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MEETING WITH PRESS ADVANCE OFFICE STAFF

FRIDAY, AUGUST 6
1976

ROOSEVELT ROOM AND THE
SITUATION ROOM

4:15 - 8:00 pm

PRES ENT:

Ron Nessen
John Carlson
Larry Speakes
Bill Roberts
Thym Smith
Doug Blaser
Dave Frederickson
Jim Hunter
Jack LaCovey
Hugh O'Neill
Steve Studdert
Dorrance Smith
David Wendell

Joy Chiles
Ann Grier

David Gergen (last part of meeting)
Bill Cartuthers (last part of meeting)

Connie Gerrard

AGENDA FOR MEETING WITH PRESS SECRETARY

Friday, August 6, 1976

- 4:00 p. m. Convene Meeting - Roosevelt Room (Ron)
- 4:05 p. m. Overview from Press Advance Office (Doug)
- 4:15 p. m. Up-to-the-Minute Report from Kansas City (Dave Frederickson)
- 4:20 p. m. The Convention (Ron)
- 4:30 p. m. The Campaign (Ron)
- 4:50 p. m. BREAK
- 5:00 p. m. Reconvene Meeting - Situation Room (Ron)
- 5:05 p. m. Presentation of "Think Reports"
- "Control of Image-Making Machinery" (Dorrance Smith)
- 5:15 p. m. "Still Photo Analysis - Ford vs. Carter" (David Wendell)
- 5:25 p. m. Open discussion
- Reference July 21 memo, Blaser to Carlson
"What's the Score"
- 6:30 p. m. The Office of Communications (Dave Gergen)
- Overview
- Television Adviser
- 7:00 p. m. Wrap-Up (Ron)
- 7:15 p. m. Conclude

PRESS OFFICE ADVANCE MEETING

Friday, August 6, 1976

4:15 pm

Present:

Ron Nessen	Doug Blaser	David Wendell
John Carlson	Jack LaCovey	Dorrance Smith
Larry Speakes	Steve Studdert	Dave Frederickson
Bill Roberts	Jim Hunter	David Gergen (parts)
Thym Smith	Hugh O'Neill	Bill Carruthers (parts)
Connie Gerrard	Joy Chiles	Ann Grier

Ron Nessen: I'll not talk much. I want to do a lot of listening and learning today. There aren't any reporters present. This is not for public consumption; it's for private consumption.

I am totally confident the President will be elected November 2. He deserves to win because of his character, because of his accomplishments, and because of what he plans to do after next January. He has a first-rate staff. That especially includes the Press Advance Office.

We have had additions to the Press area staff. I've played a role in these additions and changes. Every one of the people are heavy-weights: Dave Gergen is the Director of Communications. Bill Rhatigan is the Deputy Director of Communications. Bill Carruthers will take on many of the TV advisors chores. We are expanding the influence of that position. Helen Collins is coming back from USIA to take on TV chores. At the PFC Bill Greener is the Director of Communications for the campaign organization. I consider him to be one of the finest government and political affairs officers in Washington.

We have also had another not-quite-so-new addition: Doug Blaser. Doug Blaser is one of the most important contributions to what I think is the successful election campaign of the President.

Now that we have a first-rate team, we must adopt procedures necessary to make sure that the team operates at top efficiency with total coordination. From now through the campaign in the Fall there will be one criteria on which we will base decisions in the press area, TV area, advance man's area; what to do, where we go, etc. The primary consideration is: Does it benefit the President/ We won't do things negative or neutral to the President. We will conduct the business at the White House and on the road with that one consideration in mind. What decisions can we make and how can we conduct ourselves in a way to benefit the President?

We need coordination. We have to conduct ourselves in a way to avoid mistakes. Zero defects program for the next three months. The only way the President can lose is if his staff loses it for him by making mistakes. One way we will avoid making mistakes is by thinking 3 or 4 or 5 times before we say anything or do anything.

We must confer constantly with each other -- between the White House and the PFC. Before you take action you know all the information everybody else knows. It is important to let each other know all the facts. Let other people that have extra information have a chance to give you all they know so it can effect your decision, action, or stand.

I have read everyone of the papers of this meeting. It re-emphasizes my feeling that every person working in the Press Advance Office is skilled, intelligent, and dedicated to the proposition they are going to do whatever necessary to use skills for winning the election for the President. The papers prepared are impressive. I will ask that these papers be presented to others on the staff, including perhaps the President, because it is important to know the serious work you have put into the areas you are dealing with.

Maybe some of you think you are faceless, nameless foot soldiers on the fronts. That is not the way you are thought of at all. The intelligence and work and dedication you put into these papers is a complete refutation to anyone who thinks that. You are the people best prepared to present to people at the White House how to present the President to the media and people. It is your responsibility to provide that kind of guidance. If you don't come up with suggestions and advice on what the President should be doing, then you are not doing your job. A requirement is that you use your imagination. It is my perception that you understand why the President is doing certain things, what kind of coverage is expected. Our responsibility is to make sure we give you that information. We may not have done that in the past, but we will do that.

You are workers in the way of plans at Kansas City and at Vail and two months in the Fall campaign in September. Some of you may have doubts if anyone is thinking about these plans.

We have a lot of talent and experienced people spending a lot of time and a lot of hours every day thinking and making decisions on those very points. That includes the President. A lot of people have been brought into the decision area and campaign strategy area:

Bill Timmons	Coordinator for President's activities at Convention
Stan Anderson	Logistics in Kansas City
Jim Baker	Delegate Hunter

Senator Griffin	President's floor manager One of the President's oldest and closest friends and advisors
Bob Ray	Very bright and intelligent governor of Iowa. Chairman of the Platform Committee
Jim Field and Mike DuVal	Working on strategy at the White House

Right now the President has on his desk a book 200 pages thick on which he has outlined strategy for the Fall campaign. He has decision papers for him to make for the strategy.

On Kansas City and Vail some parts of the decisions have been made. There are several meetings daily to deal with these areas. John Carlson has been attending, and he will tell you what decisions have been made on Kansas City.

John Carlson: The President is going to Camp David this weekend. It will be a key weekend for the President to make decisions.

The President will arrive in Kansas City around 6:00 pm Sunday night. He will arrive at the hotel at 6:30 pm during prime time for television shows, who will cut to him live, hopefully.

Ron will have a meeting with the President each morning at 9:30 a.m. This will give us the feeling for what will happen the remainder of each day. We will try to have a 10:30 briefing.

The delegates will visit the hotel, not the President visiting hotels and delegates. This will be excellent on logistics. Fifteen or 20 delegate groups will meet on the Caucus Floor - the third floor. Less than 15 will meet with the President in his suite.

On Wednesday will be the nomination. On Thursday will be the Vice Presidential selection. On Friday morning will have unity-type meeting with the Republican National Committee. We will depart for Vail around noon Friday. But everything is flexible and fluid. In Vail, Friday will be for relaxation, Saturday for golf, Sunday church, Monday will start a steady stream of people coming into Vail. Hopefully the Vice President on Monday, Reagan on Tuesday, and Wednesday, Laxalt. Every day we will have a news event in the morning for evening news shows. Afternoons free for the President to golf or play tennis, or relax. The President departs Vail on Sunday, August 29. He has options to stop in Chicago or Philadelphia. That has not been decided yet.

On the convention strategy: A tremendous amount of thinking and planning is going into the Fall campaign. Some of the best brains in Washington and the country are involved. It is very impressive. In politics nothing is black and white. One group says the President should stay in Washington and be President. Another group like Timmons says when you are behind in the polls you have got to go out and fight. Some think the two can be combined you can travel around the country and be President. Those are the kind of decisions that have not been finalized yet. They will be discussed this weekend and in Vail. When we return from Vail the battle plan will be laid out. We will have a good feeling of what the two months look like.

Ron Nessen: In the relatively short period of time Doug Blaser has been here, he has taken the nucleus of advance office and has built on that base, including the girls, the finest and most talented, loyal group there has ever been. It should give you tremendous pride. You are listened to. You are on the front lines and the pride and esteem in which I hold Doug and others, and the fact you are working for a President who deserves your 110% loyalty, hard work and dedication -- all those things together I hope will be enough to sustain you in the hard weeks and months ahead.

Doug Blaser: I appreciate your kind comments, Ron. I feel the same way about these guys as you do. I want to use this meeting partially as a means of reporting back to you. We want to recap goals I set for us at our first staff meeting which took two months to get everyone together in the same room. We agreed on some goals which are as good today as two months ago:

Our objectives are:

1. To win for the President. That is the reason we are here.
2. To bring about a consistency in the Press Advance operation, which wasn't there. You helped considerably when you hired me and give me the license to bring additional manpower into this job. The most immediate benefit that you realized is the fact that with three guys doing advance work, you were always behind the power curve. We always came in after the decisions were made. Getting additional people is the major building-block that allowed you to accomplish what we have.
3. We wanted to bring in guys that were recognized as managers. You had seen change and improvement. We are appreciative of the fact that 50% of the job is telephones, busses, check lists. But the other 50% is creativity and realizing where the opportunities are. With that in mind, I selected these guys. They have performed well.
4. We want to be service oriented, to be known as a proficient team. You can call on the guys and they will get it done. That will pervade a spirit of teamwork.

I had gotten people with goals as managers. We have quite a cross-section of talent. Each guy is here because he has a career objective. The last kind of guy I wanted to hire is one that wants to be an advance man all his life. My goal is to give them the kind of experience that they can trade off for the good of their lives and for their families.

The most important goal I set that underlines all these others: We want to have fun doing it. We don't mind tough times and being criticized. If the way and burden becomes such that we are not having a good time, we are not free to think and be creative. Obviously we had fun doing it and we want to continue in that spirit.

We have used the past 30 days when we've had a break from the road, to good advantage. We have put together some basics to get the job done for Ron. Each guy has taken on an assignment critical to the office:

Jack LaCovey Press Advance Manual

This brought us together - brought us back to the consistency factor. Hopefully we will get it raised up into something good.

Steve Studdert Volunteer Program

Steve put this together, complete with a seminar program. We don't have enough people for the busy upcoming schedule. We are going to have to rely on that guy interested in seeing the President re-elected. Steve is putting together the nucleus of a good cadre of volunteers.

Dorrance Smith Television play of Presidential events

Dorrance has gone back to his expertise that he brought to the White House in television and put together an interesting and thought-provoking paper on television and control and strategy. That's something hopefully we will have time to discuss.

Dave Wendell Still photo coverage

Dave has completed a similar-type document asking what are the fruits of our labor? On television, newspapers, magazine photos. David has pulled it together.

Tim Hunter Support from the White House

We have all had advance men in the field who have felt they haven't gotten support from the White House. They felt they had nowhere to get a decision when they

needed one. Jim has cornered the resources we need. In conjunction with Joy and Ann he can provide that kind of coordination.

Dave Frederickson Getting across the President's Image
Dave comes from TV productions and an advertising background. He has put together a plan that will help us realize an objective. One of the first memos I saw when I came here was from Ron to Eric Rosenberger on how to take care of local press. This also incorporates that area.

Ann and Joy
It's been great to have that kind of support in the office. Joy was super but there was only one of her. With Ann coming on as an addition, it was that little nudge that put us over the top. We appreciate very much the work that they do.

Hugh O'Neill
Will join us after the convention. He has served as scheduler and personal traveling aide to Secretary Hills. Prior to that he served in the same capacity to Jim Lynn. In 1972 he was a Vice Presidential advance man. We are pleased to have him join us after the convention.

In conclusion, I want to take a paragraph from a memo Eric wrote which I have read many times. It tells a whole bunch about what goes into this job. Maybe it is the reason for our having this meeting and for the type of creative thinking that has come out of these guys: "We must always remember that it is rather pointless to spend money, energy, and do an event if it will not receive maximum coverage, or will leave a bad taste with the national media which will affect the quality of future events."

Dave and Dorrance can give a report of Kansas City.

Dave Frederickson: In Kansas City the Crown Center is one of the finest facilities ever around. Dorrance and I have been going through the check list and touching base with people we think will be important. Dorrance will be on top of the television sight. He has had meetings with both producers: CBS's Jack Tulley whom he has had initial walk through of outside lighting; and with Elliot Bernstein of NBC, the inside pool man.

Ron will have contact with the pools at all times. He can advise them of anything through his contact with them. There was a situation that they anticipated an airport arrival and they surveyed it, and were pouring thousands of dollars into it. We are about to get those dollars diverted into the Crown

Center. We are working on the arrival, going into the lobby area, the escalator, and the Century Room. The lighting requirements for the President's activities inside are well insight.

