

The original documents are located in Box 14, folder “Cheney, Richard - Meeting Notes” of the Michael Raoul-Duval Papers at the Gerald R. Ford Presidential Library.

Copyright Notice

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted material. Michael Raoul-Duval donated to the United States of America his copyrights in all of his unpublished writings in National Archives collections. Works prepared by U.S. Government employees as part of their official duties are in the public domain. The copyrights to materials written by other individuals or organizations are presumed to remain with them. If you think any of the information displayed in the PDF is subject to a valid copyright claim, please contact the Gerald R. Ford Presidential Library.

« Wednesday »
Cheney

DICK HERMAN
· 10 30
Call DLK-110's

me (1) Platform

→ Reaction to Hugh Scott
B.T. / Harlow

→ others on Ex Comm (memo)

(2) Helen

✓ (3) insert to Q.E. II remarks

⊖ (4) Alaska Pipeline - what happened

→ (5) TWA strike ; Kansas City



* I double check on HRUSKA

* Cannot mix in SRC

2/25/75

Survival

- ① Farmers / Agriculture
- ② Labor
- ③ Foreign Policy - Hawk / Detent
- ④ Anti-govt theme

Need (tools)
 Rolling data
 Great danger is spinning
 into too many areas/problems
 - need to remain very
 tightly focused + in
 touch w/ P, D.C. and
 campaign.

Measure: as lawsuits
 challenging Regs. being
 increasing?

★ Creative Role

Substance / TV

Erwin Goldhamer

(P's remarks during Florida
 Motorcade stops)



President - does he want me to stay?

2/26 - 6:30
Cheney, Spencer, our group

Jack Verriman

copy Alan Post + link to Texas
(John Tower)

Wed → Nat. Defense Speech
(Mergen ATTACK)

Thurs → RR California Record

Key: ATTACK R.R.

No
Action →

get National Basic Intelligence Factbook



Action

P should ask audience ~~Q+A~~
- questions at end of Q+A!

2/27

7 AM - 10:15 AM

Cheney

, Spencer, JF, DG, JC, FC

Q+A

Harsh - D.C.

- C+D

Soft - S.S.



- P7 hit on
- Panama
 - Numerical US-USSR comparisons
 - Selective Service

- Berger Release
- RR ATTACK
- Econ Stump
- ending to Q+A

Open stump

section for Berger Depose
re: military hardware

Q+A's

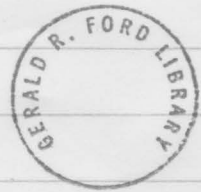
Statement

ally

[ca Feb 76]

1) The President

- does he think I can contribute
- access ?



2) MR-1)

Strengths (pluses)

- Know W.H. - can get things done
- '72 Campaign experience from perspective of the Presidency.
- good relationships with key Presidential Aides and press.

KEY
Running show ^{VE}
frustrations

Weaknesses

- will be operating without an ~~insti~~ institutional base
- very broad area - need for focus.

~~status~~

3) Need to be "plugged in"

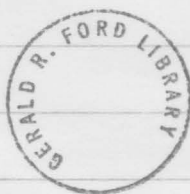
- to remain focused - no wasted efforts - art of the possible

PR

- Need links to - President
 - D. C.
 - PFC
 - Key W.H. staff/Cabinet

4) Salary: (Need raise - none since '73 - \$37.8)
Title: (Commission - Special Counsellor)
Announcement: P. at staff mtg / Press release

5) Visibility - Spokesman role where appropriate.



Separate file

CHENEY DISCUSSIONS

February / March 1976



March 2, 1976

Discussion with Dick Cheney

I Scope of responsibilities

A. "Project manager" for key problem areas

- e.g.
1. Farmers
 2. Labor
 3. Foreign Policy
 4. Anti-government

B. The President - "creative" factor; TV; scheduling trips;
(color, the "extra" touch)

C. Others ? ?

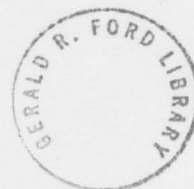
II Steps to carry out responsibilities

A. Projects

- Develop facts (including polling data)
- Develop objectives
- Develop strategies
- Develop detailed plans



- Implementation
 - . policy
 - . events/programs, etc.
 - . speeches
 - . travel
 - . election (convention, etc.)



B. "Creative"

- Assess current situation
- Consult with "experts" (inside, PFC and outside)
- List weaknesses/strengths
- Develop a "process" to fold "creative" factor into current operation of the White House.
- Follow up with specific ideas, events, etc.

III Basic "tools" necessary to do job

A. Access

1. To information, strategy, facts

- polling data
- key W.H. meetings

(Senior staff, NSC staff, Domestic Council, etc.)

2. To people

- the President
- D.C. and other key staff
- PFC



3. To events

- trips

B. Staff and other resources

1. Staff (Permanent - 1; Temporary - ?)
2. Consultants

C. "Vehicles" to implement

1. "Managing" the President (e.g. scheduling speeches)
2. Policy - Domestic, Foreign
3. Political - Platform, etc.
4. Spokesmen

file -
"Discussions
w/ Cheney"



3/16
/

Carve out 2 or 3 Key Areas

e.g.

- foreign policy

- social issues - important

as economy gets
better + we go for
~~the~~ Demo. votes

(Peter coming in
30th or 31st overall
Campaign structure &
Key states - focus on
candidates)

"National" Survey

but target on key
groups - swing states.

work of Jones + Geiger on
news hooks.

Whole process is to establish
W.H. priorities + use
All W.H. Resources.

- Caramanagl did good job
on Farm Program.

- EPB -

let P review agenda
+ focus efforts

- Donato Incl.

- Some -

* Cabinet James Poll
December



* [Poster] /
Fruel slight
(eter)

~~Anti-govt. / Regulatory Reform~~
Specific examples
(people)
• Peck "strike"
force to cut
red tape

• Ray Peck

File

March 30, 1976

TO: D.C.

FROM: M.D.

SUBJECT: WATERGATE REVISITED



It seems to me important to keep in mind that very often our reaction to events is more significant than the event. For example, I agree with Richard Reeves' conclusion that Reagan was a "loser" in New Hampshire to some extent because of the negative reaction of John Sears, et al. I also think that the President's North Carolina loss hasn't played too badly, largely because of the realistic and positive attitude of the White House and PFC staffs.

However, in the case of Nixon we have done poorly. The negative impact of the trip and report stories was substantially aggravated by our responses.

I know that Ron, Jerry and others have been thinking through our response to the Woodward and Bernstein film and new book. I'd like to add a few thoughts:

- (1) The film is likely to be the main problem. Its impact should crest at about election time and the damage will be greatest if our opponent is Carter and least if it is Humphrey.

I think our best defense is humor. I talked to Don Penny about this and suggested he try to write a line or two for the Gridiron dinner. If it works there, the President could use them for an "on-the-record" event.

