

The original documents are located in Box 14, folder “Communications Flow” 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 Michael Raoul-Duval donated to the United States of America his copyrights in all of his unpublished writings in National Archives collections.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.

THE WHITE HOUSE
WASHINGTON

930 mty
lib

April 23, 1976

MEMORANDUM FOR: JIM CAVANAUGH
MIKE DUVAL

FROM: DAVID GERGEN *DR*

SUBJECT: Joint Memo

Would you please review this and get back to me by ~~2:30 p.m.~~ **ASAP.** If you hold radically different views, I propose that dissents and/or concurring opinions just be attached to this.

Thanks -

Dave



THE WHITE HOUSE
WASHINGTON

April 23, 1976

MEMORANDUM FOR: DICK CHENEY

FROM: JIM CANANAUGH
MIKE DUVAL
DAVE GERGEN

SUBJECT: Coordinating the News Flow

The attached note is in response to your request of Wednesday night and represents our collective views.



Notes on a Revised Communications Effort

We recommend that a new mechanism be set up within the White House to coordinate more closely and creatively the news flow from the Administration. The main purposes of such an effort would be:

-- To assist in planning of all major news announcements and newsworthy events coming out of the White House;

-- To coordinate more closely the news flow from the departments and agencies which relates to the President;

-- To stimulate more creative and sustained attention for Administrative initiatives in areas such as the economy, crime, foreign affairs, etc.

Staff-Wide Participation

To be successful, the communications effort must draw upon people across the staff. Regular meetings would have to be held with the following involved:

The leading coordinator

Staff Assistant charged with daily,
detailed coordination

Domestic Council Representative
(Jim Cavanaugh if possible)

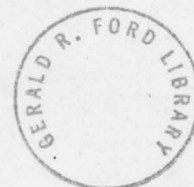
NSC representative (McFarland)

EPB representative (Gorog or Rhatican)

President's top scheduler (Jones)

Press Office representative
(Nessen or Carlson)

Others as designated (O'Donnell,
PFC representative, Legislative
Office representative, etc.)



The purpose of this group would be to develop, recommend and then to carry out approved news plans. It would be required to meet at least three times a week and possibly on a daily basis. It would not replace the scheduling meeting at 9:30 but presumably would allow the scheduling meeting to be shortened. Perhaps it could meet at 10:00 each day, following directly on the heels of a half-hour 9:30 meeting.

Tie-in With Domestic Council

We also recommend that project managers be set up within the Domestic Council on key issues and that these managers be tied into the news coordination team. For instance, there should be a project manager on crime and drugs (Parsons) who would be required to develop a news plan from now through the end of the year. That manager would be invited into the news meetings on a regular basis to discuss where we are and what needs to be done in coming weeks. The point is that without violating the Hatch Act, the project manager must be charged with developing creative plans for advancing the President's programs and then the plan can be hammered over by people like Jones, Nessen, Duval, Cavanaugh, Gergen, etc.

Who Would be in Charge?

Ultimately, of course, major decisions must be taken to the President. But the day-to-day control point should be Dick Cheney and his immediate staff in coordination with Nessen.

We also recommend that one person on Dick's immediate staff be charged with overall coordination in the same way that Jones now coordinates the President's daily schedule. There are two obvious possibilities, both of whom carry pluses and minuses:

-- Duval. Pros: Clear ability to take charge, creative talents, etc. Cons: Would interfere with need for convention planning, Anti-Big Government effort, other responsibilities.

-- Gergen. Pros: Essentially the same as Mike's. Cons: Would interfere with efforts to improve speeches, carry out ad hoc assignments.

A third possibility is Jerry Jones but he already is carrying a huge load.



We could also look to the outside for someone, but there is probably no one else -- with the exception of John Carlson -- who has the credentials, contacts, etc., and can land with his feet running.