In the Kemper Areana, Mike Miller has done an excellent job of press requirements. We have been in the area, but have not had the walk-through yet. We are waiting for the staff advance people to do that too. Have had a look at the inside of the arena, with the broadcast facilities, etc.

There are people like Dirck Halstead who need special cover photographs. We want through an outline of what is his need, and how we go about getting it. We presented those requirements to Mike Miller and Elliot Bernstein. For that we are pretty well resolved. Dirck will be on the camera platform.

We have a problem of access for the White House press office. It is very limited to the arena itself. Perimeter passes easily obtained, but inside the arena it's on front access and is extremely limited and very restrictive. We don't think anyone with White House pass is real sure what the status will be.

In our meeting with Mike Miller we had very encouraging discussion of means of access which our people will need as members of the Press Office. We will be given access to the convention hall simply by wearing our staff pin and carrying our commission book pass and button. If this works, the entire White House staff wants to work with something similar.

For the press corps, they will have good access. Most will have convention credentials. Then they are free to use the press facilities there at any time. On night of acceptance speeches, we have arranged for them to go by bus early to the arena and provisions have been made for the buses to pull up right outside the south tunnel which goes right to the floor. Their Washington credentials will be their tickets of admission. If they have the convention credentials they can go other places in the arena.

We have touched base with all the principles.

Dorrance will handle the Crown Center and Dave will handle the Kemper Arena and outside events to take place.

We have found out from the networks when they are going to preview plans. Network people have been surveying the possibilities for activities around the convention. At this point there are 8,000 members of the working press credentialed for the convention. However, we don't have to worry about 7,800 of them. We will worry primarily about those who are covering the President.

Ron Nessen: If you haven't done so, you should get plugged in to Bill Carruthers. He understands the problems, and he is very dedicated. Get plugged into him.

This is different from any event the President has been involved in. We don't control it -- the Republican National Committee does. We do want to coordinate with the people who do control it. Our objective is to take care of the President. Toward the end of the convention we will have more control over it.

(At this point the meeting adjourned and reconvened in the Situation Room).

Doug Blaser: Let's turn now to the series of memos these fellows put together. They were questions they asked me that I couldn't answer. Some have been answered in the past two weeks. There are some policy-related questions that are the type of things I need guidance on. I would like to open this up to discussion.

Steve Studdert: Let's discuss and get the role of identification of the PFC press office and the White House Press Office as we move toward the convention.

Ron Nessen: We haven't totally defined the role or clearly defined the dividing line between their activities and our activities. Clearly defined is that I am always going to speak for the President -- my office will. Your group will always be his press advance office.

The PFC press office is really a creation of convenience that gives us the opportunity to not answer questions that we don't want to answer out of the White House. It gives us an opportunity to pass on questions when we don't want to answer them from here. It does not degrade their press office.

You have all probably felt it is important to maintain the President as President as much as possible. He is a candidate, but he is also President and the only President. I don't want to go out on my briefing platform and say the President has picked up two delegates in Louisiana and lost one in New Jersey. It would politicize it too much the White House. Obviously there are times we will make political statements from the White House.

There are no advance men at the PFC so that is also your job.

Greener has been brought in to be responsible as the spokesman of the campaign. He will also oversee the advertising campaign of the President. He is also going to work with advocates and research for the campaign. He is going to answer questions on the nitty-gritty of the campaign.

My own concept and Greener endorses it, is that the White House Press Office is the lead organization. Greener and Peter Kaye fill in behind that. The White House Press Office takes the lead in all the President's press arrangements -- campaign or Presidential.

Steve Studdert: On the role-- what is their role? Principly there has been insufficient definition of responsibilities. We are not sure what they should be doing or what is the dividing line. Who is going to announce what, who holds the briefings, who announces the schedules?

Larry Speakes: One of the major problems is who announces the trips the President makes.

Ron Nessen: That has not been thoroughly worked out yet. But we should be able to get the kind of definition you need.

Larry Speakes: Announcements of arrival times, announcements on schedules.

John Carlson: What would work out best for you?

Steve Studdert: It would be better if we did it.

Ron Nessen: We are moving in the direction of tighter and tighter control and more and more coordination and conferences. The local PFC is not going to be as aware of the toal considerations that go into the trip. My inclination is that we are to do that, but we will get you a more definite answer before you really have to deal with it. Even if you run into a real turkey, I know you will treat him with civility.

Dorrence Smith: A lot of time we are going so fast. If there was someplace we could call to get a contact....a place to call to tell you who's who. We get blitzed from people because we don't know who is right and who is wrong. If we had some sort of briefing system where someone could tell us "this is the heavy weight. This is the guy you deal with."

Ron Nessen: Is there any book being done from your side? An advance man's Atlas?

Doug Blaser: That will happen in a very organized manner. Upto this point if a guy knows where the good guys and bad guys are, he passes it along.

Ron Nessen: The girls could help debrief everyone and get it together in a book. The girls could accummulate the information.

John Carlson: Margita White has a book of friendly radio and TV stations which could help you out.

Ron Nessen: This is about the last chance to pull it together.

Jack LaCovey: Our first contact in town is the local host and PFC guy. It could change in a short time. One of the things we would feel comfortable with is some kind of clear-cut understanding among White House press office and the President Ford Committee on who is going to call the shots in the press

at the local level. We don't want to become PR flacks. Don't want to be the flacks for the President's visit. At the same time we want to get out the political information. How can the PFC guy get out the political staff? We need to control it, however.

Ron Nessen: Both here in Washington and on the road the White House will take the lead.

Doug Blaser: There is only one place for that to come from. The invitation is sent into the Scheduling Office. Then it is signed off on. At that point we will get back to that inviting organization or committee and when that contact is made to tell them that the President is coming, it should be specified that we will need a local press contact. That is a product of the staff advance office or the Nicholson operation. I'm not sure where, but that is where we are going to get that kind of contact.

Ron Nessen: You want one guy you can trust to go to locally.

Doug Blaser: When I started advancing, we knew who the local contact was and who was the press contact. I can get volunteers and think ahead so that you can go into town running.

Jack LaCovey: That information sheet that was proposed in terms of information we would like to have to release to the local media on the President's visit. It should have substantive information such as when was the invitation received, when was the last time the President was in the town, why is he coming, is Mrs. Ford coming?

Doug Blaser: Never once will my guys go on record for the President. There is some reluctance to give us information.

Ron Nessen: Answers to those questions come from different places. It is not possible to get all the answers from one source, but it's possible to get all those answers. When Gergen came aboard he brought his research staff people. Agnes Waldron is one of the great persons to get what you need. Jim Shuman's people can help you.

Doug Blaser: We have two girls in our office who can get that information as much as the people at the White House know -- to give it to them.

Ron Nessen: If you have trouble getting it out of people, come to Jon or me and we'll swing the weight to get what we need.

Doug Blaser: Jim Shuman, Agnes Waldron.

Ron Nessen: Shuman and Agnes are on the same team.

Doug Blaser: I met with Gwen Anderson yesterday and asked for information.

Ron Nessen: I would make use of all resources on the staff.

Hugh O'Neill: Is there a background package done of each city?

Ron Nessen: There is, but it is so late, it is hardly worthwhile. We have a whole lot of new people. Just because it wasn't done in the past is no reason why it can't be done now.

Jack LaCovey: There is material available somewhere that is going to enhance our ability to get the President's name and visit on the front of the paper better than in the past.

Ron Nessen: I don't think you will get quite as much trouble during the November campaign. I get those questions so I know how you feel. You don't have to answer every question you are asked. You should get information in response to the question that gets a story for the President, but is not defensive and does not respond to the obvious tone of the questions, but pushes out information we want pushed out about the President's visit. We want to do every single thing we can measured against the standard on how does it help the President? You know what they are aiming at. Try to respond to get the story worded the way you want it, and not the way they want it.

Jim Hunter: In the area of materials we get out, in the same line they want to run a picture of the President because the trip is announced. Frankly, we haven't had much success.

Ron Nessen: I have sat through five meetings to talk about press kits.

Jim Hunter: A lot of stuff, like pictures we have, is not reproducible out there. They are all dark.

Doug Blaser: We've gone to Kennerly's office to look at them.

Ron Nessen: Once and for all we have to sit down, get a press kit together, get some decent photos in there.

John Carlson: Who should hand them out?

Doug Blaser: It is our job to carry them.

Dorrence Smith: It is our job to hand them out and the PFC should pay for them.

Ron Nessen: If the PFC pays for them, it doesn't make any difference who passes it out.

Jim Hunter: If we don't pass them out, it undercuts us out. They are getting what they want from the PFC and not from us. If we are the guys with the information, we should pass them out.

Joy Chiles: Put a sheet in the press kit to give them the local contact. Starting out you can give out the names of the local contacts.

Ron Nessen: I thought we had that. We listed the local guy and the advance guy.

David Wendell: The other trouble was the ingredients and nature of the

Ron Nessen: I think you and John and Greener and Barry Roth and Bob Visser sit down and stay there until you get it worked out. There's no reason why this kind of haggling has prevented us from putting out a press kit for two years. If you have to get me and Cheney in it, that's OK.

David Wendell: I think it would be useful to have a clear definition of the campaign strategy when it develops. I think it is most important that our actions are consistent with this approach.

Ron Nessen: As I said, the President has a 200 page document which he is studying. He is working his way through the decision papers. There has been a debate about the strategy for the campaign: To stay in the White House and be Presidential, to go out and give a Harry Truman 1948-style Give Em Hell campaign, and the middle course -- stay in the White House but go out heavy in the last two weeks. Those decisions have not been made yet. But they are being made. The heavy hitters have devoted a lot of time to this, like which states do you go after? What do you do about the states are are not going into? The decisions are going to be made and you are going to find out what the decisions are. The decisions will add up to the strategy. I guarantee you I will tell you what the strategy is.

David Wendell: A related issue is our responsibilities on the Vice Presidential candidates, and the consistency of the campaign strategy...how we can assist the Vice President -- our relationship with the staff of the Vice President.

Ron Nessen: It is a little early to give you that answer. It is also being thought about and will be resolved. You will be told of the resolution of it.

Doug Blaser: I felt from my experience in 1972 if there was one thing that we missed it was to accommodate the needs of the press traveling with the Vice President. If there is a guy traveling with the President and he's not going anywhere, he will send the Vice President. The press ends up

fairing for itself. If the Vice President ends up doing the bulk of the campaign, it seems his campaign therefore should be upto the President's standards in every way. We will have to get involved, there's no question about that.

Dorrence Smith: We have gotten some feed-back on some of the things David had to say in his report on some of the pictures on the road. One problem that seems to be building more and more is that of the agents getting in the way of people trying to make pictures. You talk to the agents and they have one story. Photographers have another way it should work.

An example is the lockerroom of the All-Star game. We had a perfect picture until the agents felt it was getting to crowded and moved in to block things.

The agents are in a position directly opposed to what we are trying to do. It is negative results for us. Some shots should be getting out that aren't. If we have the resource to go to Kaiser to say "we have a shot with these kids, please have your guys back up" it would be better.

Doug Blaser: We have contact sheets of pictures that are simply filled with agents and you can see nothing else; just guys with things in their ears.

Ron Nessen: When you do your photo presentation will you include a set of pictures showing pictures with the agents in there?

Doug Blaser: Yes, we have those pictures.

Ron Nessen: You go out on a press advance. Your teams includes a representative of the Secret Service when you are walking through events and you are thinking of the picture -- what it will look like. Do you mention it to them?

Doug Blaser: It's too early. The crowd is not in position. Maybe that is a time you could mention it. But you don't see the photos that early as far as the intimate photo. You see the back shot in the crowd, the photograph between the flags. You don't really see that.

Larry Speakes: In Jackson, Mississippi at the airport arrival. The agents went biserk, when we were working on the cover for Time Magazine.

Ron Nessen: When could you hash this out with the agents? The elements of the team get together on the scene and work this out. The needs of the Press Office are discussed. If you guys are not satisfied, you appeal to me, and then I work it out with Jones or Cheney.

Doug Blaser: I met with Kaiser last week. I am going to get with the shift supervisors becuase they control the agents. When the President hits the

ground there is a shift leader whose objective is to keep the President secured. It's got to be worked out here. Kaiser is very understanding. But for some reason it's not getting down to his shift supervisors.

John Carlson: He won't over-rule his guys. He is a good supervisor. But he has to work with us.