- (2) I have a strong feeling that the new book will bomb. I think a backlash will develop which may not benefit Nixon but will hurt the Post-Newsweek-"Woodstein" crowd. The Newsweek serialization will help us by getting the book out quickly and in a concentrated dose.

On this one, I think the President is right on track: factual assessment of RN's appearance to him and no humor or characterizations. The President should not acknowledge reading the book or excerpts.

4/3

Cheney mtg.



F.E.C.

who in charge

ME * NO veto signed today

- ① Enrolled Bill memo
- ② Signing / Veto statement ceremony?
- ③ Commissioners Nominations (Center replacement?)
- ④ Who is writing Legislative History?

* GOP - Mary Louise Smith

* go w/ it Wed. this week

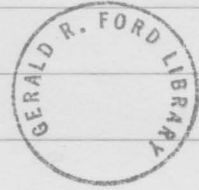
* I do check-list.

I do note to Dave G w/ my "the Speed"
 - problem will be P was great interim President; not relevant P. ∴ "Future" section MUST BE strong

4/12/76

Cheney

A.M.



ASNE -

DAR - Next Wednesday

Speech

* Defense / Foreign Policy

I go to

EPB

mtg. w/

P

2 pm

Conservative votes, Liberal Victoria
Buchanan

Jobs → our package - on Hill

< O'Neill update >

Me:

Platform

Ray Chmn.

Dave Bellin

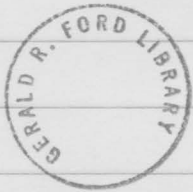
Ex. Dir.

he has Domestic Cuel Book

I call Ray

Jerry - Marty Anderson ??

Foster ⊕ briefing Book
on themes



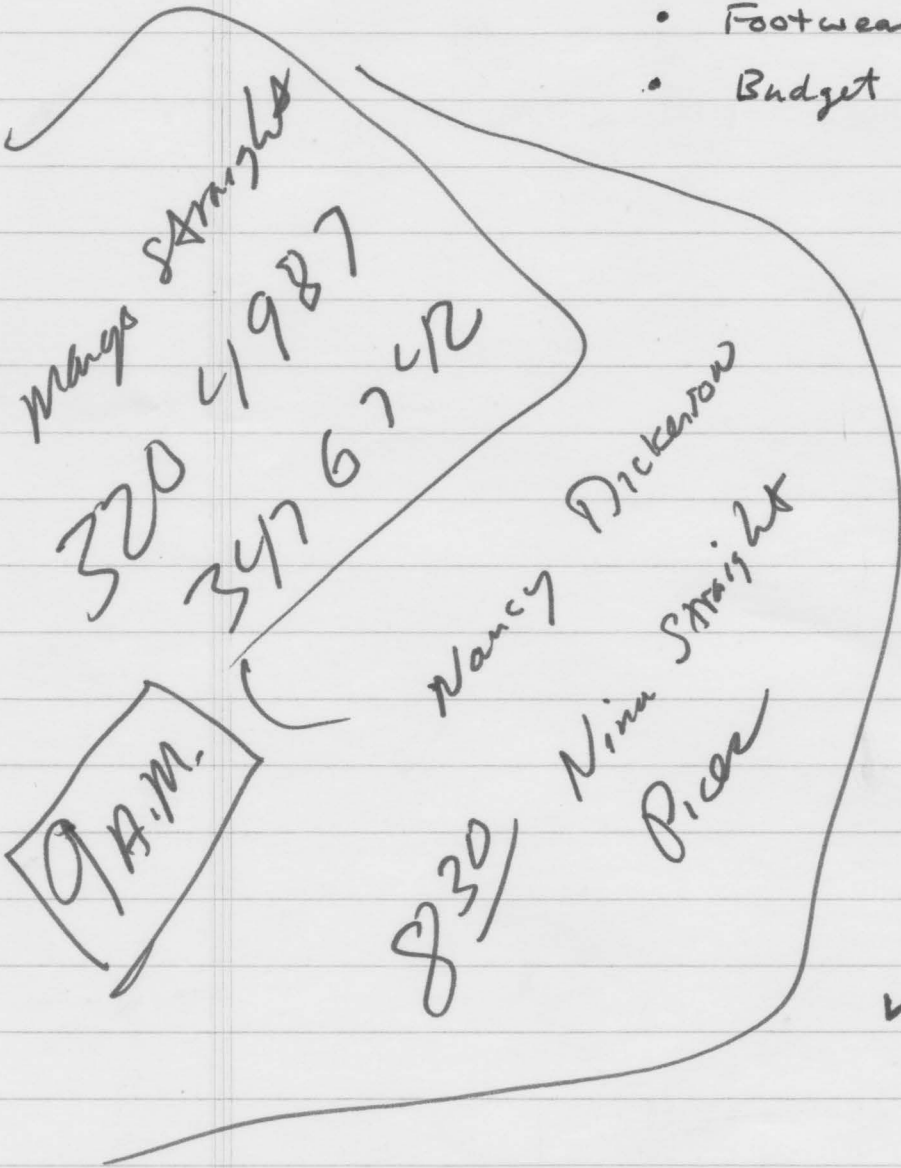


4/12

Cheney (P.M.)

me ✓ ~~⊙~~ EPB

- AL Rose (Unemp. Stats)
- Footwear import restrictions
- Budget strategy.



9 A.M.

✓ Zarb: standby Conservation Regs. before May 1st

✓ memo to Cheney Reminder when he sees Zarb (Asst. Admin. for Deregulation)

✓ STROB TALBOT

* Shoe Decision: how to handle "welching" problem

* Convention mtg tomorrow

Cheney

4/14/76
pm.



- me
- ✓ • Big Govt. (Yes)
 - ✓ • Terrorism (OK-go)
 - ✓ • EPB mtg
 - Convention

- Shoe - no tariff
Comm. + nat

- Congress moving into trap -
they want to increase
spending + no tax cut;
P-cut spending and cut taxes.

- Saturday - Foster has agenda

✓ I call Bob Ray

4/16

Cheney 11 a.m.

me

EPB - Arab Boycott

~~- HAW Africa Trip~~

Billy Graham wants to help P.

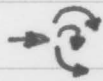
Billy Zioffe

Christian Athletes



4/16 (4pm)
Cheney

① SAT Mag.



9 A.M.

- A brief Greenspan



4/19 - 6 pm

~~156~~

Cheney



P - TAXES ;

* ✓ I get w/ JTL on Big Govt. Idea.

✓ I get to Tetter on Big Govt
Polling data

11 AM
Cheney Mtg.

4/20 9 AM.

Cheney,

• FEC 11/26

• NUMEC - P wants mtg. tomorrow

Time picture



4/20

11 AM

Cheney

Morton, Buchan, Stu Spencer, Foster,
Bunny Roth, Ed Schmultz, Connor

F.E.C.

