

**The original documents are located in Box 300, folder “Mini-Crises - Darlene Schmalzried Case” of the Ron Nessen Papers at the Gerald R. Ford Presidential Library.**

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UNITED STATES DISTRICT COURT  
FOR THE DISTRICT OF COLUMBIA

DARLENE SCHMALZRIED	)	
	)	
Plaintiff,	)	
	)	
v.	)	Civil Action No. 75-2065
	)	
GERALD R. FORD, et al.,	)	
	)	
Defendants.	)	

AFFIDAVIT

I, Ronald H. Nessen, hereby state as follows:

(1) I am presently Press Secretary to President Gerald R. Ford and have held this position since September 20, 1974. I make this affidavit on the basis of personal knowledge of the facts stated herein.

(2) As Press Secretary to the President, my duties include, and have at all times during my tenure, included responsibility to the Assistant to the President for the White House Daily News Summary. In the course of my duties I am familiar with the powers, duties and responsibilities of Mr. Philip Warden as Editor of the News Summary, and those of his successors, Mr. James B. Shuman and Ms. Agnes Waldron.

(3) As Editor of the News Summary, Mr. Warden, Mr. Shuman, and Ms. Waldron were responsible to me for the quality of the White House Daily News Summary, a daily compilation of news stories determined to be of interest to the President and his staff, prepared for the President and others. When each occupied the position of Editor of the News Summary, his duties included responsibility for the format, style policy and content of the News Summary and for the work of persons employed within the News Summary Office; effective personnel control over that office including the de facto authority to hire and fire personnel subject to the approval of the Director of the Office of Communications and the Staff Secretary (for budgeting purposes only); and service as a liaison between myself and other



members of the White House Office and the News Summary  
Staff.

  
RONALD H. NESSEN

EXECUTED ON Dec 6, 1976



THE WHITE HOUSE  
WASHINGTON

May 16, 1975

MEMORANDUM FOR:

DARLENE SCHMALZRIED

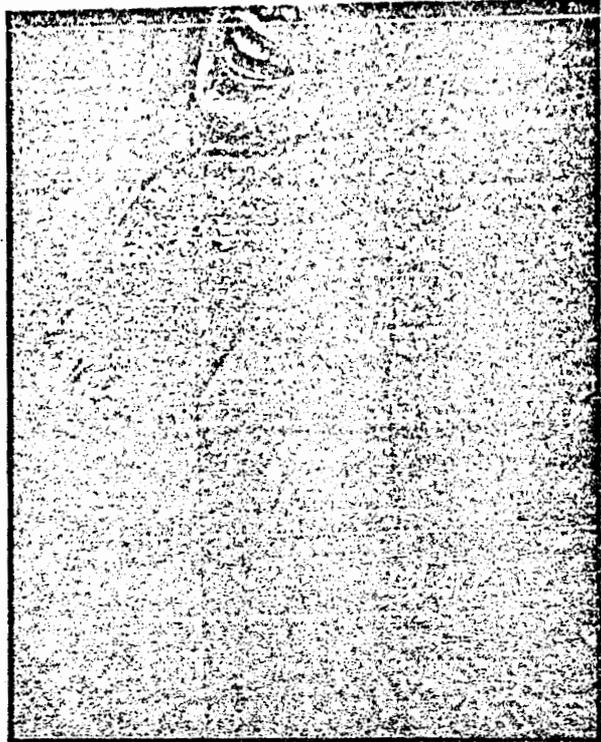
FROM:

RON NESSEN *RHN*

I want you to know how pleased I am with the new format and clarity of the News Summary. Especially during this busy week of crises, the News Summary was excellent. The issue on Wednesday, May 15, put out under great pressure of breaking developments, was particularly noteworthy.

Please give my compliments to all those who worked on the News Summary during this busy week and keep up the good work.





Photographed by Roy Blakey



Photographed by Matthew Lewis

## PONDERING

*Fanne Foxe and the future*

## PITCHING

*Wizard Kanzler and stereos*

### AFTERMATH: THE ARGENTINE FIRECRACKER

"What is bothering me is the waiting—I don't know how much longer I have to wait in both my career and my personal life," sighs **Annabella Battistella, aka Fanne Foxe**. "I'm sorry I quit stripping so soon."