Doug Blaser: We get a better picture if you look at the agent lay-out around the President. The lead agent is in front, and one behind. It's the one on the side who moves ahead and interferes with the shot. They get into the 45° angle we need for the crowd shots of the President working the fence. The press agent's job is that if two regular agents have to push press guys of their way, the press agent hasn't done his job. We can maybe work around some of their problems. But in the over-all philosophy of security vs. coverage, there is only one man can decide -- the President.

Larry Speakes: One thing that boggles the agents is if we increase the numbers around the President.

Doug Blaser: Last week I talked with four agents. Not one of them realized that our pool consists of 17 men. They think a pool is 10 people.

Dorrence Smith: Plus we have White House photographer, and the Navy film crew.

Doug Blaser: I'll talk to the shift leaders and maybe we'll make some inroads.

Larry Speakes: They have to be flexible with situations like Halstead and the Time cover.

Doug Blaser: For agents it's a black and white world. No changes is their mentality.

Dorrence Smith: On an advance there is one single thing. Agents call 20 to 30% more shots than they did in December 1975. If we have a weak staff advance man they call the whole show.

Steve Studdert: It seems on recent trips they say, this is what we will do, instead of our saying this is what we are going to do - you secure it.

Dave Frederickson: This has become a standard of trips.

Ron Nessen: What has happened to the lead advance? They weren't always weak, were they? Certainly the press advance is an equal member of the team and has to make its points. My understanding is that if there are disagreements that can't be settled on the spot, they are appealed to Washington where they are tried to be settled, and if not by Caveney and me, then they go to Cheney.

Doug Blaser: There is a practical problem there. If it gets resolved that way, then the next time the two advance people work together, there is real electricity

in the air. Word gets out to the other agents to watch out for the press advance guy. I am opposed to reactive management. We need to get ahead of it. There needs to be an understanding between us, Kaiser, Terry O'Donnell.

Jack LaCovey: This might be another approach. Carter has Secret Service protection. He is getting some damn fine pictures. Things are happening there that are not happening here. Somebody needs to sit down with the Secret Service and say, these two men are getting Secret Service protection, and one is getting this kind of pictures, and the other one isn't.

Ron Nessen: I'd like to see the pictures.

Larry Speakes: You guys should think press position....how do they get the goos shots?

Dave Frederickson: The biggest problem on the road thing is with the agent calling the shots. The agents work out deals of movement. They will tell you how many people to have in pools. It's a matter of perhaps the agents and advance leader are surprised at the assertive role we are taking in trying to call the shots. I have found on occasion we are still getting situations with staff advance guys where they start making arrangements with local host organizations and taking on responsibility of making decisions for you before asking us what about the situation. But I think that is changing.

Nessen: It seems we are just now emerging from the sheel when we didn't have adequate manpower. We now have more manpower. We are also getting our act together in terms of images and creativity. It may take a little time.

Doug Blaser: What I think ought to come out of this thing is perspective. What the Secret Service thinks of is 30 people around the President. The Staff Advance man thinks of 30,000 people at the event, or going out to a 75 mile radius. From their standpoint decisions made affect 100,000 people in the area. Guidance we are providing goes out to 30,40,50 million. You are going to get complaints but we have to push the advance man.

Dorrence Smith: The perspective doesn't work that way. The decisions are not made that way on the advance. When Bill Carruthers set up the rally, it was the first time an event was set up for TV. The Advance Team is still haggling with him on some details. Perspective is not 30 million people. It is the convenience of the President and the agents.

Doug Blaser: Both can be accomplished.

Ron Nessen: If I read the writing on the wall correctly you are not running your operation to produce a set of excuses. You are running it on accomplishing objectives there. Don't get over-run on the security or anything else. Fight just as hard. That is why we have the appeal process. You are not to give way, and shrug. Appeal at the upper level.

Joy Chiles: The problem is that Caveney considers us all as newsies. They have the majority -- two against one. They expect everything but they are not willing to give in. It just goes down the tube.

Jim Hunter: We have little precedence to rely on to help us. You fight the battle for three days.

Ron Nessen: If you are convinced it should be done appeal to Blaser, or to me.

Doug Blaser: We are a proven quantity. We have had to prove our professionalism.

Ron Nessen: In my last talk with Eric he said there is an adverserelationship of press advance, lead advance, security; conflict. Now it should be a positive one. If not, what should we do?

Larry Speakes: We in the office need to plug into Terry O'Donnell to get better placement of press and camera angles etc. at events at the White House.

Steve Studdert: We talk about moving agents and getting good shots. The President needs to get a little more theatrical to make some good action shots.

Ron Nessen: When the presentation is gathered and made, we will get a group to look into that. The President needs to get the kind of action to get the type of pictures that Carter has been given. Our President has a role to play too.

Doug Blaser: About interviews during the campaign. Where do they get decided now?

Ron Nessen: Until you hear otherwise, send them to me. We can be flexible. But for something formal the more advance notice the better it is to build into the concept of the trip.

Larry Speakes: We need to establish procedures for fall campaign staff to set a precedent.

Ron Nessen: We need to be consulted by the Press Advance man. Let us know what you hear if the Staff Advance is setting up interviews. Many times we come to town and hadn't heard of local interviews being set up. If anything like that is happening, get the word into us early.

Larry Speakes: Like setting up interviews at the last minute. We should think long and hard about doing that.

Doug Blaser: How about live coverage requests? Regional TV? Where do we get the answer?

Ron Nessen: Live TV you should send to me. I will talk to Carruthers and get back to you.

Doug Blaser: The rule of thumb followed is if staff advance man is trying to get crowd, he will decide live TV is not the best way to go.

Dorrence Smith: If open press coverage, how can you say not to have live coverage?

Larry Speakes: We have had an almost regional concept of news coverage. We should shift in the Fall to what will be on the Cronkite Show, rather than on Channel 99.

Ron Nessen: That again will depend on the strategy decision.

Larry Speakes: Another problem is advance texts in the field. I don't foresee dexting out the advance texts in advance.

Doug Blaser: It is not necessary. If we know we are going to get copies when the Press Plane arrives, it will help make decision where the local press will show up.

Ron Nessen: Don't give up on the dexting idea. We have gotten some good coverage on those kinds of things. Let's anticipate we should try to get out advance text to even one good local guy, even if it is just a couple of quotes and not the full text.

Larry Speakes: One other thing: If Ann or Joy could come to the briefings - at least the first part - to see when we announce things to keep you informed on the road, it would be good.

Doug Blaser: I would like to get one of those briefing boxes. I looked into it, and there are already 9 of them, and no room for another one on the board.

Steve Studdert: Say we are out in a city and planning, we will announce the trip on Monday, on Tuesday more of the schedule, and build it up until the trip. What is the procedure on that -- to coordinate it with Washington?

Ron Nessen: We will have devised a strategy for something every day of the week. You know my briefing is at 11:30 every day. We make announcements at 10 am and 3:30 pm. There could be a way where Joy or Annie could be plugged in and then tell the guy what was announced that applied to the trip. You may get overrun by the PFC if you don't know what's going on. Also, if you have a press plan for that stop, let us know. We can follow your plan.

Larry Speakes: The trip schedule doesn't get locked in until so late.

Jack LaCovey: We don't know what the release possibilities are.

Dave Frederickson: The Staff Advance gives the local guy the schedule. We are the last to know.

Ron Nessen: You will always have the local politicians who want to get it. I'm not sure of the general rule. You should talk to the lead advance guy about it. Tell him about your press plan. Try to follow it. You will always get rolled by the locals. There is no way to avoid it from happening.

Ron Nessen: This is Bill Carruthers. He is here on a consultant basis. He has been around this track before. Those who have dealt with him before should be impressed with his skills, intelligence, loyalty and dedication to the President. He is a great addition to the President's team. He hit the track running.

If you haven't had dealings with him, you should get plugged into him with your dealings with TV.

Dave Gergen is the new Director of Communications. Most of you have had experience with Dave. He has been around this track before too. He possesses a unique set of skills to do this job. Even though he has been doing it for a short time his talents are very impressive already in improving this operation.

First let's have David Wendell and Dorrence Smith present to you an analysis. It is really super in its impact on why the President is getting such bad photo and TV coverage. We'll have discussions about that. Bill will have some special thoughts on that. Then David Wendell, the Press Office wants to know about the resources for your portion.

David Wendell: I would like to address two issues: (1) The findings of my report on the coverage the President and Carter received in Time Magazine, Newsweek, The Washington Star-News, The Washington Post, and the New York Times. (2) Offer some objectives and suggestions I have on how we can better present the President to the American people.

I attempted to make 3 points in my report: (1) How photos of Carter persist in a consistent image, who he is, and what he stands for. Each photo illustrates and re-emphasizes: (a) anti-Washington theme and alternative to big government and political deals ; (b) embodiment of the values of mainstream America, and (c) Kindness and compassion.

The second finding is that one consistent image of the President exists, and that is one of a less than inspiring presentation of him as a bumbler.

The third thing is the President's exposure to the public should be controlled even if this means sacrificing consistency for merit.

How do we present the President to the American public? We should plan the photographs with the same care and consistency of news releases and Presidential speeches. We should identify what the President stands for: simplicity and consistency. This is done through repetition of the theme.

The Themes the President should convey are (1) as President of the United States he acts decisively and is a responsible leader. He is steady in a crisis. (2) He is a man of integrity and candor. (3) He is warm and compassionate. (4) He is a fighter. As this, he represents the values and interests of all American citizens.

You don't need any more pictures of the President for the identification factor.

The President is representing the President of the United States. Carter is seen in blue jeans and bare feet. The people can relate to that. Perhaps the President, who is President and therefore has that symbol, should be shown in a working session in shirt sleeves and his vest. Shows that he is a working President. This is the way he operates. It is more effective than a posed picture in a suit. The press should be encouraged to come into working sessions on the road and at the White House.

To bring out the point of integrity and candor (point 2), we should let the press get right up with the President. Try to get away from the platform and separation. Show the President is not afraid of the press. Pictures of the President on the South Lawn with the press would show openness, for example.

On point 3, showing the President has compassion and warmth, we should have more constructive use of the First Family. He should have good pictures with his wife and family. We should look for events in the field that people are involved with. Don't pose pictures, because they won't make it.

On the fighter image (point 4), the President can use simple and forceful gestures. The President is dynamic and should show hand gestures of cutting the air and pounding the table.

The Presidential image should be consistent and repetitive. Time Magazine cover picture this week shows all these good elements. The themes should be repeated over and over to get them across.

On Chart III, types of Presidential appearances, the press is cynical of fixed forums. We need a small group, and physical contact.

Ron Nessen: We will add a section on Secret Service interference with photos. In Chart I, the only picture President appeared in was with crowds and small groups.

Dave Gergen: The pictures show Carter alone - he has achieved things alone.

Bill Carruthers: We must remember we are dealing with two people in two different environments. You must talk about what Jimmy Carter isn't as much as what he is. We can take a Carter picture and super-impose it over over Carter. The public has all been shown it before, but they eat it up.

I do not disagree with opportunity with the President to show his strengths. But there is a danger there that they begin to run over you. You must soften the control factor. Relationships with the press here in the White House are immeasurably improved over what they used to be.

You must deal with instinct. Does Jerry Ford really have instincts? We know he is the President and we must remember that when all this is happening. He cannot forget it. We cannot forget it. What is still left is a very hard line of 1971 and 1972. It is difficult to break it and get away from that.

In the Olympics Ceremony we went for the picture with Jesse Owens, and that is what we got. The networks didn't chose to use the shot. That's their prerogative. We can't dictate what they use.

We must be careful about the sitting down with President Ford and telling him what he is doing wrong approach. We should set up a couple of events and see how he handles them. Approach change with caution. We don't have a lot of time to change him. We cannot afford to make a mistake. Create the opportunity for him to get involved. See what his instincts are in that kind of a set-up. Don't let the Secret Service dictate the coverage of the President of the United States.

We have Kansas City coming up. We are spread thin. We don't have any money. The President's schedule is not yet set. I will keep you abreast of every event. Angus McQueen will be working with me. My responsibilities will be the President and the events in the hall.

He will do activities with the First Family. He will visit delegations. We intend to work and cooperate with you. We will have a lighting consultant on the East Coast and West Coast. We are going to have a professional lighting man do it right in Kansas City and the campaign.

Dorrence Smith: I took the principles of TV coverage. I took the last 12 months and tried to figure out if the image of the President was one way we were trying to project in the next 6 months. The President was on the road from January 1 through June a total of 45 days. Everyday the President on the road, will be some kind of package of that day's events. There was a lack of control and lack of coordination. Of the 235 events the President participated in, one event was set up for TV.