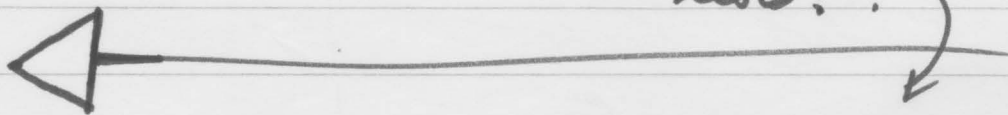
major controversial issue

• Corporate + union Political Action Committees
limits fund raising to twice
a year.

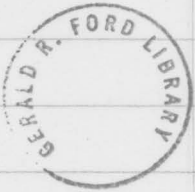
→ if Corp uses check-off for
white color — union can do
same for its members.

Union can use methods +
facilities of Corp (AT cost)
which management.

~~issue~~ issue: Union access to
stockholder and
non-union employees
list??



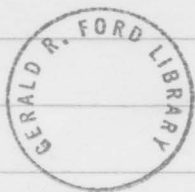
if F.E.C. decisions are
controlled by
Congress then GOP/Management
will get screwed.



→ get our position out quickly
keep it simple:
don't change rules in
middle of election.

* → if we're going to veto
we need very positive plan
to sell this.

5th - if we have to operate
under existing FEC law
labor will take over Congress.



4/21 5:30_r

Cheney Mtg



Jones - Spokesman computer - Need to plug in speech content.

Dick - ① on decision memos - should we include announcement plan?

② spokesman book needed

Mechanism for early reporting / put burden on Cabinet officer

By JAT.
Morgan + Deval
write paper covering this.

Cover: ① scheduling
② news management

MY IDEA: A new John Carlson domestic Affairs news management

Africa - HAK - P. should give instructions; Resource Bank.

4/26

2 p.m.



CHENEY MTG

ACTION

• Plug Co/C Speech into Platform Effort

• No support for veto of FEC legislation.

• Jim Field

" • Cheney mtg. 11³⁰ - Tuesday NYT photo

" • CK. Connor "THEME" paper.

" • Need "LAW DAY" Proclamation / statement

~~///~~
* I.O.B. > See Connor

5/4

Cheney mtg. 5 pm.

→ Convention

- Hotel man

- Rally man

• Platform mtg. Cheney tomorrow
at 6 ¹⁵/_{pm}



May 4, 1976



Notes for Dick Cheney

From: Mike Duval

1. The ERC is considering an Administration position on nuclear waste disposal and a new OCS leasing bill (which was introduced in the House by environmentalists). Both of these could impact California.
2. Simon's "dumping" decision is likely to have major impact in the auto industry. Greenspan thinks it will be protectionist. As far as I can tell, no one at the White House is in the loop. I think Simon should do a one-page briefing memo for the President by noon today. We should think this one through and perhaps have him come in and brief the President.
3. I sense some understandable reluctance on the part of Roger Porter to plug me in to the EPB circuit. When you talk to Bill Seidman concerning the 9:30 meeting, please mention again that I will be attending his meetings and I should receive the appropriate paperwork.

To the extent possible, I think I should also monitor the ERC. Do you want me to talk to Eliot, or will you?



5/4

Cheney Mtg 9am

A cover: ① ERC decisions

- nuclear waste
- OCS leasing bill

(impact on Calif.)

② Niagara Speech (HAK)

Cheney: ~~It~~ ~~is~~ should
check w/ Schwartz

③ my EPR problem.



CHENEY

5/5 12 45



Dick - Nebraska critical
Farm problem
Butz not nearly as popular

Cavanaugh → Grain Embargo issue
Very tough position for
Friday speech

Marsh

Need to get members of
Congress out on own.

me

if we can't get Simon
brief Seidman must do it.

P - shouldn't hit R.R. / shouldn't
talk about R.R. issues

- Leadership sees HAK rule
- We will need Wallace crossover in November
- P should tap Ant-Wash. by hitting Congress.

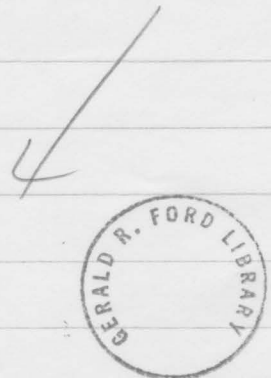
* go w/ Foreign Aid veto
THURS
(on camera)

* Sign FEC Friday

** What is best day?
Do Foreign Aid on Friday
to avoid

- 3 or 4 paragraphs at airport.
we do Q + A

I'm here seeking
your support
because ...



Cheney P4

Harris Pull Johnson
RR & Carter

RR 38
Carter 58

Reagan CAN'T get more
than 35%



5/5 (8 pm)
Cheney →

* I follow up w/ Seidman on
Simon briefing tomorrow NIAKobi
Speech.

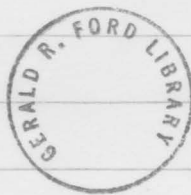
** President perhaps should OPEN

★

Action: Dural: Q + A's Nebraska

★

- don't predict victory & make
point about need for
turn out



Sunday 5/9 11 AM

Cheney, Marsh, Seidman, Cannon, Jones,
Gergen Chenock, Smith, Carlson
Hyland, Cavanaugh, Vallis, M.D.
Connor.

- Marsh - Cannon report on SAT. mtg.
- Cheney need ^① to skim off cream from Agencies/Departments.
 - ② creativity in how to get P's messages to people.
 - ③ need better control over surrogates; follow up P's event w/ surrogates, mailers, etc in ~~an~~ appropriate media mkt.

Peace - Prosperity - Trust



5/10

9:30

Cheney mtg

- ✓ Munton not at noon mtg.
- ✓ I check w/ Mark on who goes to GOP Idsp. mtg.

✓ Cannon

- ✓ Jim Rikely (Fortune - writer)
longer-range issues, Carter.
I work with him.

Jim Field will begin to work
PFC liaison, etc.



Nebraska

NEWS CALENDAR

MAY 10 - 16, 1976

	Monday 10	Tuesday 11	Wednesday 12	Thursday 13	Friday 14	Saturday 15	Sunday 16
PRESIDENT	Defense Speech FEC Meetings	Queen Margrethe Heritage Ldrs Sign Science Bill FEC Decision	Michigan	Scripps Howard anchormen interview SBA Speech Am/Jewish Comm	Political Trip	Political Trip	
ADMIN.	Bush - DC Press Club Matthews - SBA Speaker	Seidman - SBA Speaker Kleppe - news conf on new mine regs Lincoln Mem - handicpd event		HAK briefs Sen. For Relations on Africa VP lvs W Germany Richardson - Retail Fedrtn		VP returns from W Germany	
CONGRESS	Senate acts on budget resolution		House vote on intelligence oversight		House debate on OCS HHH - Am/Jewish Comm		
OTHER	Retail Sales Annot - Commerce	Nebraska, W VA Primaries RR - Idaho Carter endrsmnt of freshmen Dems	RR - Kentucky	RR - Kentucky, Ohio, Michigan ABA opens DC conf on detente	RR - Michigan, Oklahoma	RR - Oklahoma, California Oklahoma GOP Convention	

OTHER EVENTS:

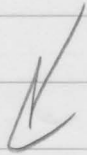
SUNDAY
 - HAK
 - Mother's day
 - Elksworth
 Radio Spmt
 Mrs. Ford

Cheney →

5/10(?)