What this underscores is the need to have one other more junior player who devotes full time to the effort and reports through the coordinator. He would be in much the same role as Bill Nicholson vis-a-vis Jones. Duval and Gergen have some candidates in mind.

Participation of the "Cheney Group"

We recommend that key questions arising in the news team be reviewed by the "Cheney Group" (a group that would include Cavanaugh). However, we would recommend against having every single issue considered by the news operation reviewed once again later in the day. What is absolutely critical in this is that the news operation have sufficient latitude and flexibility to move quickly. That will become particularly important during the fall campaign if this group also begins handling some of the day-to-day questions raised by the opposition. All of us feel that quick-turn-arounds are essential to success; we can't spend everyday learning how to tie our shoes while the news marches past.

Other Thoughts

-- As time goes on, it would be helpful if this group could not only coordinate what is going on in the departments but also ensure that our leading spokesmen are wired in so that they can help us more effectively on the road. This may require some writing talent that would be separate and apart from the current speechwriting shop.

-- It is clear that the coordinator of this group will have to attend the Nessen meetings with the President every morning. That is one of the only opportunities to discuss the news problems of the day and get immediate Presidential reaction. This recommendation is very critical.

-- As we have discussed, a mechanism such as this will work only if it has a clear personal mandate from the President and if that mandate is communicated directly to cabinet members themselves.



-- We also ought to recognize the fact that there may be an additional need for a different group that would try to generate the most creative ideas possible -- and zaniness ought to be encouraged in this context so that we have a full range of options. Daily meeting groups, if their meetings are to be smoothly run, have to get on with business and not b.s. around for an hour or two. But periodically that effort needs to be salted with off-the-wall ideas from our most imaginative minds. We ought to be encouraging that kind of creativity on a regular basis. It can often be the difference between hitting singles every day and knocking one out of the park every once in a while.



THE WHITE HOUSE
WASHINGTON

April 23, 1976

MEMORANDUM FOR: DICK CHENEY
FROM: JIM CANANAUGH
✓ MIKE DUVAL
DAVE GERGEN
SUBJECT: Coordinating the News Flow

The attached note is in response to your request of Wednesday night and represents our collective views.

Dick -
Mike and possibly Jim may
send in an addendum to this note.
Otherwise, they are ~~not~~ fully on board.

Dave Gergen



Copies: Foster, Jim Connor, Jerry Jones

Notes on a Revised Communications Effort

We recommend that a new mechanism be set up within the White House to coordinate more closely and creatively the news flow from the Administration. The main purposes of such an effort would be:

-- To assist in planning of all major news announcements and newsworthy events coming out of the White House;

-- To coordinate more closely the news flow from the departments and agencies which relates to the President;

-- To stimulate more creative and sustained attention for Administrative initiatives in areas such as the economy, crime, foreign affairs, etc.

Staff-Wide Participation

To be successful, the communications effort must draw upon people across the staff. Regular meetings would have to be held with the following involved:

The leading coordinator

Staff Assistant charged with daily,
detailed coordination

Domestic Council Representative
(Jim Cavanaugh if possible)

NSC representative (McFarland)

EPB representative (Gorog or Rhatican)

President's top scheduler (Jones)

Press Office representative
(Nessen or Carlson)

Others as designated (O'Donnell,
PFC representative, Legislative
Office representative, etc.)



The purpose of this group would be to develop, recommend and then to carry out approved news plans. It would be required to meet at least three times a week and possibly on a daily basis. It would not replace the scheduling meeting at 9:30 but presumably would allow the scheduling meeting to be shortened. Perhaps it could meet at 10:00 each day, following directly on the heels of a half-hour 9:30 meeting.

Tie-in With Domestic Council

We also recommend that project managers be set up within the Domestic Council on key issues and that these managers be tied into the news coordination team. For instance, there should be a project manager on crime and drugs (Parsons) who would be required to develop a news plan from now through the end of the year. That manager would be invited into the news meetings on a regular basis to discuss where we are and what needs to be done in coming weeks. The point is that without violating the Hatch Act, the project manager must be charged with developing creative plans for advancing the President's programs and then the plan can be hammered over by people like Jones, Nessen, Duval, Cavanaugh, Gergen, etc.