Doug Blaser: This is another good time to mention our perspective: Secret Service for 30 people around President, Staff Advance 30,000 people in area, Press Advance 300,000 people around the United States.

Dave Frederickson: One of the greatest fights on the road is where the camera platform will be. The Advance Man for the staff worries about the 700 people sitting behind the platform - that they can't see the President.

Doug Blaser: Caveney and the staff advance are presenting a viewpoint that the President doesn't want people not being able to see. They write their Congressmen and complain.

Dorrence Smith: I would hope there would be some kind of control over the President's image: Here are situations where we could exercise some area of control: (1) President putting on hats and jackets (2) Situations early in morning when the President is hardly awake putting him in front of hot TV lights (3) Key message comes at 9:30 or 10:00 pm too late to get on the news shows (4) Agents blocking shots.

A rule of thumb in the primary travel has been if there is a vacant two hours, put something in there.

Doug Blaser: That is reflecting the President's thinking. The President is active and doesn't like to sit with dead time.

Ron Nessen: As I understand it, there are three elements of an advance. There is no reason why you guys come back with excuses on why we didn't get the best out of it. No reason to be overruled by the Secret Service or staff advance. That is the reason we have the appeal procedure.

We now have a group that think of the President's schedule and activities with these kinds of inputs. It hasn't always been the case. We need to know problem in the field so we can fit time into these matters. The problems that Dorrence and David point out mean that we have come a long way from the way it used to be.

Larry Speakes: There is no over-all image, or goal for the President. He has poor scheduling. There is no one setting it up and saying this doesn't fit our goal and we won't do it.

Jack LaCovey: In Tyler, Texas the whole stop was for the picture of the President and Rangerettes. We need to sit down at every stop and decide what the picture will be and work toward that.

Larry Speakes: Let's take Philadelphia Sunday. What will the picture be Monday morning in the papers?

David Wendell: The President with a long line of Cardinals. We should work toward that.

Dave Gergen: A lot of people wondered about the Communications and Press Office Greener at the PFC. We have gotten off to a very fine start. I am

pleased with the relationship. For the first time I sense some spirit of teamwork and cooperation. Let's spread it around the White House.

We have one plan: TV is critical, and we need to get that success. We have to win 125,000 votes a day to win this election. It has to be television. These events have to be arranged around TV.

We need teamwork. I have never seen a place so divisive as around here. We must not be divided into different factions. I don't think people are doing it intentionally. They are well meaning people. This is a delicate operation. For a national campaign we need the effort for everybody. Our attitude is totally open. We are here to help.

We have our own ideas of what should be done. We are not going to stand for a conspiracy at the White House.

Our events are disconnected. Some people are not included on what to get out of it -- what the purpose is. The Advance People and the Press Advance people are trying to get different things from it.

We need to think in terms of 3 essentials: What the headline is, what the picture is, and what the story is. If you can't justify the event on that basis, we shouldn't be involved.

Maybe before these trips we could get together in one room, the writer, the advance office representative, the press advance guy, and a substance guy to work with the writers, and the scheduling guy.

What I inherited is an office that over time had shriveled and did not have the resources. With Ron's and John's help we tried to collect under one umbrella things done around the White House. We are beefing up areas. A prize catch is Bill Carruthers. In 1972 out of 200 people, he was the one that impressed me the most. He put the convention together from the TV standpoint. He had to make it good theater and good TV what was going to be a boring convention.

We need to build up our confidence level so we can do good things, Let's take a few risks and do more interesting events.

Carruthers worked with the Advance people in 1972. He will go on press advances. We want to re-establish good contact. He will be very helpful.

We are trying to build a block of activities that go together. We have always had a news summary team that gets information into the White House. We are reorganizing that operation. Agnes Waldron has taken over the news summary. She is very, very good. She will run the news summary and research section. She is a very good source of information. Her staff can give you information before you go into an area. If you need her help, call her. She will have pulled

together information to help you when you go into a place.

The next step in my operation is Fred Slight, who used to be with PFC Research. He is in charge to set up a team to develop issues materials. He is pulling together stuff on Carter and Ford. He will have a team of people getting information written up in useful form.

The Advocates will help place people to get the best use in major markets. We will be drawing charts from now until November 2. We will figure out what and where speakers are. Where we need additional speakers should go. We will get back to the Cabinet Officers. This will be an organized way of hitting the media markets. People will be going out once or twice throughout the time til election. Bill Rhatigan is coordinating this.

He will get ideas of what critical areas of country are like, and which spokesmen should go there. Our intention is to make sure we hit the major media markets in the right way.

We will start out with information on all media markets. When Cabinet officers go to Atlanta, for instance, he will feed them stuff on Atlanta. They will know what the issues are. They will have an idea on what the major stations and media outlets are. This is an idea that we are not sure if we can do it, but we are trying to feed them materials, through Fred Slight and Agnes Waldron. We hope that the Advance Office will have a sense of who is where. Rhatigan knows the media markets in the various areas...the good television shows etc. Things like this would be useful to the Advance guys before you go into an area. Also the volunteers from the area could feed back information.

Jim Shuman will work on the Briefing Book information. The hardest part of that is deciding an image we are putting across. No one now has a sense of what the image is, or will be. We must know or we will have a difused image through the election.

We will have special project officers and other people. But this is the heart of the operation. We hope to coordinate much more closely with ideas in the communications areas.

We want to look down the road. We want to be as helpful as we can toward everybody. We will also coordinate the advertising operation. If we dont' send out the same message in our advertising that we do in our speeches, and as our advocates do, we are in trouble.

We are now doing a campaign film for the convention in two weeks to show the last night. Spiel Company is working on it. Started shooting yesterday. Production is a 15-minute film wright before the acceptance speech. It is a film about the man, the quality of the man, with secondary emphasis on what he has achieved.

Three weeks ago this wouldn't have been possible. We are now moving on advertising. There is a cooperative effort throughout the whole place. We are moving in the right direction. We are awfully late. An example is the 1968 Democratic convention. It was not set up. Everything was in shambles. They couldn't make it. If they had had two more weeks, they could have won the election.

We have to work hard and let people go. We will do the best we can.

The first thing is the two year report on accomplishments of the President and Administration. That is being sent out to advocates. The PFC is duplicating it and will send it to the delegates. That is the basic source book. We will also get selective materials to everybody.

Also if Jimmy Carter is saying something Monday for Tuesday papers, we will contact an advocate to tell people our side of it. We will gear it to what Carter says that day.

One other thing. We are terribly, terribly sensitive to politicizing the White House. We cannot afford that. From our point of view, we owe the government 40 hours of work every week. I think we all put that in, and do the political stuff after that.

Ron Nessen: An earlier question you raised is to have a fact sheet on places that Press Advance people go into. Which is the best paper, does the President have any friends there? Who are the good PFC people? What are the local political problems to stay away from?

Dave Gergen: Rhatigan is pulling together from the PIO's in government information what is available. We are pulling it together.

Larry Speakes: The few times this campaign has turned around is when a spark has been united in a rally situation. There is no one person who is working on rally psychology. A fine point the staff advance is missing is that we could work on. When President comes into room, staff advance wants to lead him around shaking hands. We should introduce the President and make him available to those in the crowd. That is not taking place. Take him to the podium first to wave to the crowd. Then he can get on with the introductions.

Dave Gergen: Does anyone talk to the Advance People about this?

David Wendell: There are no meetings on the road. We are talking about facilities and physical arrangements. Getting the whole theme of the visit is never expressed.

Dave Gergen: Nicholson, Jones, Canvey are open to suggestions.

Ron Nessen: You have made your concerns clear to Caveney?

Now is the time to raise up because this has been so productive. I sense a spirit of teamwork too. We have had gathered into a group now the really heavy hitters from the Communication Office, TV officer, and in this room. We have identified the problems today. If we all get out and do our best we will have a great victory party on November 3.

ANALYSIS OF STILL
PHOTOGRAPHS



THE WHITE HOUSE

WASHINGTON

August 2, 1976

MEMORANDUM FOR:

DOUG BLASER

FROM:

DAVID WENDELL

SUBJECT:

Analysis of Still Photo Coverage;
The President vs. Carter

I. INTRODUCTION

With the general election campaign rapidly approaching, it is important that each organization involved in advancing the President's trips evaluate their effectiveness in presenting the President to the American public. Since the majority of our electorate votes on the basis of image perception rather than on issues or ideology, an analysis of the still coverage of the President and Carter should be valuable and indicate those areas in which we need to improve our operation.

The purpose of this report is to (1) examine the still photographic coverage of the President and Carter during the period April 1 to July 20, 1976, which appeared in Time Magazine, Newsweek Magazine, The New York Times, The Washington Post and The Washington Star; and (2) to profer recommendations on how the President should be presented.

A. Analysis of the still photo coverage of President Ford and Carter over the past three months reveals several interesting facts. First, every photo of Carter presents a consistent image; one which conveys who Carter is and what he stands for. Each photo of Carter illustrates and re-inforces one, or a combination, of three main themes:

- (1) Anti-Washington, an alternative to political deals and big government.
- (2) Carter, an embodiment of the values of mainstream America.
- (3) Kindness, compassion.

Photographs which deal with these themes receive play because they report a story. Carter is in the news because he creates news around him.

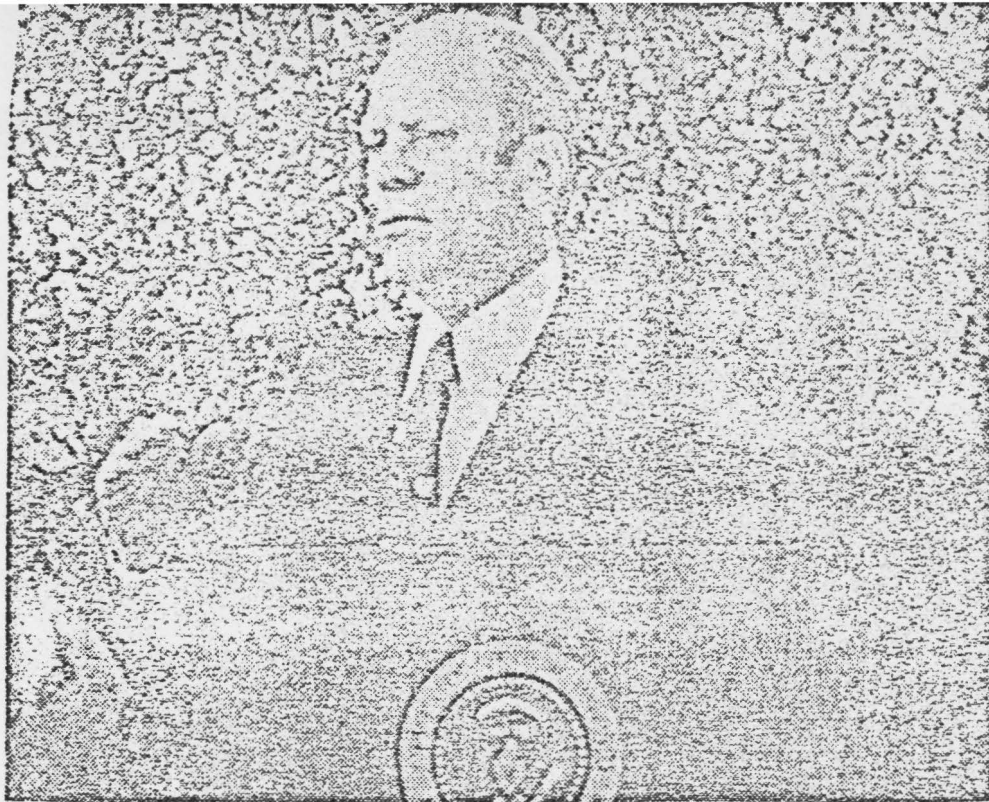
It is difficult to identify any definitive image of the President from the photo coverage he has received. The only image which approaches consistency is that Ford is President of the United States. This Presidential image, however, is often dull and unimaginative, lacking the excitement which inherently surrounds the Presidency. (Tab A)

B. A second difference between Ford and Carter's photos is the varying degree to which each man is presented with different groups of people. Carter has received consistent national coverage of his encounters with ethnic (Tab B), religious (Tab C), labor (Tab D) and special interest groups. Carter's coverage has surpassed coverage of the President in similar situations by a ratio of 3:1 (with ethnic and religious groups) and, in one case, by 4:1 (labor). The importance of this exposure (free advertising, immediately transferable to voter support) must be recognized and the opportunities in this area pursued.