Now that the dust has settled over the Wilbur Mills-Fanne Foxe Tidal Basin incident, the bad lady of the affair is troubled. She is still in love with Mills and wonders when marriage will be possible. Quitting her strip act last December has left her without immediate income. A clumsy attempt at a classy dance act (with two men wearing black underwear and masks) packed a Detroit club but, as one Motor City critic put it privately, "they should have had the bunko squad there instead of the vice squad."

While she waited for word on a possible memoir, a possible movie role, a possible choreographed act, 39-year old Ms. Battistella curled on her Mediterranean sofa and took an honest measure of herself. "I'm extremely famous not for my talent but because of what happened," she admits. "I'll never be a Mitzi Gaynor, Anna Pavlova or Cyd Charisse, but I can do a little nightclub maybe." She is certain she can dance and deliver a few laugh lines, but learn-

ing to sing has her worried.

Where would she like to be 20 years from now? "I hope I'll be dead," she says, then catches herself and demurs: "No, I tell you, I hope I'll be retired in the country."

Until then, she waits for her possibilities, sometimes passing the days playing solitaire chess but, once, after beating herself, the Argentine Firecracker took her marble queen and smashed it.

### THE FAST TRACK

A departing White House staffer is telling friends he never witnessed such backstabbing as that which went on at the White House on a daily basis. **Philip Warden**, who provides the President with his daily news summary, was a savvy, 32-year veteran with the Chicago Tribune's Washington bureau until he joined the Ford staff under Jerald TerHorst. White House press secretary **Ron Nessen** axed him last month, effective May 1, in a move to consolidate his power. . . . Bar owner **Matt Kane** likes to do things big around fight time. So instead of attending the Ali-Wepner fight at Capital Centre like most Washingtonians, he took a party to Madison Square Garden where the warm-up bout, Quarry vs. Norton was live. Just before the main event, however, Kane wandered toward the rear of



Potomac 4/20/75

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MEMORANDUM

THE WHITE HOUSE

WASHINGTON

May 17, 1975

MEMORANDUM FOR: DARLENE SCHMALZRIED

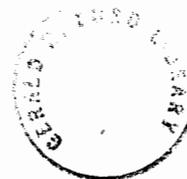
FROM:

JERRY WARREN 

I want you to know what a good job you, Marcie, Anne, and Meagan are doing on the News Summary. The addition of May 15 was particularly outstanding.

Keep up the good work.

cc: Ron Nessen  
Jim Shuman



White 4

THE WHITE HOUSE  
WASHINGTON

MEMORANDUM FOR: JAMES E. CONNOR  
SUBJECT: Quality Increase for Miss Darlene Schmalzried

The Civil Service Regulations provide for the granting of additional within-grade increases in recognition of high quality performance above that ordinarily found in the type of position concerned.

Miss Schmalzried has performed in a most outstanding manner the many functions assigned to her. Her work is of a high level of effectiveness and represents a devotion to duty that is exceptional. This high level has been sustained during her tenure in this office as an Editorial Assistant and is characteristic of her day-to-day activity. Indeed, her accomplishments substantially exceed normal requirements. I am convinced that Miss Schmalzried will continue to carry on her duties in an outstanding manner and I recommend her for a Quality Increase.

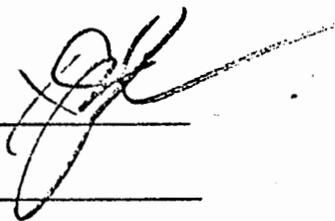
If you approve, this action will raise her from GS-8/1 to GS-8/2.



Ronald H. Nessen  
Press Secretary  
to the President

Approved: \_\_\_\_\_

Disapproved: \_\_\_\_\_



THE WHITE HOUSE  
WASHINGTON

White 5

September, 8, 1975

TO: Jim Shuman

FROM: Darlene Schmalzried

I resign as managing editor of the White House news summary, News & Comment, as of Friday, September 19, 1975. After many weeks of consideration, I have decided that the job is not worth the effort I have put into it under very difficult circumstances, and I feel I have been treated dishonorably.

