.

THIS SPECIAL SERVICE GROUP SHOULD BE MOVED BACK  
TO THE FIRST FLOOR OF 450 PARK -- LEAVING ROOM FOR  
THE YET TO BE ESTABLISHED NEWS BUREAU.

II. Establish a "NEWS BUREAU":

The functions of the "News Bureau" would be:

1. Fully disseminate campaign news and positions to  
general and specialized media group.
2. Develop campaign feature color stories and schedule  
stories.

3. Coordinate and handle all news media requests for interviews and request for answer to Publication Questionnaires.
4. Maintain and coordinate News Media Mailing List.
5. Exploit and work with Minority Press.
6. Coordinate news activities of PN, The Girls and David E., including the release of schedule information, working with local media contacts to set up interviews and press receptions.
7. Maintain complete and accurate records of news releases -- in quantities. Keep files on newspaper editorial positions and columnists.
8. Maintain complete Press Request files.
9. Develop news re: Senators, Party Leaders, Sports Groups, etc.
10. Coordinate Phone Beeper Service for Radio Exposure and statements by RN and Party Leaders.
11. Coordinate closely with Travel-Press operation.

IN ORDER TO ACCOMPLISH THE ABOVE, COMPETENT "PRO'S" ARE NEEDED AND MUST PERFORM UNDER CLEAR DIRECTION.

STAFF

A. DIRECTOR OF NEWS BUREAU:

Should be a mature, capable Administrator and Newsman. Probably now holds the job of Senior Editor or Editor of Major National Publication.

B. HEAD WRITER:

Should be "seasoned" writer, capable of supervising output of two additional men in developing all campaign stories other than the candidate's statements.

C. TWO WRITERS.

D. MINORITY PRESS DIRECTOR

Works only with Minority Press -- feeding stories, evaluating Editorial Positions, etc. (Mike Monroe type.)

SCHEDULE DEPARTMENT LIAISON

Should be solid young man - Rod Odle type - who will keep News Bureau totally current on schedule changes and development. Also, will coordinate forwarding of schedule to traveling party. This person could "field" many of the media calls regarding schedule and interview requests.

E. MAGAZINE MAN/NY - PRESS CONTACT

Would handle magazine story development and contact with NY Bureaus and coordination of NY and Washington Nixon News Bureaus.

F. PRODUCTION AND MAILING SUPERVISOR

Would be responsible for Production of releases, maintaining Media List -- and coordination of list if outside house is used. Also under his direction would fall the responsibility for maintaining release files and information data book.

Man for this job could currently hold job with direct mail house.

G. DATA AND RECORD ASSISTANT

Compile and maintain newspaper editorial positions, columnist opinions, political writers' stories, including AP-UPI feed - work in evaluating; this person would work closely with Agnes.

Should be Research Assistant type.

H. COORDINATOR OF WOMEN'S PRESS RELATIONS

Would handle Press chores and coordination of Press efforts on behalf of PR and Girls.

Jan McCoy, Ginger Sevell - type needed here.

I. TRAVEL DESK OPERATION

- Arrangements Communication
- Press Billing
- On-Road Liaison