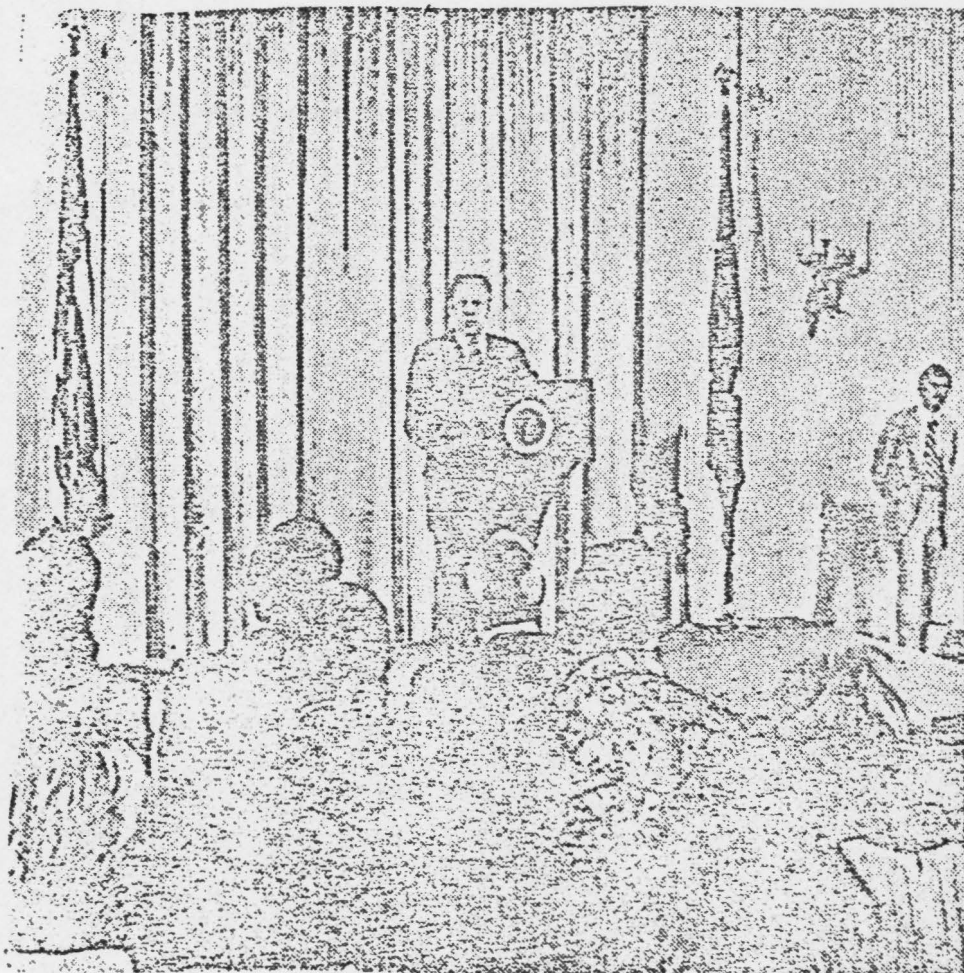
C. Compositional analysis of the photographs indicate that both Carter and Ford look best when photographed with small groups of people. In these situations, the photos are usually clean and uncluttered, often showing the principal's face head-on. Chart 1, Photographic Composition, reveals that Ford and Carter are making roughly the same number of photos with small groups. The difference between these photos exists, however, in the situation being photographed and the image that is portrayed.

A

New York Times
April 14, 1976



New York Times
July 17, 1976



YORK TIMES, WEDNESDAY, APRIL 14, 1976



Associated Press

Former Gov. Jimmy Carter exchanges a kiss for flowers from Danine Lard, 5, at rally in Wickliffe, Ohio.



United Press International

Carter accepting the support of the Rev. Martin Luther King Sr., at rally in Atlanta yesterday. Mr. Carter also received the endorsement of other prominent Georgians but others, such as Mayor Maynard Jackson of Atlanta and Rev. Ralph D Abernethy, head of Southern Christian Leadership Conference were missing from rally



Newsweek Magazine
June 7, 1976

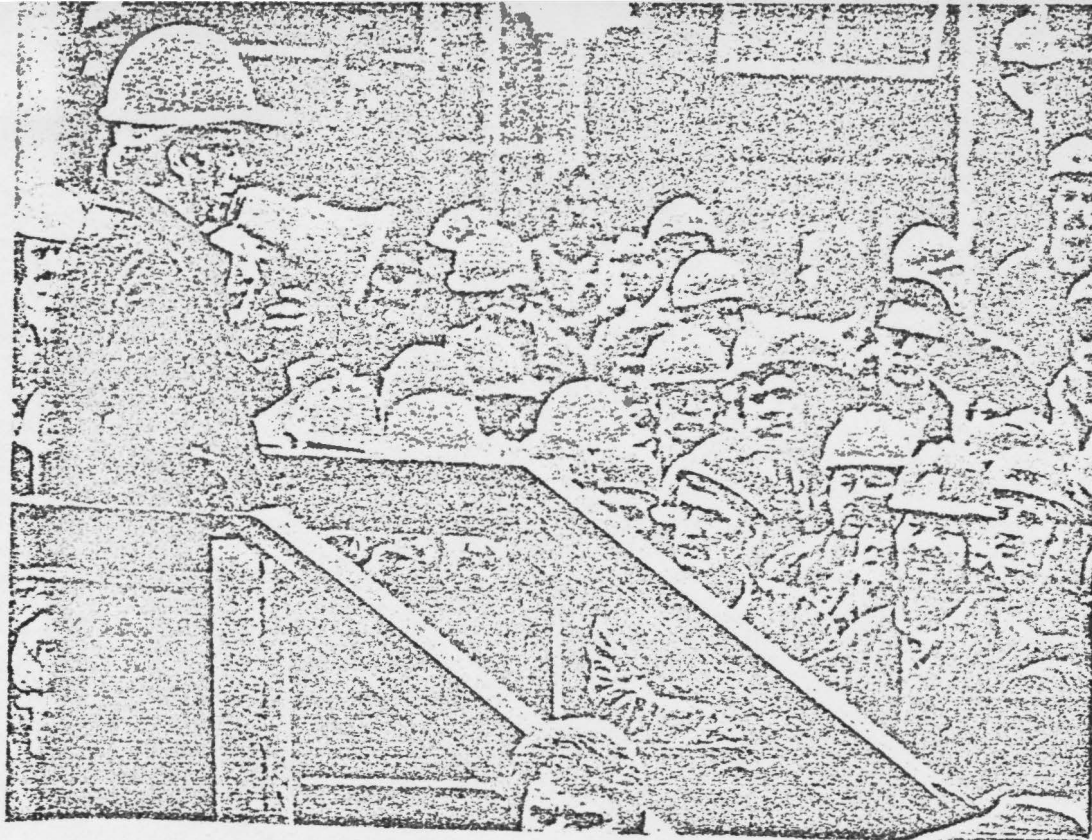


New York Times
July 19, 1976

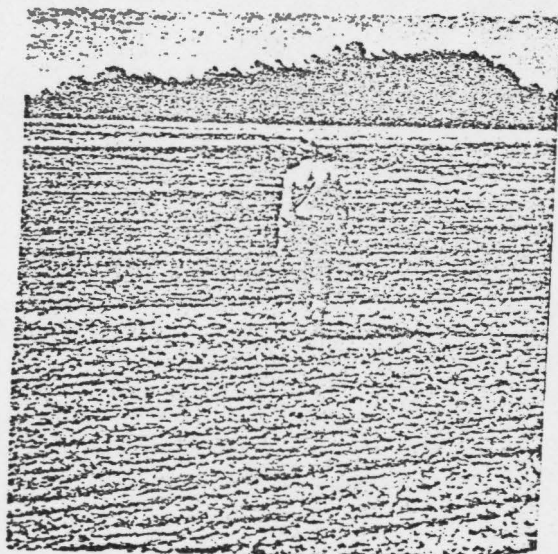


The New York Times photo
Jimmy Carter after church services in Plains, Ga.





Time Magazine
June 7, 1976



Time Magazine

May 10, 1976



Time Magazine
July 19, 1976



PHOTOGRAPH COMPOSITION

	<u>FORD</u>	<u>CARTER</u>
Alone	32	79
With Principal(s)	28	40
Interest Groups (total)		
Ethnic	4	11
Religious	5	14
Labor		4
Small Group (3-4 people)	47	52
With Family	13	43
Crowd	37	12

Chart 2, Situations Photographed, indicates that human interest is conveyed in 36 photographs (15%) of Carter since April 1. Only 15 (or 7%) of Ford's pictures convey human interest.

	FORD	CARTER
HUMAN INTEREST	7% (15)	15% (36)

A factor which strengthens the human interest quality of Carter's photos is that he is frequently engaged in close personal contact and visual interplay with the subjects. Although the photos of the President with small groups show him smiling, few photos show him in physical contact with any subjects. The combination of both a smile and physical contact can promote the perception of a warm, likeable individual.

E. A final interesting finding of our analysis is that many of the photos of Carter (18%) include members of his family (Tab E). Only 6% of the photos of Ford involve members of the First Family.

Thus, the coverage of Carter presents a consistent image, exposes him with a number of ethnic, religious and labor groups, and supports the perception of a warm, likeable character. Although the photos of Ford present him as the President of the United States, they seldom show his warmth and compassion.

II. HOW CAN THE PRESIDENT BE PRESENTED MORE FAVORABLY

As was mentioned above, each photo of Carter indicates who he is and what he stands for. It requires no political acumen to recognize the need to increase the public awareness of a political unknown. It does, however, require imagination and creativity to present in photographs a consistent image.

A. The last thing that Ford needs is greater public exposure. Everyone knows that he is President of the United States. Unlike Carter, the President's exposure to the public should be controlled -- not maximized -- and limited to only those events which will be to his political advantage.

SITUATIONS PHOTOGRAPHED

	<u>FORD</u>	<u>CARTER</u>
News-Related	11	7
Human Interest	15	36
Action-Oriented	6	12
Business-Oriented	9	17
Presidential	80	
As Candidate	25	44

Washington Post, June 9, 1976



United Press International

Jimmy Carter hugs his 8-year-old daughter, Amy. He and his wife, Rosalynn, left, awaited election results last night in Atlanta.

WP 6/9/76

One of the most severe problems that Ford has faced is his over-exposure to the American public. Chart 3, Types of Presidential Appearances, indicates that of a total of 169 planned events that the President has attended, 28 events (17%) have received coverage in any of the five publications being considered in this study. There are two possible explanations for this low percentage of events which received coverage -- either the press advance office has failed in its job to create exciting photo opportunities or that only 17% of the planned Presidential events are of newsworthy value. It is my contention that the real reason for such poor returns of our efforts lies in the latter explanation.

B. If an analysis is to be of any value, one must define the objectives to be analyzed and then determine whether these objectives were achieved. What objectives should we evaluate in this analysis? If our objective was to maximize the President's exposure to the American public, then we have performed our task unsatisfactorily. Only 17% of those planned events which the President attended received coverage in any of the five publications considered in this report. If our objective was to present Ford as the President then we must accept the fact that we have done only a satisfactory job. Only 38% of the photo coverage of the President presents Ford as President of the United States.

C. We can conclude from these statistics that no clear definition of our objectives has ever existed. It is now time to decide how the President should be presented to the public.

First, we must identify three or four themes which, if adhered to, will present a consistent image of Ford. These themes should embrace Ford's positive personal qualities and emphasize the achievements of this administration and what it stands for.

1). Ford as President of the United States

As incumbent, Ford has several advantages which, if used creatively, can distinguish him from all other candidates and politicians. One such advantage is the physical assets at this disposal -- the Presidential limousine, the Oval Office, the Cabinet Room, Air Force One, and so on. Over the past three and one half months, these assets have been used creatively only twice (see: Ford and Cheney on Air Force One, Tab F; Ford in Cabinet Room, Lebanon Crisis, Tab G.)