As you know, I have been performing the duties of News & Comment editor, while receiving less than half the salary of your predecessor, and with a smaller staff. As I see it, this arrangement is in direct violation of the Civil Rights Act of 1964, and in contradiction to President Ford's often-repeated proclamations on behalf of equal rights for women.

In case you have forgotten the course of events which led to this decision, I will outline here my grievance:

I was hired in September, 1974, at a salary of \$11,064. It was understood at that time that I would serve as Philip Warden's chief assistant, with particular responsibility for compiling the Sunday news summary. You arrived the first week of April, 1975, and, within two weeks, had appointed me managing editor with responsibility for producing the summary daily. At the same time, you removed one member of the staff from this office, leaving me with three assistants, two of whom subsequently left. Also in mid-April, you promised me "a token raise now and a substantial raise later."

In mid-May, as I continued to perform the editor's duties, with decreasing input from you, you promised me the title of editor within about a month.

In June, the two experienced writers left the staff--one of them for the same reasons I am leaving--and I was given the task of hiring--at salaries higher than mine--two entirely new writers and training two summer interns. (I might add that they were given responsibilities they should never have been entrusted with because they were so badly needed. At one point, the two interns, a newly-hired woman and I alone produced a 20,000-word document each day for a week.)

At the end of June, I received a copy of a memorandum from Ron Nessen extolling my virtues and granting me a one-step raise--\$388 a year. Four weeks later that raise appeared as something less than \$10 per paycheck.

In mid-July, after your report that I could receive only a one-grade salary increase this year, I advised you of the possibility of changing my grade according to Civil Service regulations, and I asked for a raise to \$20,000--still some \$6,000 less than Philip Warden was receiving. At the end of July, you informed me that the highest salary I could hope for would amount to \$18,000 and furthermore that I could not get the editor's title until some other slot is found for you.



Now, a month later, you have informed me that I will get a raise only to a grade 9-2, a level at which I would receive, with over-time pay, \$16,000. This is the same salary paid to the woman I fired, under your direction, in May; it is the same grade level of the woman I hired in June. In fact, it is less than the regular annual raise I am eligible for and should receive as a matter of course after a year.

In addition, there is no change in the outrageously unfair conditions, except, perhaps, that you have assigned us more work. As it is, we get no money, no prestige, no privileges, no chance for time off. We, who spend most of our time typing, cannot even procure decent typewriters, despite the fact that they are readily available to others.

It all raises serious questions in my mind as to whether President Ford or anyone else at the White House really cares about the news summary. I would think that any such document, which probably influences the course of national and international affairs, would have the full support of the President's staff, particularly the press staff. Instead, the news summary operation seems to have been relegated to a second or third-class level. In order to preserve my own self-respect and credibility, I can no longer be associated with it.

I hope you will not take this personally. I appreciate the many words of support and encouragement you have provided over these months. But I have finally reached a point where no laudatory memo can improve this dreadful situation.

D



White 3

July 23, 1975

MEMORANDUM FOR:                   RON NESSEN

FROM:                               MARGITA E. WHITE

SUBJECT:                           Office of Communications Salaries

Attached at Tab A is a list of Communications Office staff with current and proposed salaries. Proposed titles also are listed for key staff.

As I mentioned to you, I believe some salaries are out of line and need adjustment. Moreover, I would like to make an organizational change in the correspondence section.

The following recommendations would not affect the number of current positions and would result in a decrease in total salaries for the Communications Office of \$2,500.

James Shuman: From \$26,000 to \$30,000. As you know, Jim came on-board with a sizable salary cut at \$26,000 as editor of the news summary. He has since assumed additional responsibilities, including the briefing book. He tells me he has discussed his request for a salary increase with you.

Approve \_\_\_\_\_ Disapprove \_\_\_\_\_



Darlene Schmalzriedt From GS 3-2 (\$12,000) to \$16,000 (from \$13,800 with overtime to \$16,000 without making overtime). Jim Sanzma, whose memorandum recommending this is attached at Tab B, has talked to you about this. Darlene is now the managing editor of the news summary. Although Jim recommends a raise to \$18,000, I think that is too large a single leap at this level.