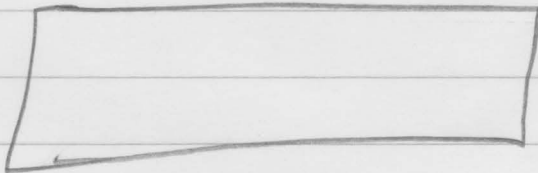
me · PNE

/ Dick will call me
with Decision.



No. P. turned-off + told HAK

I gave D.C. Q+A on FEC
Constitutionality
+ talking points on FEC screwup



5/11 - 7³⁰_{pm}

Cheney/Kannon mtg

- Primary / Convention States

- ~~NO~~ PNE



D. Cheney

5/13

7:10 am May D.C.



My memo Convention Strategy
paper for P

- who on group
- how much P time
- how do.

* Gergen group come up with
plan thru Calif (June 8th)

Action THURSDAY



CALL BRUCE Before 3:30

Jim Billington → NAT. security
platform draft.
~~NO reform~~

CHENEY

- 1130 Truckers mtg. need to cover
- GAMMA mtg.
- * I address Advocates Program - CALIF.
package for advocates
 - their own exercises
 - P's Courage (Anderson CIm)
 - Peace - Prosperity - Trust
- * check status of OHIO, N.J.,
+ other key convention states.
- * Need a calendar of key
substantive events key STATES
key it to news calendar



Post - Cheney mtg

5/17

- AET dinner
meet w/ P Thursday

I call

• Greenspan

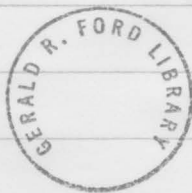
• Gary

← tracking; will
call Simon re:

Lunch Thurs. w/ P.

Also will check w/

Bill Bonuddy, Sr.



CHENEY 5/17 (1 p.m.)

295
Vols

JK

Action

Dick



do piece of paper
key speech topics

get back by 2:30



Action

*

I call Bill Timmons
turn NRA off.

→ if P loses they get Carter
should we do an NRA event?

Action

Do these plans cancel each other

Action

Pin down w/ Brent PNE signing

talked to Bud AT 4:20

he'd confirm that we are
trying to set a date
w/ the Russians.

CHENEY

5/17

6³⁰

- Thurs. Economic event
- Scowcroft on West Coast swing + brief local press.



B.T.

NRA

stopped
to 35,000

Michigan

Vigilante
VIQ-A-ree)

- I should check on what went out.
- Calif. Sportsmen very close to NRA.

NRA has followed a policy that our gun control bill
 → Michigan market doesn't take place

Action

A note to Cheney

BAFF, Baker
Black powder regulations.

* Bunch Bury. POST yesterday

bcc went
to O'Donnell

THE WHITE HOUSE
WASHINGTON

May 18, 1976



MEMORANDUM FOR: DICK CHENEY
FROM: MIKE DUVAL |s|
SUBJECT: STATE DINNER

At last night's entertainment following the dinner for Giscard, the President ran into some difficulty as he was introducing Earl Hines. When he completed the introduction, the President could not spot Hines and therefore had to stand there looking around for him. It was an embarrassing moment.

Hines finally came in from the north side of the East Room, but it appeared to me that the President had not been adequately briefed on how the entrance was to occur. Also, the vocalist began singing offstage (I think totally outside the room) and no one in the room could figure out where the voice was coming from. I can understand why this was done for dramatic impact, but the President should have been aware of it in advance. As it was, he seemed as disoriented as everyone else by the off-stage singing.

Because the Press is usually in attendance at these events, I think it's important that the President receive the same briefings as he does for any other public event. The leadership and in-charge image of the President, in my judgment, is eroded when events occur as they did last night.

I suggest that Terry O'Donnell get involved for the major State dinners, especially when there's going to be large media coverage. At the minimum, he should review the briefing paper, and he probably ought to go over and take a look at the rehearsal so he can insure that the President's instructions are complete and understandable.

THE WHITE HOUSE

WASHINGTON

May 18, 1976



MEMORANDUM FOR: DICK CHENEY
FROM: MIKE DUVAL 151
SUBJECT: CALIFORNIA TRIP

Dick, I would like to go on the California part of the West Coast trip. My thought would be to go directly to California when the President departs for Oregon, meet with some key people in the State, including Dave Liggitt of the PFC, and then join the President at Mission Viejo on Sunday afternoon.

This was actually Jim Cannon's idea, based on some feedback he's gotten from the State on things we should be doing. My thought would be to develop as much information as possible to help us plan the period from the end of the California trip through the primary. Obviously, we're going to have to, in essence, campaign from the Oval Office and I think some time spent out there would be useful in planning and executing this task.

Approve _____ Disapprove _____

Dick Cheney

5/29

P.M.

file ^① - Cheney
MIA and
② cross file under
MIAs

~~ME
ACTION~~

✓ work up public employees & taxpayer;
local

✓ need major event to show
Q is decisive

~~MARK~~

I do MIA thing for Calif.

~~ACTION~~

* Kissinger hated by MIAs
and they think he's captured
Ford.

✓ general division in movement
breaking wife vs parents
if 35 > wife
34 < parents

• situation arises when
parents want MIA determination
but wives want KIA
- others want MIA status because
benefits are full allowances
but widows allowances
are substantially less.



OVER

At the end of the year
MIA

2/10/74

Dick Cheney

2 files on MIAs Classified / unclassified

3M ACTION

Dr. Roger Shields in DOD knows everything.

MIA's now down on Ted Mann and Brent Soward

let family representative see files.

Foreign Assistance Act vetoed - 1 reason linkage of N. Vietnam aid to MIA accounting.

Dermott Foley -> N.Y. lawyer; won case against DoD re-classifying MIA to KIA.