TYPES OF PRESIDENTIAL APPEARANCES

	Total Number of Events	Number of Events Which Received Coverage
Fixed Forum Speech	33	13
Fixed Forum Speech with Q&A	22	2
Meal with Speech	16	1
Stand-Up Reception, with Remarks	19	1
Stand-Up Reception, without Remarks	32	
Rally Speech - Airport	11	6
Rally Speech - Motorcade	6	2
Sit-Down Exchange attendance under 50	16	
Briefing with Q&A	1	
Tour - No Remarks	10	3
Tour - Remarks	3	



Washington Post, May 2, 1976

"Ford confers with chief on staff Richard Cheney on return flight to Washington after Texas campaign trip"



Washington Star
July 21, 1976

—United Press International

President Ford points out key areas of Beirut to top advisers as they discuss the evacuation of Americans from Lebanon in the Cabinet Room of the White House. From left: Richard Cheney, assistant to the President; L. Dean Brown, the President's special representative in the Lebanese crisis, Secretary of State Henry Kissinger and the President.

More consideration should be given to presenting the President working on Air Force One, involved in frank discussions with members of his Cabinet in the Oval Office, reviewing U.S. troops as Commander-in-Chief, etc. We must get away from the dull, unimaginative photos of the President amidst the standard Presidential setting, consisting of the blue backdrop, the blue podium or hour-glass lecturn and the Presidential Seal. Photographers (and more importantly, their editors) have seen this situation a thousand times.

2). Ford as a Man of Integrity and Candor

This theme can be photographically portrayed by Ford's use of more forceful gestures and mannerisms, by being photographed with persons of high moral conviction and public recognition (see Tab H), or by meeting the press head-on in press conferences every one or two weeks. These are some of the situations which, if developed creatively, can present this theme and create a consistent image.

3). Ford as a Warm, Compassionate Man

One way to create this image is to present Ford engaged in conversation with one individual or a small group of people. These situations provide good opportunities for interaction between the subjects. Physical contact and visual interplay often convey a feeling of warmth and compassion, (Tab I, Tab J).

Consideration should also be given to presenting more photo opportunities of the President with members of the First Family. Such photos will further the public's perception of Ford as a father and family man. (Tab K)

4). Ford as a Fighter, representing the values and interests of all American Citizens

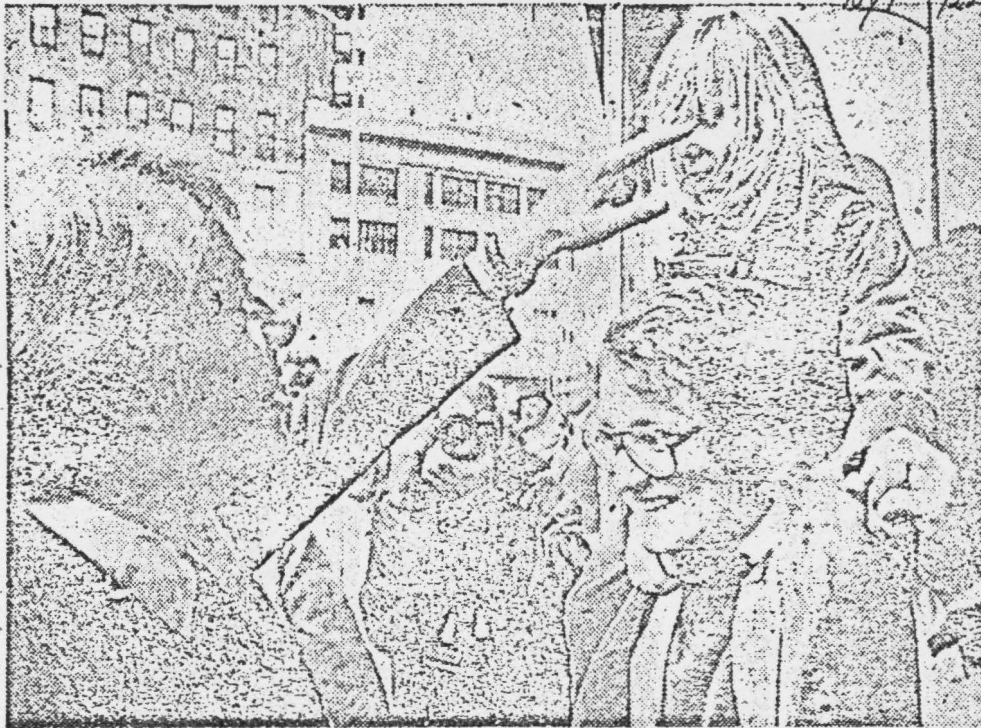
Ways must be developed to illustrate photographically the claims Ford makes in speeches about the achievements of his administration. By showing Ford with more ethnic, religious and labor groups, the President is presented with those people who have benefited from the gains made by this administration.



—Washington Star Photographer Joe Silverman

I

NYT 4/28/76



New York Times
April 28, 1976

The New York Times/Ernie Hearlon

Jimmy Carter cleared a little girl's hair from her eyes while campaigning in Hartford

THURSDAY, MAY 13, 1976

NYT



United Press International

Jimmy Carter holding a supporter's child in his arms during a campaign swing through Salisbury, Md.

New York Times
May 13, 1976



J

THE NEW YORK TIMES, THURSDAY, APRIL 29, 1976



United Press International

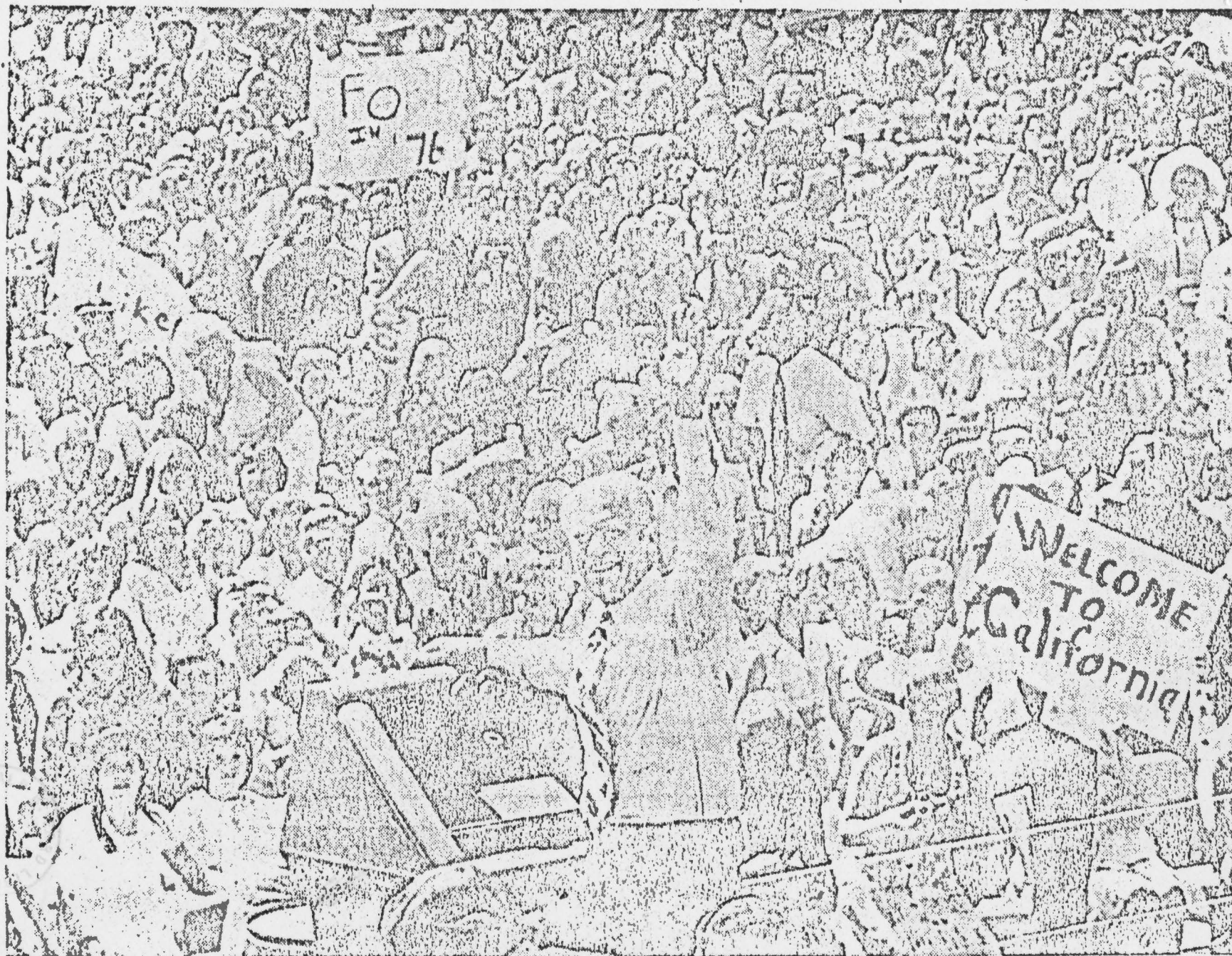
Arriving in Tyler, Tex., for a campaign speech, President Ford is welcomed by members of the Apache Belles, the drill team of Tyler Junior College. The Presidential primary in Texas will be held on Saturday.

GERALD R. FORD LIBRARY



Once these themes have been established, these themes should be conveyed through a local angle. In other words, when the President travels, attention should be paid to creating an imaginative situation which, while identifying where he is, will convey pictorially one or several of these themes. (Tab L)

In summary, each photograph of the President should have a purpose. That purpose should be to convey through a local angle one of the themes established for the President's campaign. The President's participation should be limited only to those events which contribute to this effort.



NUMBER OF PHOTOGRAPHS WHICH RECEIVED PLAY

NY Times Washington Post Washington Star Time Newsweek TOT

APRIL

Ford	10	12	9	1	1	33
Carter	13	7	10	5	4	39

MAY

Ford	11	34	10	5	5	65
Carter	11	16	6	7	5	45

JUNE

Ford	11	28	10	3	1	53
Carter	5	23	16	2	4	60

JULY

Ford	11	26	13	4	5	59
Carter	26	28	13	11	20	98

TOTALS

Ford	43	100	42	13	12	210
Carter	65	74	45	25	33	242

TELEVISION/
IMAGE

THE WHITE HOUSE

WASHINGTON

July 26, 1976

MEMORANDUM FOR DOUG BLASER

FROM: DORRANCE SMITH

Re: Attached Report

Attached please find my report which I hope will serve as constructive thoughts, distilled from the last ten months of on-the-road activity. My attempt is to offer suggestions based on my experiences to further serve the President in the upcoming months of campaigning.

I. PRIMARY SEASON REVIEW

The purpose of this report is to provide suggestions, based on analysis of Presidential travel, during the primaries, which may serve as guidelines for future travel during the upcoming campaign season.

In the eyes of the American public, the image of the President is derived from a kaleidoscope of different sources. The most important image-making sources are the video and stories that emanate from the White House and from the travels of the President.

Unfortunately, a large degree of the video that plays has been to the disadvantage of the image of the President. Consequently, there are numerous stories which we'd like to forget:

1. Ft. Lauderdale - motorcycle policeman falls off cycle on motorcade route (front page of Sunday Washington Post).
2. Miami, - wreck on freeway en route drop-by involving pile-up of cars.
3. West Palm Beach to Ft. Lauderdale - rain on the President's motorcade.
4. Senland Farm Mishap - cows soil President's suit.
5. University's reaction to ticket situation at Nebraska commencement exercises.
6. Bowling Green - flashbulb incident.
7. Rain delaying second North Carolina trip. People waiting in Hickory Auditorium for three hours.
8. Vail, Colorado - ski fall on second press day.
9. South Lawn - hitting head on helicopter.
10. North Carolina - announcement of Callaway resignation on Air Force One upstages the entire trip.
11. San Antonio, Texas - Tamale incident.
12. Wilkesboro & Ft. Wayne, Indiana - balloon "flops".

13. Arlington, Texas - bussing Kilgore Rangerettes.
14. Rogers Morton's Titanic quote with the accompanying photo during the President's visit to Detroit prior to the Michigan primary.
15. Ron Nessen's participation on Saturday Night Live and the follow-up report on the negative White House response.
16. Bryce Harlow, Mel Laird, Rogers Morton meeting criticising White House Staff.
17. Stories on internal White House personality problems, ie. John Osborne's recent New Republic article.
18. Campaign '76 - Jim Jordon vs. Kennerly/Penny.
19. Kissinger's visit to Africa during the Texas primary.
20. Charlotte, North Carolina - Future Homemaker's speech and resulting story regarding the weakness of the speech writing staff.
21. Telling the press that the President plans to be Presidential this week.