Who Would be in Charge?

Ultimately, of course, major decisions must be taken to the President. But the day-to-day control point should be Dick Cheney and his immediate staff in coordination with Nessen.

We also recommend that one person on Dick's immediate staff be charged with overall coordination in the same way that Jones now coordinates the President's daily schedule. There are two obvious possibilities, both of whom carry pluses and minuses:

-- Duval. Pros: Clear ability to take charge, creative talents, etc. Cons: Would interfere with need for convention planning, Anti-Big Government effort, other responsibilities.

-- Gergen. Pros: Essentially the same as Mike's. Cons: Would interfere with efforts to improve speeches, carry out ad hoc assignments.

A third possibility is Jerry Jones but he already is carrying a huge load.



We could also look to the outside for someone, but there is probably no one else -- with the exception of John Carlson -- who has the credentials, contacts, etc., and can land with his feet running.

What this underscores is the need to have one other more junior player who devotes full time to the effort and reports through the coordinator. He would be in much the same role as Bill Nicholson vis-a-vis Jones. Duval and Gergen have some candidates in mind.

Participation of the "Cheney Group"

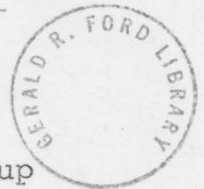
We recommend that key questions arising in the news team be reviewed by the "Cheney Group" (a group that would include Cavanaugh). However, we would recommend against having every single issue considered by the news operation reviewed once again later in the day. What is absolutely critical in this is that the news operation have sufficient latitude and flexibility to move quickly. That will become particularly important during the fall campaign if this group also begins handling some of the day-to-day questions raised by the opposition. All of us feel that quick-turn-arounds are essential to success; we can't spend everyday learning how to tie our shoes while the news marches past.

Other Thoughts

-- As time goes on, it would be helpful if this group could not only coordinate what is going on in the departments but also ensure that our leading spokesmen are wired in so that they can help us more effectively on the road. This may require some writing talent that would be separate and apart from the current speechwriting shop.

-- It is clear that the coordinator of this group will have to attend the Nessen meetings with the President every morning. That is one of the only opportunities to discuss the news problems of the day and get immediate Presidential reaction. This recommendation is very critical.

-- As we have discussed, a mechanism such as this will work only if it has a clear personal mandate from the President and if that mandate is communicated directly to cabinet members themselves.



-- We also ought to recognize the fact that there may be an additional need for a different group that would try to generate the most creative ideas possible -- and zaniness ought to be encouraged in this context so that we have a full range of options. Daily meeting groups, if their meetings are to be smoothly run, have to get on with business and not b.s. around for an hour or two. But periodically that effort needs to be salted with off-the-wall ideas from our most imaginative minds. We ought to be encouraging that kind of creativity on a regular basis. It can often be the difference between hitting singles every day and knocking one out of the park every once in a while.



SOME ADDITIONAL THOUGHTS BY DUVAL
ON THE REVISED COMMUNICATIONS EFFORT



Dick, I think the basic alternative to the comprehensive plan set out above would be a similar structure tilted toward substance and away from news management.

In my judgment, a key objective of this exercise is to instill greater control throughout the Executive Branch of all activities so that events can be structured in a manner to assist the President. Developing good press plans is a key part of this, but it's also important -- in the broader sense -- to project the President as being firmly in command. This not only assists in creating the "Presidential" appearance, but it also will have significant meaning in our efforts to get control of this "big government" problem.