Approve \_\_\_\_\_

Disapprove \_\_\_\_\_



I believe all the above changes would make the pay scales in this office correspond more fairly to responsibilities and contribute to a more effective operation.

With respect to others on the staff, I have no recommendations for changes at this time.



Current  
Salary

Proposed  
Salary

News Summary Staff

Jon Hoornstra Director of Media Analysis	\$18,500	\$18, <sup>5</sup> 000
Darlene Schmalzried	12,000 (8-2)	16,000
✓Megan Williams	10,500 (7-1)	10,500 (7-1)
✓Melanie Berney	12,000 (8-2)	12,000 (8-2)
✓Ann Reilly	12,000 (8-2)	12,000 (8-2)



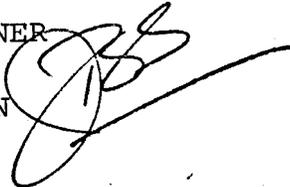
THE WHITE HOUSE

WASHINGTON

September 17, 1975

MEMORANDUM FOR: BILL GREENER

FROM: JIM SHUMAN



The attached News Summary Jobs Description should explain what each member of the NEWS & COMMENT Staff does.

As you can see, eliminating one position seriously curtails the function of the staff. If one of the assistant editors is absent, it leaves no one to cover one network or some 11 newspapers.

If the editor slot is not filled, it leaves no one to co-ordinate the daily effort of the staff, to check for accuracy, to rewrite, or to organize.

I should add one note. I have worked very hard building up the morale of my staff and to instill in them a sense of professionalism, pride and responsibility.

Leaving a crucial position open for even a few days more will not only impair the physical production of NEWS & COMMENT, it will also be a signal to the staff that their work is not appreciated, which can have only a detrimental effect on the quality of the News Summary.



## NEWS SUMMARY JOB DESCRIPTION

### EDITOR:

Duties assigned to editor daily - routing responsibility:

- Scan 11 major daily newspapers looking for new news and pertinent editorials and columns. All articles and editorials must be excerpted or condensed.
- Monitor wires throughout the day for major news stories.
- Co-ordinate comment section, and proofread and edit regional articles condensed by the other members of the staff, and written copy from the morning network shows.
- Watch all three major networks, and make note of pertinent comment, news stories, and special reports.
- When all copy is completed, the editor checks for accuracy, rewrites if necessary, and organizes completed summary.

### ASSISTANT EDITORS: (3)

- Reading and excerpting editorials and new articles in at least 11 newspapers daily (two editions of each paper, seven days a week).
- Watching one morning network show and writing up interviews, special reports, byline news reports, comments and new news stories. (News not covered the evening before).
- Reading and rewriting major news stories of the day from the AP and UPI wire services before the evening network shows are watched.
- Watching ABC, NBC, or CBS, and taping the entire



show, timing each news story and making note of all comment. Then each news story is written up and integrated with the wire stories and the morning shows. The copy is given to the editor for final proofreading, editing and rewriting.

ADDITIONAL DUTIES OF ENTIRE STAFF:

1. Filling White House staff requests for particular articles on various subjects.
2. Maintaining office files.
3. Cutting and filing wires according to categories.
4. General coordination of the office.

NOTE: When the President is out of town, two summaries are required and the workload and time spent on NEWS & COMMENT almost doubles.

SUNDAY EDITION:

One person is assigned weekly to write and edit the Sunday NEWS & COMMENT. This includes:

1. Read and condense comment and news articles from all major Saturday and Sunday papers.
2. Monitor wires.
3. Watch 5 network talk shows -
  1. Meet the Press
  2. Washington Week in Review
  3. Issues & Answers
  4. Face the Nation
  5. Agronsky and Company

Write up comment and news from all of these shows.

4. Watch NBC News at 6:30 p.m. and write up all major news stories from the show and the wireservices.



If the News Summary is to remain as it is now, it is imperative that four people be permanently assigned to the staff. Otherwise, cutbacks in the content and quality of the News Summary would be necessary.