March - May - April - exchanges of N. Vietnamese in Paris

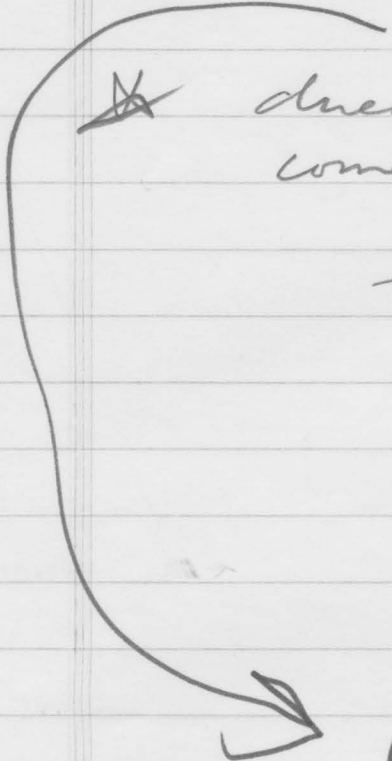


OVER

former
President
of PZ

CALIF

- priv. mtg. Mills
- President League of Families
McCloskey setting up.



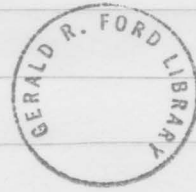
* direction to DoD should
come from NSC

- N. Vietnam - no alive; LAOS-??
Public ans. no audience to indicate
that any man
on list is alive;

→ Current Pres.



5/20



• Cheney Mtg.

Cheney re: California

✓ ck w/ Stu

✓ out of jail

~~Excess~~ - Jan

I call RAKER

shut up

about

Pete M.D.

1116
90017

Wilshire Blvd.

670 9000

5/21/76

Helen:

Mike Duval dictated this to me this morning --
thought you might want a copy for your files.

Kathie



May 21, 1976

MEMORANDUM FOR: DICK CHENEY

FROM: MIKE DUVAL

Dick, as it stands now, the President meets with Ed Levi and then goes over to the PFC for a drop-by. Obviously, the key news hook out of the Levi meeting is whether or not we politicize busing. Under this schedule, the President will face the press immediately after meeting Levi in his campaign headquarters.

We discussed this with Nessen at the Gergen Meeting. I strongly recommend the schedule be changed. I suggest doing the PFC drop-by next week or later tonight after the network deadlines.

5/27 2 pm

Cheney

Jim Baker; Jim Field

Jim Baker
Cliff Whyte
Arl Simmons
Tim Ryan
Bob Visser
Masterangelo
Stan Anderson



meet weekly

- Selected delegates - 33 states
- Have ~~list~~^{names} all but 8 including:
Georgia
OHIO
W. Va.
- Bio. data back from 25 states (scattered)
- Phone bank begins Monday - out of Washington - will be used to make book on delegates.
- OKs on 6 of 11 regional chairs

Action

.. get list ^{of Regional Chmn.} from Jim Field
+ break down of
Regions etc.

• John Harley has western region

Missouri }
Colorado } CRITICAL DELEGATIONS
IOWA }

get copy Pete McP.

PAPER

+ Masterangelo 15^r Gallo +
papers



5/27
Cheney

7 ³⁰ PM

* Teter - National poll input
by tomorrow.

Jerry

OHIO

COLO

MO

IOWA

Conn

?

Minn

?

N.J.

?



Cheney 5/28 (6 ³⁰/_{Pr})

no: ✓ Kennedy Photo C.D.

• Taster Calif. Book

→ D K



CHENEY

5/28

(9 a.m.)



• News Events now → 6/8
Zero!

• P. statement on OPEC increase.

• EPB: Emergency Jobs Program Extension Act

- adds public service employees
- also counter-cyclical coming down

need over-all strategy: P against public employees - wants tax cuts.



- Dominici wants P to go to N.M.

- Dick → set up major briefing on jobs position;

- Summit follow on to Ramboulet
French, W. Germany, Britain, Japan
Canadians (?), Italians (?)
Puerto Rico (Conf 26+27 June)

Monday Announcement

MR
Cover

Cheney

5/31

[5 p.m.]

- I review Riebley papers
(copy to Foster)
- I attend Calif interviews
-



Cheney

June 1st 3 9 am
~~Monday~~

me → ✓ Notification of Governor of Puerto Rico

✓ B.G. - California

Action → Check of Terry on Hugh Flournoy decision

Action → P. R. Summit
Should P. announce?
CK. on what Nessen did

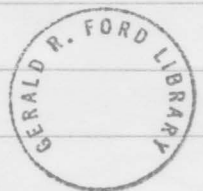
Action → I call Trudy: EPB mtg paper thurs.

Choney Priority

- 1) Convention Strategy
- 2) General Election Planning
- 3) News Planning
- 4) General W. H. Oper.

* Be on time for mtgs.

* More discipline in system



P → 15 min TV clip ; or
Goldwater ; Demos split
∴ Calif on June 8 can
elect a Republican President

↑ RADIO clip
or address
or a group

[
*Salvatori - call to help
if NOT with RR
*Ash - now working
]

Goldwater might do it
because Calif was
his clincher for '64



any GRF should
bring RR into
Admin in National
Defense area.

high road speech: Praise
R.R. but go for GRF
for good of Nation.

Pitch "not a primary - we're
electing a President"

P. on Face the Nation : should
talk about the November
election → hit Democrats.

I sit in P mtg w/ Calif. Pres
for immediate follow up

CHENEY

Sunday

5/31 }
6/1 }
or }

① → International Summit : P. statement
Greenham / Horowitz draft

x

Nessen → Mtg. 3 p.m. Press
Plan
↓ → state should say no
D&S ~~press~~ briefings
* NSC FACT SHEET

- ② FEA EXT. / me + O'Neill/Mitchell
- ③ Gowald / Reston Geneva Stories
- ④ Platform } I get to Dick

we need to:

① - find out where
will be at HAK
room tomorrow

② - Q+A,



DICK CHENEY

6/1

The Report:

I talk
to Greens

① Visiting Heads of State -
Big news in Address
to Joint Session of Congress

② California Speech - B.G.?

③ EPB (O'Neill) doing paper
for President — should we
push for \$106 tax cut
even w/ increased spending —
go for up/down vote.

Unemployment news to P
tomorrow w/ mtg. scheduled
for Thursday.

** INCLUDE ANNOUNCEMENT
PLAN

* Open for business tonight
59 GOP delegates at State

Rolls
closed

8	RI
7	SID
8	NOT



done

** I talk to Cavanaugh on
Farmers problem - ~~not~~
got cleaned in several
catys in Oregon;
embargo problem.

** I do Announcement Plan
on P. R. Summit.

** I get w/ Rieckley about
Policy books → develop
announcements for now → Nov.



Cheney 6/3 7⁴⁵/_P

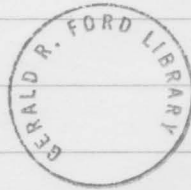
ACTION

Remind DICK

~~Cheney~~

- Stu Monitor Acls in Calif.

-
- me :
- ① Ray feedback from P.
 - ② we may be approaching error period.