There are also some other reasons for casting this as an "issues" or "substantive" control process:

- If this process is presented to the Cabinet officers as a news management exercise, they are likely to assign their chief PR guy as the key White House contact point. With obvious exceptions, such as Greener's operation, the PR guy in many departments is very weak in terms of his ability to get things done and maintain control. It seems to me as if the kind of departmental contact we're looking for is the key special assistant or the Deputy Under Secretary.
- If this process generates any criticism in the future, it's going to be a lot easier to keep the Cabinet officials in line if they can explain that it is being oriented around substance and hence removed from Hatch Act problems. It seems to me that a news control exercise is just one step closer to creating political problems.

Accordingly, I would take the basic plan outlined above and make the following modifications:

1. I think overall responsibility should be vested within your immediate staff, but this person should not be designated in any open or visible way.
2. A specific individual should be openly designated as the key staff man responsible for managing this. I think he should be a substantive person. Perhaps he should be put on the Domestic Council staff, although

that raises some obvious problems in maintaining control over non-Domestic Council areas, such as the EPB. This problem can perhaps be overcome by identifying this staff man as being very closely allied with Nessen's office in terms of fulfilling the old John Carlson slot of coordinating the substance of domestic affairs announcements. Another possibility would be to slot this man in the Staff Secretariat and give him responsibility for managing the "announcement" portion of decision memos. Obviously, his area of responsibility would be far broader and include non-Presidential decisions which could be of significant news value.

3. This staff man should be plugged into a special communications meeting similar to the one outlined above. The difference, in my judgment, is that he should not chair it, but rather it should be chaired by Nessen, or Jerry Jones, or someone else from your staff.
4. Whoever on your staff has overall (but behind-the-scenes) responsibility for this effort should sit in the Nessen meeting with the President everyday. This is critical; otherwise, Ron and his group will dominate this news management function, and I don't think that would be particularly wise.
5. Your basic instructions to the Cabinet officers and agency heads would be to designate someone in their department to keep the White House informed of any events which the President might want to be involved in or might be required to comment upon. Such a system won't work if reams of paper are thrown at the White House daily, and thus the Cabinet officer must understand that it is his personal responsibility to bring key items to our attention. This can be done by a simple weekly one-page memo addressed to Jim Connor in his role as Staff Secretary. The basic test in the Cabinet officer's mind should be to think through everything that will or could happen in his department from the standpoint of whether or not it's likely to appear in the newspaper and evoke a response by the President, either in favor or opposed to the action. My advice would be to start this thing out as informally and loosely as possible with the Cabinet officers deciding how often to report and in how much detail. Let the system run for a couple of weeks and then tighten it down with each department and agency, as necessary.

cc: Cavanaugh, Chanock, Connor, Gergen, Jones



4/24 - 10 AM
Cheney

H - file (start new file:)

* 9:30 May Group

(Announcements/
Communication)

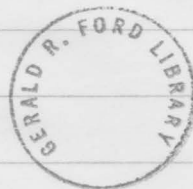
Cheney → W.H. Press will be allowed
to ask Qs at local
Airport rallies. Designed to
smooth press relationships.

* [I call KRC re Platform]

12:30 (Extended)

Press plan - level on policy groups
EPB, OMB, DC, etc.

Communication Group -



Gergen -	Chair
Cavanaugh -	DC
O'Neill -	OMB (AS required)
Gorog -	EPB
McFarland -	NSC
Carlson -	Press office
Duval	

Suzanne / Austin - PFC
Jones
Connor



Mtg Schedule

P

- 7:20 D.C. / Cong. Rel. / OMB
- 8:00 Seminar staff CIA
- 8:30 EPB Cheney
- 9:00 Cheney Group (Dick's group assignments to me) Mark
HAK/
Remmy
- 9:20 Communication Group
- 10:00 Scheduling Mtg.
- 10:30 Nesson Group P



Goals of Communication Group

- reduce # agency announcements which impact P
- determines what P should announce.
- Provide Q + A ; Fact Sheet ; etc. for developing news stories.
- Produce basic "lines" for surrogates, etc.