White 2

July 17, 1975

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR: MARGIEA WHITE

FROM: JIM SHUMAN

SUBJECT: SALARIES, NEWS SUMMARY STAFF

Darlene Schwalzried, who has been promoted to the position of Managing Editor of the news summary, is currently paid at the annual rate of \$12,028, plus \$1,303 overtime (the allowable four hours per week; she actually puts in about 11 hours a day, or 15 hours a week overtime) for a total of \$13,931. This is approximately what others in the office, with less responsibility, earn.

I would like to bring her pay up to at least \$18,000 a year, including overtime.

The editor of the news summary, a job she is in effect filling, has in the past paid \$26,000.

Salaries of other news summary staff members are satisfactory.



THE WHITE HOUSE

WASHINGTON

September 23, 1975

MEMORANDUM FOR:                      RON NESSEN

FROM:                                    MARGITA WHITE *ew*

Bill Greener has my memorandum concerning the need for the typist for the Correspondence Section. (Tab A)

The current staff for the Communications Office is listed at Tab B. We currently have 13 positions plus Kathy Goltra, who is paid on an hourly basis. This includes Jim Shuman and the three remaining members of the News Summary staff. It also includes Liz O'Neill.

My goal is a staff of 14 plus two hourly rate employees. This would be achieved by the departure of Liz O'Neill, the hiring of a secretary for Margaret Earl (whose secretary has been transferred to Randy Woods), restoring the News Summary staff to four, and the hiring of an hourly rate typist for the News Summary. Shuman's justification for the latter is at Tab C.

As a reminder, I am attaching a summary of the function of the Office of Communications at Tab D.

Attachments





THE WHITE HOUSE

WASHINGTON

September 18, 1975

MEMORANDUM FOR: WILLIAM GREENER  
FROM: MARGITA WHITE  
SUBJECT: Typist for Correspondence Section

This is the memorandum you requested concerning our need for a typist for the Correspondence Section. As you know, we had requested an hourly rate typist.

Background:

The Correspondence Section, under the Office of Communications, handles all correspondence addressed to Ron Nessen (except those he answers personally) and most media-related letters addressed to the President.

The correspondence Section, early this year had a staff of four:

Director:	Elizabeth O'Neill ✓
Assistants:	Becky Hamill ◀ Carol Montague
Secretary:	Marie Willke

In January, Carol Montague was moved to the West Wing Press Office. In March, Marie Willke left and her slot was abolished. Elizabeth O'Neill's slot is to be abolished. This will reduce the correspondence staff to ONE person.

Responsibilities:

The responsibilities of the Correspondence Section are to:

1. Handle Ron Nessen's correspondence.



2. Handle the President's media correspondence and all public mail to the President related to the Press Office.
3. Review editorials and acknowledge with Presidentials when appropriate.
4. Maintain file cards on national newspapers, selected weeklies, radio and television stations, magazines, columnists and publishing and broadcasting companies. These cards reflect the correspondence they have had with the White House, any events or White House functions in which they have been participants and the various editorial positions they have taken on important issues.
5. Maintain research files to answer letters and fill information requests.
6. Refer correspondence to other White House offices, the departments and agencies, maintain logs and follow-up.

In addition, the Correspondence Section has been answering letters requesting the President to speak or participate in interviews from media-related organizations or individual newspapers, radio and television stations; established state files for such invitations; and logged pending invitations.

The latter function is now being transferred to Randy Woods, my new deputy. In the meantime, I am handling a large number personally. Randy does not have a secretary. That position was abolished when Jerry Warren's secretary took another job.

The Correspondence Section has barely been able to keep up with drafting the correspondence (Becky Hamill and Elizabeth O'Neill, who is still here but actively looking for another position). Kathy Goltra, who is an hourly rate research clerk, has been helping out with opening the mail, referrals to departments and agencies and various other tasks. The letters have been parceled out for typing among the three secretaries on the staff.