CHENEY

Cheney

6/3 (?)

① Goldwater Calif.

② Stu Spencer - Calif Senator Bruce ^{Roberts} ~~Richard~~

They tied to Delegate Appropriation

③ EPB mtg w/ P - Photo USA

④ Summit

11 o'clock - P statement embargoed to noon

NOON - 4:50 Briefing



ACTION

* I do note to Dick on P's "off the record" comment re: Mrs. Ford's Wayne Hayes comment

Discussion of Elizabeth Romy + David Kemmerly problem: How does P handle? D.C. called P ^{to give} ~~for~~ guidance on Press at Juan Carlos State Dinner. Must handle seriously because of political problems. - but lots of jokes!

[ca. June 7, 1976]

*Cheney has -
file*

NOTES FOR "REFLECTIONS" MEMO FOR DICK CHENEY:

Point: We need a substantive team to review the wires and provide early warning reaction. The fact that Cavanaugh and myself picked up the Idaho flood disaster on a radio on Saturday is an example of how precarious our early warning system is. The NSC has a good system because they use the Situation Room to monitor the wires. We have absolutely nothing comparable on the domestic side. The Nessen operation does not pick up early warning stories on the wires unless it's during the day and Carlson or Ron himself happens to see it. The system is particularly precarious when the President is traveling.

Also, we need such a system to feed input into the speechwriters. One of the obvious problems with the President's speeches is that the speechwriters talk to "resource people" and get a work view of what to write. The most outrageous example was when Friedman called Mark Hatfield concerning the President's personal views on Christianity.

I suggest we set up a substantive monitoring team which would have responsibility for all substantive input to the speechwriters and to the Gergen news group.

For the group, I recommend myself as Chairman; Cavanaugh for domestic; Gorog for economic; McFarlane for foreign/defense.

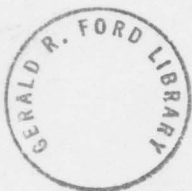
This group will provide early warning and fast breaking stories.

I may want to get Ray Peck over here full time to handle it.

The group would also provide substantive guidance for the speechwriters.

In this latter capacity, it might input through Gergen.

It would provide one-line notifications to Gergen in terms of news management, to the speechwriters in terms of speeches, to the various policy boards in terms of substantive issues.



In a real sense, it would be our political "situation room" for the purpose of handling substantive (i.e., Presidential) issues.



Cheney

Wsk of
June
7th

(A) Conventions

* * * 4th of July? OK plane ticket +
Room; marsh on board

OK

● RR Rhoderia Attack - good

● "Slice of Life" Ads - horrible

● Ads: show back-to-back

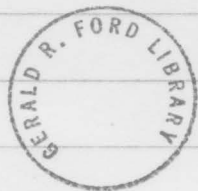
of Conventions + Tetter

~~████~~

Buckley doing memo on

(A) Ford's policy for selecting
a V.P.

(B) His response to other
Candidates' request for
use of Federal resources
such as FBI



(3) Ed Whan - RR will embarrass
GF on platform. also
Demos ~~and~~ appointed to
Admin positions



✓ (4) Conroy: Roudobush (V.A.) will
be testifying GOP platform hearings

(5) Screw up on Clean Air Act
mtg.

→
Over

⑥ Puerto Rico Summit

Intelligence

HAK/Simmon strategy

⑦ Quotable/payments Mtg - tomorrow
who handling

⑧ Mary Louise Im. K Mtg - Dean?



⑨ Ed Whelan - RR - will endorse
G-F on platform. Also
James [unclear] appointed to
Admin. positions

⑩ Corner: [unclear] (V.A.) will
be testifying GOP platform change

⑪ Screen up on Clean Air Act
MTP

Over

6/9

6:40
P

Cheney

~~###~~

→ me: memo to P (from Jones)
re: Summit Plan

→ sit on 90's Sustainable Payments Mtg.

→ go thru SAFE (360)



Cheney 6/10 (A.M.)

Bob Griffin }
Bob Michael } Floor Mgr. Conv.
- de Francis



Statement - Foreign Bribe

Neesen } no w.H. comment on
Mo (SAT/Sun) let it
come from PFC

Mo → Baker
Visser
McP } - what has to be
done if fundamentally
change structure
of Convention;
- no platform
- platform after
renomination

Meeting

I do Reminds
note!
phone calls if
we win in
Mo.

Cheney

MTW

6/10

(pm)

me: Baker



ACTION

List of Platform Sub Comte

Call ^{for} names Bryce

Jim Baker Laird

* call ~~Jim Baker~~ + get delegate list
get list of candidates.

? Al Cederberg ?

* Send Teetor
Big Govt. data
Domestic Issues -
(check notes)

June 14th
AM.

ACTION FOR CHENEY

① do more
D.C. events
② meeting
Cheney / me / Simon

① Summit - HAK / Simon Press Briefings
Sunday

Monday
R.R. Summit; PRESS?

② YR: Platform Hearing
Cavanaugh / O'Neill / Foreign Policy?

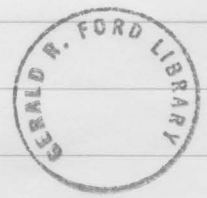
③ my meeting w/ Baker / McPherson on SAT.
④ Vissar - no show; re-structuring
Convention Order

④ Cannithers - July 4th

⑤ Platform: Foreign Policy / Defense
⑥ Goldwin ??

ACTION
I ck
w/ McP.

A Cedarburg



Cheney

6/14 AM



me (1) platform
↳ vice chairman (Cedarberg)
staff for Defense / Foreign Policy

(2) setting press plan - Summit
↳ meet w/ NSC-800 advisors
↳ " " Cong. Ides. ?

(3) Mission:

~~HOLD FOR EVENING MTG~~

in house (volunteer) group:	working
• O'Neill	OK Jenny Thomas
• Caranagh	OK Peter Walker
• Gurog	OK David Lissey
• Fairbanks	
Summit → • Hyland ??	
XXXXXXXXXX	
• Leppert	

(4) →

(4) ATTACK PLAN

- need to set debate
- repackaging - offensive on issues



OVERVIEW

- We're wheel spinning
- Campaign crawling
- Cuted Messiah

Avoid Platform Flight

* Horn Dent

* Clark Reed

Platform - general statement
principles

I do Platform Paper



I do

1-2 pages

* Organizational Problems

* Dirty Player

include
w/teaser Article

* Big Gumbel Argument

Broder Cim.

* Bob Ellsworth
Platform

* Mel Laird



Cheney 6/14 P.M

① me - Y.R.'s Platform; Carruthers 4/14; ② Restructuring Platform - Conv. Mtg. McPherson, et al.; ③ Cederberg.