Each one of these items have one thing in common: they all reflect negatively on the President. These items do break down into two groups. Items numbered 1 - 7 are uncontrollable; incidents of this variety are simply going to happen. Items numbered 8 - 21 are controllable, some more so than others. In the last eight months no one person or group has made any overall, consistent effort to control the image to the end that the result has been an admixture of stories and related video which, though avoidable in many situations, took place and played to the disadvantage of our candidate.

It must be kept in mind that the response of the viewer is not to the man but to the image. Therefore, it becomes an absolute necessity that some one person or group maintain a constant vigil over the image and over the response. We have control over the candidate; we have partial control over the media. We have used neither of these elements of control to our advantage.

As a means of comparison, read through events numbered 8 - 21 again. Now try to itemize similar situations in the past eight months that have occurred to either Carter or Reagan.

II. BACKGROUND - A LESSON IN LOSING CONTROL

What can be learned from the President's activities in the primary season (January - June) as it relates to his image?

# of days (January 1 - June 8)	160 (100%)
Days in White House	115 (72%)
Days on the Road	45 (28%)
# of cities visited	97
# of events attended	235

What type of picture are the American people being fed? First, it must be established that the picture is fuzzy. It is the kaleidoscope or hodge-podge of information that differs from Tacoma, Washington to Bangor, Maine. But, everyone has some picture or concept, and it is our job to determine: 1) What that picture is and, 2) how to control that picture to our best advantage.

The best understanding of the overall image is through the analysis of television news coverage of the President. Television has taught us that it's not what you say that counts -- it's how the viewer receives the impression. In terms of television coverage, how much of the news came from within the White House versus on the road? At first glance one would say 72% versus 28% in terms of actual news coverage. But, the 72% figure is misleading as no news comes from the White House a full 1/3 of the days he's inside. Meaningful video of him is even more scarce. This means that only 77 days out of 160 days, news emanated from the White House, or less than 50%. 51.8 of the network news coverage of the President presents him in on-the-road situations.

The problem with this situation is two-fold. Once, you lose control when you step out of the White House, and you lose the most powerful tool which we possess, the incumbency. Two, the video of the President on the road looks no different from the video of Jimmy Carter or Ronald Reagan or Mo Udall. When edited together in three or four minute packages on the nightly news, the President's video playing next to Reagan's video bears little or no difference save the Presidential Seal or Air Force One in the background.

In media terms the power of the Presidency or the power of the incumbency has been squandered in the primary process. Since that time we have appeared more Presidential with the aid of the Bicentennial and the Queen's visit. Similar Presidential type settings of this nature should be constructed now for September and October, strategically programmed and marketed so as to provide a constant backdrop unavailable to anyone but the President of the United States.

III. STRATEGY

There are two key concepts that are essential for projecting the proper image: control and coordination. Some group, be it Press Office, Communications Office, or PFC should assume overall command and responsibility for the President's image. This group should always be thinking in terms of how will it effect the perception of the President. Everything the President does should be controlled to the extent that the picture which plays is the picture that we want to play getting across the point which we want to make. But, in order to do this, we must be in control of the image.

Hand in hand with this is the need to coordinate the other areas that bear on the President's image so that they work to his advantage. For instance his advertising campaign should be coordinated with his travelling schedule and his speech writing so that the message is consistent. The elements that comprise these different operations should all work together and work towards the same goal.

The most poignant example for the need for control and coordination is that the media is constantly writing stories about the petty jealousies that exist between members of the White House Staff and/or the PFC. Before we hit the road in September and October, this situation needs to be rectified as the first attempt at coordinating these dissident elements. Believe it or not, sometimes we are all striving to reach the same goal!

IV. GAINING MORE CONTROL & COORDINATION ON THE ROAD

The travels of the last months have taught us a great many things which may serve to help the image in the upcoming campaign season. Obviously we lose an element of control over the news when the President leaves the White House. But there are a number of things that should be kept in mind to help get the proper image across:

1. PROBLEM

McGovern on the '72 Camapign, "As I think back on it, I see most of the mistakes that I made were made when I was tired. I think that's true of most candidates, and that's going to come across more in the visual medium than in the written. "

SOLUTION

The message of the day should be scheduled before 5:00 p.m. in order to get maximum exposure and avoid the tiredness problem. Also, reporters seem to become more negative as they become more tired.

2. PROBLEM

Nixon: "One bad camera angle on television can have far more effect on the election outcome than a major mistake in writing a speech which is then picked up and criticized by the columnists. "

SOLUTION

We must be the producers on the road, so the angle and shot is the angle and shot that we want to play. The local stations and networks will want cameras in every alley, and along every motorcade route. We must guard against cameras being in areas where the President may not know he's going to be photographed. Where live television is called for it helps to have the advice of the television adviser to the President.

3. PROBLEM

In the early morning following a long day of Presidential travel, the President photographs poorly.

SOLUTION

The photo opportunity should come after 9:00 a. m. .

4. PROBLEM

Local interviews are done mostly in hotel rooms.

SOLUTION

It's no secret that anyone looks better on tape than film. Because of security and logistics, we never go to the local station for interviews. This is the tail wagging the dog. We should insist that all interviews be done on tape, and try to go to the local station where the sets, number of cameras, lights, audio, etc. will be air quality.

5. PROBLEM

The President is sometimes poorly lit so that his forehead reflects and shadows fall across his shoulders. Sometimes he has a halo look around his head and shadows under his eyes.

SOLUTION

This is primarily the result of being overlit or top-lit. The reflections are a problem when he won't wear make-up. However, the halo and shadows may be avoided by not being lit from directly overhead.

6. PROBLEM

The airport arrival interviews sometimes upstage the entire trip. If the President has no real statement to the press, their questions to him often put him on the defensive. Many times he is asked to comment on something that he is unaware of because of the day's schedule and having just gotten off the plane.

SOLUTION

Do the local television interviews on departure, so that at least he can say what a great city he has visited.

7. PROBLEM

To the viewer, airport arrivals portray an image of a mob scene.

SOLUTION

As has been stated before, the President should be the first one out of Air Force One. No one else should descend the ramp until the President is at the bottom. Also, stage the greeters in front of the press area so that the President has to walk over to them as opposed to staging them at the bottom of the ramp.

8. PROBLEM

Too many great shots have been destroyed by the agents working the line.

SOLUTION

Arrange with Dick Keiser a previously secured photo opportunity and guarantee that his guys will back off when we've got a great shot along the line.

9. PROBLEM

The President looks non-Presidential when he wears hats and jackets presented to him.

SOLUTION

Have him hold up the hat or jacket for the cameras, but never should he put them on.

10. PROBLEM

Current rule of thumb: "Well we've got two hours here, what can we find to do with him."

SOLUTION

This attitude has led to the President attending too many meaningless events. His events should be carefully chosen, and again coordinated with the image-maker to allow for maximum exposure. Few advancement think in terms of the 20 million or so viewers who will see the coverage, and, as a result, too often decisions are made too often to placate the locals at the expense of the press and the President's image.

11. PROBLEM

Another rule of thumb: The more exposure the better. Maximum exposure!

SOLUTION

This problem begs for the overall coordination of marketing of the image. The Nixon people were very good at this. The President has been hurt by over-exposure. The best way to control this is by keeping him in the White House and bringing the media to him, then having him come out at strategic times achieving the desired effect. But, the travel blitz and indiscriminate choosing of things for the President to do has adversely affected his image.

The President's schedule on the road should be coordinated for maximum media effect. We should know after a pre-advance what picture we want to float. We should know the type of story that should float. If we have no picture, we should then depend on a good and newsworthy speech.

12. PROBLEM

The President's travel schedule is not coordinated with his media campaign.

SOLUTION

Many times we go into a city on an advance and see thousands of dollars worth of advertising on television and radio. And we're fighting to get a crowd to meet the President at the airport. With graphics and radio spots, we could coordinate the two efforts. The overall desired goal should be consistent.

V. SUMMARY

The examples listed in this report all lead to one fundamental conclusion: The President needs an image-maker or producer who coordinates the various elements which influence the viewers'

perspective of the candidate so that the end product is an organized attempt at conveying that message that we want to get across. There exists in this Administration a serious need for someone to be constantly thinking in terms of the President's image as it relates to mass media. The thought process and strategy of Presidential travel should be produced for maximum effect. But this will not happen until the organizers of Presidential travel think in the terms that I've outlined. With an organized effort to coordinate the image and control the message, the end result or overall picture of our candidate should bear close resemblance to the picture that we're trying to achieve.

The role of the Press Advance Office should be the on-site coordination of the President's image to ensure that his activities are consistent with the overall idea. The press advancement should be briefed by the image maker as to: 1) the reason for the trip, and, 2) the desired goal to be achieved from the trip or the overall scheme. The press advancement's function then becomes one of coordinating the various elements on the road to achieve the desired goals. The press advancement acts as the producer on the road, sensitive to the problems that directly relate to the President's image. The press advancement must always be thinking in terms of media impact -- deadlines and feed times.

Unfortunately, sometimes decisions are made on the pre-advance or within the White House prior to the advance which lack a sensitivity to using the event in the best manner of promoting the President. In most cases the concerns of the locals and the people in the auditorium take precedent over the needs of the press who have an audience of millions. Presidential trips are not at this point produced for proper media impact. Therefore, by the time the press advancement arrives on the scene, many of the decisions have already been made.

In my estimation, the overriding perspective should be that of the producer or image-maker.

Once established, all advance groups should work to further this perspective and guarantee that it becomes incorporated into all aspects of Presidential travel.

OTHER REPORTS/
OPERATIONS

THE WHITE HOUSE

WASHINGTON

August 4, 1976

MEMORANDUM FOR RON NESSEN

PRESS SECRETARY TO THE PRESIDENT

FROM:

DOUG BLASER

DIRECTOR, PRESS ADVANCE OFFICE

SUBJECT:

The View from the Scoreboard

A little more than three months ago, I took a campaign trip with the President of the United States. I naturally drew reference in my mind to my previous campaign experience -- another President, another year and another place -- things were somehow different! A difference that I liked but, I didn't like. A difference that I understood but, I didn't really.

Well, the trip proceeded through it's eighteen hour, ten and twelve event days and climaxed with my being given the opportunity to proudly shake hands with a tired yet friendly Gerald Ford -- the real "difference" began to come into focus.

I, Doug Q. Citizen, had experienced an awakening of sorts. My President was not the stumbling, bumbling, helmetless--handicapped, Nixon-robot that America's media (or the lack of control thereof) had made him out to be.

My President had just shown me that he was a warm, personable, people-oriented individual. Why his perception of the issues facing us Americans was all-encompassing -- and he demonstrated it well as I witnessed him in small, informal group situations and in much larger Q&A forums. He had demonstrated an endurance and stamina and dedication for the job that had his staff's tongues dragging the ground -- sixty-three years young, yet he looked and moved like he was forty-five.

So, why I asked, is this man in such a predicament as far as his election efforts are concerned? The search, Ron, for that answer

is part of the reason for my joining your team. Also, some of the partial answers to that multi-faceted question is the reason for this package of "Think Reports."

The role of the Advanceman has been likened unto that of the King's lancers. These are the fearless young chargers who pave-the-way for all the King's men. If their performance is sterling -- the stage has been set! All is then ready for the King's pronouncements.

I happen to like this analogy, and personally feel that it fits the role of the Press Advance Office well. For it is only after careful and meticulous preparation by these "lancers," that the eyes and ears of the American public -- the Press Corps -- can be accommodated; cued and ready to capture the President's pronouncements.

This need for accommodation then, becomes our charge. The responsibilities are many -- and are not taken lightly!

Who answers the logistical inquiries of the network producers? Who prepares the schedule of events that serves as a critical time and location guideline for the press to plan from? Who sees that their basic filing needs are met? Who plans for their preferred access to the President? Who is busier than a one-legged man in an --- kicking contest as he goes about facilitating the needs of 100 assumptive armadillos? Yes -- the members of the Press Advance Team.

It is with this realization of their role then, that I have assigned during the course of the past few weeks while travel has been minimal, a series of projects that will help all of us understand better what needs to be done -- so that we can all get on with the job of seeing Gerald R. Ford elected President.

Jack LaCovey has diligently served as the editor-and-chief of a new "Press Advance Manual," which is soon due for publication.

Steve Studdert is spearheading a "Press Advanceman Volunteer Program" complete with plans for a training seminar to be held early in September.

Dorrance Smith has delved into the question of "Control of the Image-Making Machinery. "

Jim Hunter is busy at work trying to determine solutions for what can best be described as "Internal Support Deficiencies. "

David Wendell has just completed an extensive research project analyzing "Still Photo Coverage -- Ford vs. Carter. "

Dave Frederickson is addressing the how-to and how-not-to's of the "Care and Feeding of the Local/Regional Press. "

Joy Chiles and Ann Grier in addition to the obvious burdensome task of providing secretarial services for seven guys, they too have provided considerable suggestions and implemented a number of administrative procedures so vital to the efficiency of this office.