When Jon Hoornstra's slot was abolished, some of his responsibilities were given to Kathy. In addition to clipping the wires, maintaining the card file, handling our mailings to editors, and assisting the correspondence unit, Kathy now also maintains state and major newspaper files for approximately 100 newspapers. This includes clipping these newspapers daily for issue coverage as well as editorial opinions. She



also files the RNC clippings we receive bi-weekly covering 50 newspapers. These files are indispensable in putting together media backgrounders for the President's travels and follow-up special reports. (The news summary staff is not able to maintain such files.)

Since we cannot get a secretary for Randall Woods, I am transferring Margaret Earl's secretary, Gail Campbell to Woods. Margaret will not have a secretary but Kathy Goltra will continue her responsibilities--except her assistance with correspondence--working outside Margaret's office, so that she can assist Margaret with phone calls. Her typing will have to be parceled out. This is not a good solution but the only one available. Since Margaret works on issue research and fact sheets and prepares the media backgrounders for the President, among her other duties, this seemed the most logical transfer under the circumstances.

Mail Breakdown:

Although the Correspondence Section is under the Communications Office its primary function is to respond to mail addressed to Nessen and the President. The volume fluctuates. During the past week, 399 letters were received. This does not include mail addressed to me (about 25 letters a day) nor to other members of the staff which are handled by the respective recipients. Nor does it include the growing volume of speaking and interview invitations to the President--about 80 in the last two weeks.

Ron is very concerned about the correspondence, as you know. The letters are from key editors, publishers, broadcasters, reporters, media VIPs and the public. All but the last category must have special handling. Since they are mostly from the out-of-town media, with whom this office deals, constant checking is necessary to have up-to-date information about recent contacts with this office and the President. Of the 399 letters, the media mail totals 94. However, it requires by far more time to handle responsively than the public mail.

The 205 letters from the public during this period were nearly all addressed to Ron Nessen. A great many were referred to departments and agencies. But many others are from people Nessen knows personally or from people requesting information or giving reaction to the President, including his media appearances.



Recommendation:

Our office has lost four slots in the past few months and will lose another one when Liz O'Neill leaves. We also have lost one on the news summary staff and are trying to preserve another. That's a one-third cut of the total staff.

We are trying to reapportion responsibilities to cope. We are now reaching the point where important functions will have to be dropped. Since most of the work of this office (except the news summary), and especially the Correspondence Section, is generated by requests from the media, it will inevitably mean being less responsive.

Much of the media correspondence is intertwined with our day-to-day activities and could not be delegated to the Correspondence Unit. These have to be handled even if other functions have to be sacrificed. Certainly, the public mail could be sent to the Correspondence Unit for a form robo letter "thank you for your views." Since this is basically mail addressed to Ron Nessen, that would have to be his decision.

The Correspondence Unit cannot handle the typing of our drafts. That staff too is being cut.

Hence, at the very minimum, we need one drafter (Becky Hamill) and a typist to open the mail, handle referrals, log referrals, process autograph requests, type the letters and file.



B



Margita E. White  
Assistant Press Secretary to the President  
Director, Office of Communications

Randall L. Woods  
Associate Director  
Office of Communications

James Shuman  
Associate Director  
Office of Communications

Margaret Earl  
Staff Assistant  
Office of Communications

Elizabeth O'Neill  
Staff Assistant  
Office of Communications

Sandra Wisniewski  
Staff Secretary  
Office of Communications

Becky Hamill  
Correspondence Assistant

Carolyn Wimmer  
Secretary to Margita White

Kathy Tucker  
Secretary to Jim Shuman

Gail Campbell  
Secretary to Randy Woods

Kathy Goltra  
Research Aide



News Summary Staff

Megan Williams  
Melanie Berney  
Ann Reilly



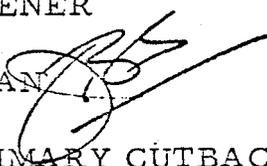
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THE WHITE HOUSE

WASHINGTON

September 17, 1975

MEMORANDUM FOR: BILL GREENER  
FROM: JIM SHUMAN   
SUBJECT: NEWS SUMMARY CUTBACK

Because the news summary cannot operate at its present degree of completeness or accuracy without a staff of at least four, we will institute the following cutbacks, beginning Friday:

There will be no coverage of ABC Morning or Evening News

There will be no coverage of papers from the Midwest

There will be no special, morning editions when the President is away from Washington

I regret that we are forced to this reduced level of coverage. One of the qualities which has made the news summary the useful tool it is now regarded to be is the fact that it is complete, and that it does provide a unique coverage of television and newspapers which a growing circulation has found helpful in their jobs of supporting the President, and which the President himself has said he finds useful.