Time (Hugh Sides) - P interview

campaign problems now + Fall



ACTION → Y.R.'s - check w/ Pete McPherson
go back to Visser or usual.
I call Bob Ray re: Cederberg
P wants - then Cheney call Cederberg

• CK. w/ McP. re: Cederberg - Any ALT?

• I do major mtg. ON Puerto Rico Press Plan - ending briefing

on schedule for Thurs. (Set up Mtg w/ P + H.A.K. / Simon / Greason / Simon / Seidman / Sconce)

CHENEY

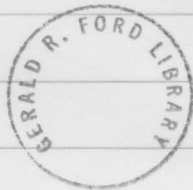
6/17

(Am)

- me to Summit Mtg w/ P at 2 pm?
- Nixon attitude problem (Iowa)
- 5 year ~~to~~ economic forecasts
2nd Quarter update - Required by law

growth rate lowered 4.0 to 3.5 %

- Sunshine AT Convention ?
- FEA Extension



Wk 1
6/21

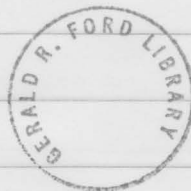
Cheney

- Budget - order of convention
- Financing July 4th
- Positive side of P.R. problem
- P. mtg w/ GARN - Platform

* Dick wants McDonald memo

+ (1)
(2)

- (1) call Carla Hill
- (2) call Kay Ballard
- (3) tell H about R.H.W.
drinks at 730 ?



LAundry

6/21

Cheney (A.M.)

me - ITALIAN Elections [scowcroft action]

+377 2629

* Dick Darman



Sen. Joe Wenck

* Send list of Platform
Committee Members.

* Agriculture doesn't fit
w/ Economy.

consult w/ Byrce Harlow

6/25 (FRI)

34/8 } MINN

CHENEY

ME

① Platform

• Revised Book - pro Puerto Rico?

* • Garn, Dole[?] (Herman)

* • Harry Dent (Thurmond - bring sides together)

~~② FEA EXTENSION~~

~~③ KENT FRIZZEL~~

~~④ P. Bicentennial Tape - need the Advisor
fighting a disaster.~~

Saturday

6/26

Minnesota

we get 12418 at large
+ 18th they be for us.

totals 34/8

Action

I TALK
to
Jim CANNON

Mississippi voting law change
pending in Justice, Pottinger
has action, we want
to be approved.

• Crown Center (K.C. Hotel)



Action

* Medical Care Retired
Service men + widows
DoD notices changing
System
check + Report + to
DLC



Bill
5441991

6/27 30th

Dick Cheney

John Mehar → Marty Anderson

willing to sit down + work
out any problems.

RPC

Dick Cheney - go w/ Fred Slight

I talk to Connor re: Cashin
+ special interest groups.



[ca. July 1, 1976]

CHENEY

10 A.M.



① Bob W. story

② Foreign Policy Cmt. Chmn.

③ Campaign Strategy memo

(Buckle and Campaign Strategy)

the — Campaign Strategy

(Add - turn underlying weaknesses

into ~~assets~~ - stress

this create coming up
from canvas image;

evade sympathy w/ dignity.

EPB see over
④ Tax Cut Extension

• Key Presidential & issue but

• no public perception of issue

• Statement (but Republicans are

part of problem - we are with

long i. don't want to rock boat)

• Should P vote extension? No one
for this.

• Big tax reform bill likely to

come down in Sept. We

have no position.



⑤ MAO
China/USSR

Richardson - now time to for P to start
running against Congress

Lynn - can take them on re: budget



⑥ Summit Followup

Post Mortem
* All our Fault

- We lost opportunity
- no real attempt to maximize
- would have been better to have P failed in objectives + get
- Tennis
- Nixon: mentality problem

⑦ Gwena Anderson → want platform analysis

⑧ TAX CUT

- ① Link Extension - 5/99
- ② P.W.B. - veto
no new deals

7/2

Cheney

A.M.

me: ✓ Gov Ray Call
✓ Wolper



Cheney

P.M.

me: Platform - Ed Harper Tel. Call

JD

Dick - we should get RR on the record not to fight; we go w/ Ed Harper.

7/8

Helen

Cheney Mtg

Indians

me

1

Gino Palouchi visit to J.C.

Taping (Aug 25) for NBC

special Columbus Day

(Oct 12th) on Italian Americans

I talk to Bill

2

Q & A dinner

- Benoit joke / Muskrat song

- Band played "Lady is a Tramp" when P danced w/ the Q.

*

3

Wash wire (Cracks in Carter's staff system)

*

4

Platform

Address Pres. Appointees

→ Cabinet

→

→

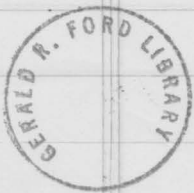
me

follow-up

5

Penomin

(Wash. wire - Washington thinking of International Police Force)



*

6

Strategy Paper

Timing

*

RR changes that GRF is unfair due offensive ? ?

discussor
w/ Cheney
about 7/10 (?)

POINTS

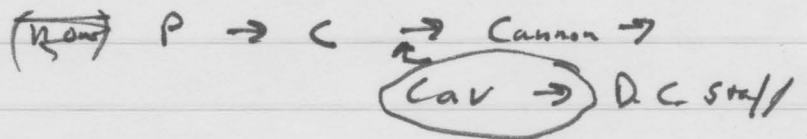
I - OBJECTIVELY

• Problem: ⇒ discipline of w.H.
staff system; leadership
- energizing senior
staff

• Solution: • Staff Secretariat
• Cheney Attention
∴ unload political
or get real deputy

• Cavanaugh: • NOT real Deputy
• Transfer of functions
instead of new
resources

• D.C. problem



II PERSONALLY

- Said would subvert career when took job
- ∴ what ever D.C. wants - OK will work hard to make it work.

- my personal reactions

- ① wanted job
- ② vote of no confidence
- ③ Cav. will be doing what I should have
- ④

- Real problem for me:

- ⑤ Political slot ; ~~two~~ ^{RR} Attack ; no cover ; No announcement of my position.

* I should take on policy / philosophy role ; ACCESS to P.