We will, of course, resume normal coverage as soon as we are able to bring aboard a trained, competent person for the staff.



THE WHITE HOUSE

WASHINGTON

September 17, 1975

MEMORANDUM FOR:

BILL GREENER

FROM:

JIM SHUMAN

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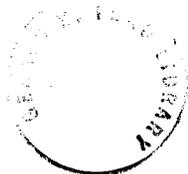
1. Read and condense comment and news articles from all major Saturday and Sunday papers.
2. Monitor wires.
3. Watch 5 network talk shows -
  1. Meet the Press
  2. Washington Week in Review
  3. Issues & Answers
  4. Face the Nation
  5. Agronsky and Company

Write up comment and news from all of these shows.

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## FUNCTIONS OF THE OFFICE OF COMMUNICATIONS

The Office of Communications is a division of the White House Press Office, set aside from its day-to-day Presidential spokesman role and the pressures of dealing with the headline news and responding to deadline queries. Whereas the President's Press Secretary and his immediate staff focus on providing the White House Press Corps news and information, the Office of Communications seeks to expand two-way communication with, and the flow of in-depth information to, newspapers, magazines, television and radio throughout the United States.

The main responsibilities of the Office of Communications are to:

- I. Compile and disseminate in-depth factual information concerning the President's and his Administration's policies, programs and proposals to the media, especially to those who analyze and interpret the news. This is accomplished through:
  - A. Mailings of factual printed material on major, on-going and complex policies and issues to editors, editorial writers and broadcasters.
  - B. Briefings at the White House (Rooms 160 and 450, OEOB) on such policies and issues by White House and Administration officials.
  - C. Briefings outside Washington, especially in conjunction with Presidential travel where accompanying Administration or White House spokesmen are available to provide substantive information and perspective on their respective areas of responsibility.
- II. Encourage a dialogue between the President and his Administration and representatives of the media.
  - A. Propose and arrange meetings between the President and representatives of the print and broadcast media both in Washington and elsewhere in the country.
  - B. Coordinate and seek maximum responsiveness to speaking invitations directed to the President or White House and Administration spokesmen from the press and news organizations.



- C. Serve as link between the White House and organizations representing the media, including publishers (ANPA), editors (ASNE), small and weekly newspapers (NNA), magazine and book publishers and journalism groups.
  - D. Handle the correspondence from and to the press to the President, the Press Secretary and Office of Communications and mail from the public on press-related issues.
- III. Provide information to the President on news and media opinion.
- A. Prepare the daily news summary News and Comment for the President and White House staff.
  - B. Coordinate and compile information from other White House and Administration offices for the President's briefing book.
- IV. Assist members of White House staff with arrangements for interviews and press conferences in Washington and during travels around the country.
- V. Maintain liaison with and encourage cooperation among the public affairs officers of the departments and key agencies of the Executive Branch.
- A. Coordinate public affairs projects when programs overlap or involve several departments and agencies (Example: energy conservation education).
  - B. Hold monthly meetings with public affairs officers.
  - C. Circulate fact sheets, major speeches and other information on major issues.
  - D. Provide advice, guidance and direct assistance, on request, regarding media-related activities, including scheduling.
  - E. Encourage and coordinate placement of Op-Ed pieces in daily newspapers.



- F. Encourage more active efforts to provide factual information to the press through Cabinet press conferences, interviews and wide use of all press forums during travel.
  - G. Provide guidance and maintain informal liaison on requests and placement of key spokesmen on major television news and interview shows.
- VI. Serve as liaison with the Advertising Council on Executive Branch public service programs to prevent duplication and to maximize the public impact of Federal volunteer and social service messages.