Functions

management of:

Entities Involved

I

- Substantive Issues
(Decision - Making)

- Press Office
- Congressional
- OMB
- NSC
- D.C.
- EPB/ERC
- Cabinet

II

- President's Public Image

- Speech writers
- Press Office
- Communications Ofc
- Bosody's Ofc.
- PFC
- Scheduling / Advance

III

- Political



- W.H.O.
- PFC
- RNC
- Informal Advisors

Elements which need coordination

· W.H. Support

- Press
- Congressional
- Sched / Adv.
- Baroody
- Speech writers
- Communication
- Social
- Military

· Policy

- NSC
- OMB
- D.C.
- EPB
- ERC
- Cabinet
- CEA
-



CHENEY STAFF

Jerry Jones

- Red Caraney, et al.
- Bill Nicholson, et al.
- ~~Waners~~ Handrick

Jim Connor, et al

- Dave Hoopes

Dave Gergen, et al

Mike Duval



Aster Channock

Doug Bennett

Jim Reichley

Jim Field

Cheney Staff by functional Areas

(Channock - Personnel staff ; political)

Coordinators

Jones - people / schedule

Connor - papers

Communication

Gergen

Jones

Duvall



Specific

Bennett

Political

Jones

Duvall

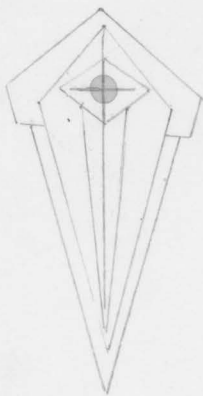
Field

Issues / Ideas

Duvall

Reichley

Gergen



THE WHITE HOUSE

WASHINGTON

July 11, 1976

MEMORANDUM FOR:

MIKE DUVAL

FROM:

DICK CHENEY

In the course of the planning effort you now have in the works for November, keep in mind the importance of developing an information flow tailored to key special interest groups.

I don't know that you need to specifically design such a system but we do need to set in motion the process that designs an approach for each group, including farmers, ethnics, etc.



Dick 7/16

STRATEGY

- Carter's strength is based on victories
- no more
- we need to develop a strategy
to show P as a winner;
string of victories



- Will be closing of gap regardless of what

Bo Franc
2/27/81
25-81

- for Alternate Strategy Section
→ Truman "shock" Campaign
GRF simply can't do
over HST couldn't
do today because of TU.

- for Carter Section:
→ we should say: he'll run a Nixon
campaign.
→ P must play to his strength
* don't use RN / Carter tactics
use FORD tactics.

Tucker

Dick

|| Communication has been effective
but we're communicating wrong msg.

make his [↑] point early on.



Use example

if trying to show P is
Control; smart; competent; Idr.

don't - show P + family / "home" setting
(Carter will win in Plains)

show - P on Health Care

Dick - wants data just comparing
Carter - Ford
(can we get from Tector)

7/19

Cheney: ~~Now~~ ① - (Ray) coming in - Proble
- bunch of Marty Anderson
- See President?

② Cabinet mtg
- Conu + Legist ??

③ Helen
Other Non-Hatched Secys ??

④ A&L - CIO Carter endorse
Usery or Morton ?

⑤ FBI pull out - Calif 36 School
Kid case.

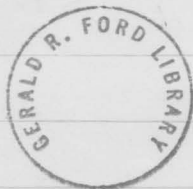
⑥ Mgmt. mtg. w/ P.

I do note for
Dick and
Review Group

Now

Now

✱



THE WHITE HOUSE

WASHINGTON

July 28, 1976

Dick,

At the next appropriate opportunity with the Senior Staff (probably not at the full Senior Staff meeting, but with key individuals), I hope you can reiterate the necessity for White House people supporting our campaign effort.

I've recently had occasion to ask members of the White House staff for assistance in such areas as legal opinions from the Counsel's Office on the use of volunteers at the Convention, Administration policy input from Domestic Council to guide us on the substance of the Platform, and the like.

In general, the response has been dismal. We get back long memoranda or boiler plate fact sheets which raise more questions than they answer. No one is really sitting down and doing the hard work to give us answers and short policy statements which are useful.

In addition, I see no evidence of a positive response to your suggestion that some of the secretaries here may wish to volunteer during their off hours.

This is the time to pull together, and I still have a feeling that many of the people here are on a "business as usual" schedule.

Mike

Mike Duval



THE WHITE HOUSE

WASHINGTON

August 30, 1976

MEMORANDUM FOR: DICK CHENEY
FROM: MIKE DUVAL *Mike*
SUBJECT: CAMPAIGN

Dick, here are two quick points by way of follow-up to the past week's activities:

1. Reference to Polling Information.

As you know, one of the basic elements of our strategy will be to portray Carter as a politician who develops his substantive positions on the basis of polling information, as distinct from developing positions on the issues on the basis of principle, experience, etc. This is a piece of the argument which is designed to establish Carter as a man of expediency and the President as a man of principle.

Unfortunately, for the past week many of us have been strongly emphasizing the President's reliance on polls as he has developed his basic campaign strategy. The President himself referred to the Teeter data when he announced his five issues in Vail. Your response to Jim Cannon's question at the Senior Staff meeting this morning also linked the Teeter information with the five issues.

Although the press has not really picked up on this yet, I think it is only a matter of time before they clobber us with our reliance on polling information to develop policy.

Accordingly, I think we should conscientiously attempt to back off emphasizing our polling efforts. I think we should do this in public, and here at the White House, because of our problem with leaks.



I understand that Alan Greenspan spoke briefly to the President about this last night in the airplane, but I think it's worth reinforcing this point.

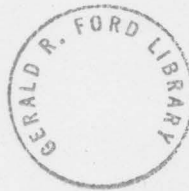
2. Implementing Campaign Strategy.

A key element of our strategy memorandum was the establishment of a "Review Group". (See attached memorandum which I sent you on August 1.)

I don't believe that the "Executive Committee" announced in Vail can undertake the functions which we have identified for the Review Group.

I suggest that establishing such a group to keep all White House and PFC actions on strategy should be given the highest priority.

Some of our actions over the past week deviated from the strategy (e.g., the leaks concerning writing off the "cotton South"). We should expect a much rougher period in the upcoming weeks as Carter reacts to our Convention and his erosion in the polls. I think we're in for a very rough period, and we need the internal discipline which can perhaps best be achieved by strict adherence to agreed strategy.



THE WHITE HOUSE

WASHINGTON

August 1, 1976

MEMORANDUM FOR: DICK CHENEY
FROM: MIKE DUVAL
SUBJECT: CAMPAIGN GROUPS

I recommend that the following be considered to staff these campaign groups:

Review Group - Personal staff for the President. Reports to Dick Cheney everyday, to the President twice a week. Responsible for (1) providing a "net assessment" of every proposed Presidential activity/decision in terms of its impact on The Campaign Strategy; (2) continually assess the effectiveness of The Strategy; and, (3) synchronize advertising, media and Presidential activity and Issue Cycle Plan.

Staff: Duval
Teeter
Spencer (if available)
Jones (if other duties permit)
Chanock

Issues Groups

PFC Director of Issues - Marty Anderson

1) Issues Steering Group

Cannon
Duval
Greenspan
Marsh
Spencer
Teeter
Anderson



2) Domestic Issues Group

Cannon, Chairman
Lynn
Cavanaugh
O'Neill

3) Economic Issues Group

Greenspan, Chairman
Simon
Seidman

4) Foreign/Defense Issues Group

Marsh, Chairman
Scowcroft
Hyland
Ellsworth (?)
Eagleburger (?)