The memoranda included in this package are a product of a team of advance experts. Once the travel begins again in earnest the focus will be on them. In the meantime, we look forward to hearing from you, John, Larry, Dave, and Bill, any guidance, direction and strategies that will give us a better feel for the task ahead.

My winning team is assembled, coach -- let's go out and win one!

THE WHITE HOUSE

WASHINGTON

July 20, 1976

MEMORANDUM FOR: PRESS ADVANCE STAFF
FROM: DOUG BLASER 
SUBJECT: Volunteer Effort

As the President's travel increases during the general campaign, a temporary but significant need for additional personnel to support the press advance effort will exist. Such support will be provided by properly oriented volunteers, qualified to advance a stop with limited or no on-site direction.

Volunteers will be selected from all geographical areas of the United States. Each must be able to devote a minimum of two weeks during each month of September and October without financial remuneration for other than actual expenses.

It is our intent that the press advance volunteer program be initiated without delay, and that we begin immediately to utilize volunteers in our activities. To delay further will significantly impair the potential for maximum utilization of volunteers during the general campaign.

Your constant attention for and referral of potential volunteers will be essential to the program's success. Please direct all volunteer referrals and related information to Steve Studdert, to whom I have assigned overall responsibility for the implementation and administration of this program. Please review the attached materials for a detailed program description.

VOLUNTEER SELECTION

1. All press advancement and other support elements should identify those individuals who exhibit potential and interest in volunteer involvement in the press advance program. Avoid those who have immediate personal political goals.
2. When qualified potential volunteers are identified, the press advancement should discuss volunteer involvement with the individual, and where interest is substantial, ask for a resume to be submitted to the Press Advance Office.
3. The press representative should submit a completed volunteer interview form for the file (form available from the Press Advance Office).
4. Submitted resumes and completed volunteer interviews will subsequently be reviewed by the press advance volunteer coordinator. A determination will be made concerning utilization of the prospective volunteer.

IMPLEMENTATION TIMETABLE

July 20, 1976 (continuing)	Request volunteer recommendations from all press advancement.
July 22, 1976	Commence interviews and preliminary volunteer utilization where possible.
August 25, 1976	Have several trained and tested volunteers ready.
September 1 through November 2, 1976	<u>Maximum utilization of volunteers.</u>

VOLUNTEER PRESS ADVANCEMAN SELECTION CRITERIA

A potential volunteer press advancement should be numerically scored in each category based on a 3-2-1 scale defined as follows:

- (3) Excellent: fully satisfied job requirements; represents the President exceptionally well.
- (2) Average: marginally satisfied job requirements; marginally represents the President.
- (1) Unacceptable: totally inadequate for the position; poorly represents the President.

Rating categories by priority:

- Commitment
- Ability to communicate; assertiveness
- Personal character
- Personal appearance
- Availability

Each of these factors should be numerically scored and comments made on a volunteer interview form. The form should then be returned to the Press Advance Office as soon as possible.

Each volunteer must receive a minimum score of 12 points to qualify to serve as a volunteer press advancement.

If in your opinion, the recommended candidate would not score a minimum of 12 points -- don't bother to submit his name.

Volunteer _____

VOLUNTEER INTERVIEW/EVALUATION

Score 3(excellent), 2 (average), 1 (unacceptable) in each category and comment where appropriate:

_____ Committment

_____ Ability to communicate; assertiveness

_____ Personal character; honesty; conscientiousness; leadership

_____ Availability; 2 weeks per month in Sept. and Oct.

_____ Personal Appearance

Briefly discuss:

Political Experience:

Professional Experience:

Other:

Is individual trainable? _____

Qualified for:

_____ Overall press advance; _____ Other
_____ Physical set-up only

Interviewer _____

THE WHITE HOUSE

WASHINGTON

July 30, 1976

MEMORANDUM FOR PRESS ADVANCE STAFF

FROM: DOUG BLASER

SUBJECT: Trip Reports

The real value of the Trip Reports lies in their ability to communicate to others the Who, What, When, Where, Why and How of a trip, while imparting knowledge, developing skills and providing for the proper recognition due those who participate. But, keep in mind that they are a "tool," and not a product unto themselves.

These five tools are:

1. Pre-Advance Report

For simplicity, the form is part check-list, but the importance of it is in three areas requiring description: (a) Problems to be aware of, (b) Opportunities to take advantage of, and, (c) Brief description of the event(s). It should state the "essence" of the intended trip. It's purpose is to help you (and your teammate who follows you into town) determine your objectives, organize to accomplish those objectives, and inform pertinent White House Staff of our game plan so that problems and opportunities can be spotted early on. (Exhibit 1)

2. Trip Report

An invaluable tool for the next guy in town and for me in the management of this office. In re-thinking the trip, look for sharing your tips on "how to" or "how not to" The lessons learned, and the discovery of improved methods, usually have universal application -- we all don't have to learn by trial and error. (Exhibit 2)

3. Background Report

This will be prepared in Washington and either given to the advancement man on his departure, or DEX'ed at the earliest possible moment. It's the answers to those questions you're asked in every town. (Exhibit 3)

4. Press Thank You/Contact List

Our efforts thrive on that army of local people we call on at every stop. The time to start building the list begins with the Pre-Advance and from there it can become the phone directory for the trip and, finally, a bibliography for the trip file. This way, we won't be overlooking someone who deserves a "thank you" and we'll have good records for future contacts. (Exhibit 4)

5. Volunteer Rating

On those trips where volunteer advancement men are used, we will also complete a volunteer rating sheet. (Exhibit 5)

All of these forms are very simple and can be quickly completed. Because they are only useful when fresh, I am going to require that they be submitted within 24 hours of the completion of a trip, either in person or via DEX.

I'm not interested in bulk or B.S. The pace during the campaign will eliminate both, I am sure. If these basic good-business tools become burdensome -- you have missed the point completely!

The guiding theme should be "Right-On," not "Write-On."

Thank you.

By: _____

Date: _____

WHCA

Transportation

Marine One

Research

Event Site

depart at _____, _____, for _____
(time) (date)

Overnight Accommodations:

____ Arranged - No. of rooms ____
at ____
____ Not arranged
____ None Required

Press Office:

____ Arranged at ____
____ Credentialling phones arranged
No. A/C () # ____
____ Not arranged ____ None Required

Problems to be aware of:

Opportunities to take advantage of:

EVENT NO. _____

Date _____ Time from _____ to _____

Location: _____

Scenario for the event:

The President will arrive from _____ via _____ and
depart to _____ via _____.

Coverage will be:

_____ Closed Lighting ____ will ____ will not be required.
_____ Open
_____ Pool of _____ National, _____ Local

Planned Press facilities are:

_____ Press Area	_____ Press Center	_____ Camera Platform
_____ mult(s)	_____ mults(s)	_____ mult(s)
_____ l.d.'s	_____ l.d.'s	_____ l.d.'s
_____ coins-	_____ coins	

_____ Press Office Staff

General Comments:

PRESS ADVANCEMAN TRIP REPORT

City _____

Trip Date(s) ____ / ____ / ____

I. Press Advanceman: _____

II. Staff Advanceman: _____

Comments: _____

III. USSS Advanceman: _____

Comments: _____

IV. WHCA Trip Officer: _____

Comments: _____

V. Ratings: (3) Excellent (2) Satisfactory (1) Poor

_____ Credentialling	_____ Local Press Coverage
_____ Local press contact	_____ Lighting Contractor
_____ Sponsoring Organization	_____ Sophistication of local press
_____ Local political Organization	_____ Car Rentals
_____ Support from Washington	_____ Hotel

VI. Did event play on national network news? _____ No
 _____ Yes -- ABC, CBS, NBC.

VII. Unanticipated problems and their result: _____

_____VIII. Special opportunities seized: _____

(Advanceman)_____
Time/Date

DOMESTIC TRIP BACKGROUND REPORT

City _____ Date of Visit _____

Trip Announcement (Time/Date) _____

- I. Invitation/Sponsoring Organization
(who invited the President, and when)

- II. Previous Presidential visits/ties to this location
 - a) detail of prior visits by President Ford and/or First Family members.
 - b) detail of visits by previous Presidents.
 - c) related personal associations of the President, such as family members here, schooling attended, etc.

- III. Impact of President Ford's program, initiatives, legislative proposals and public statements affecting this area.

IV. Synopsis of President Ford's activities on this visit.

- a) who he will see
- b) what he will do
- c) where all he will be

V. President Ford's public statements here.

- a) why he is coming
- b) subject(s) of his remarks or address(es)
- c) advance texts ____ will/ ____ will not be available

VI. VIP's accompanying the President.

- a) arriving on Air Force One or Marine One
- b) traveling in the motorcade(s)
- c) departing on Air Force One or Marine One

VII. President Ford's travel itinerary for this trip.

- a) from Washington departure to Washington arrival
- b) other pertinent travel information

VOLUNTEER INTERVIEW/EVALUATION

Score 3(excellent), 2 (average), 1 (unacceptable) in each category and comment where appropriate:

_____ Commitment

_____ Ability to communicate; assertiveness

_____ Personal character; honesty; conscientiousness; leadership

_____ Availability; 2 weeks per month in Sept. and Oct.

_____ Personal Appearance

Briefly discuss:

Political Experience:

Professional Experience:

Other:

Is individual trainable? _____

Qualified for:

_____ Overall press advance; _____ Other
_____ Physical set-up only

Interviewer _____

Date:

Advanceman:

PRESS THANK YOU/CONTACT LIST

Letter & #	NAME	ADDRESS	PHONE	ACTIVITY

EXHIBIT 4

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

August 2, 1976

MEMORANDUM FOR: DOUG BLASER
FROM: STEVE STUDDERT *SSM*
SUBJECT: Volunteer Training

I. Statement of Need:

To adequately train, with a minimum expenditure of time and resources and in the absence of Presidential travel providing on-site experience, qualified press advance volunteers to assist during the general campaign.

II. Alternatives:

- A. On-site experience
- B. Study of press advance manual
- C. Telephone training
- D. Seminar
 - central geographic location
 - regional locations
 - single location not geographically central

III. Recommendation:

Single Seminar

IV. Seminar Sites Considered:

Denver, Colorado
Grand Junction, Colorado
Kansas City, Missouri
Vail, Colorado
Washington, D. C.

V. Recommended Location:

Washington, D. C.

Factors considered in formulating recommendation are:

- Strong psychological relationship to President and the campaign exists, resulting in increased motivation and excitement.
- All staff are present for introductions and participation in training.
- All support elements (i. e. WHCA, USSS, etc.) are available for orientation of volunteers.
- Sufficient secretarial support is available.
- The staff would maintain psychological control of the seminar (the home court advantage).
- Familiar and readily available facilities exist.
- Hard work/long hours environment, here present, adds to proper motivation of volunteers.
- Availability of White House Press Corps for introduction is immediate.
- Adequate and proximate accommodations are available.
- Adequate air transportation is available.
- No appreciable difference exists in air transportation costs from other considered sites.
- This location would provide for training of volunteers to be used on in-towners only.

VI. Proposed Dates:

September 3, 4, 5, 1976

Rationale:

- Psychologically the timing is right. President has received the nomination and is about to begin the general campaign. Enthusiasm will be high.
- Staff has sufficient time after the convention to prepare and deliver a quality training program.
- Staff has sufficient time after the convention to develop volunteer utilization plans.
- Close enough to general campaign, but not too close.
- Volunteers will be available over the Labor Day weekend. Summer family vacation periods are over.
- Air travel into and out of Washington will not be crowded on these dates.
- Expenses can be charged to general campaign expenditures.

VII. Budget:

Participants	20	traveling
	<u>4</u>	"in-townners"
	24	

Budget (continued)

Travel for 20 participants estimated at \$269 per participant (calculated on an averaged cost basis taking into consideration place of residence of proposed participants and individual air fares to Washington)	\$ 5380
Lodging for 20 participants, 2 per room, at \$38 per room per day, plus tax	830
Meal expenses for 20 participants at \$25 per participant (1 dinner, 2 lunches, 1 breakfast).	500
Dinner on SEQUOIA for 30 participants at \$14 per participant	420
Administrative costs estimated at \$13.75 per participant	330
	<hr/>
	\$ 7460
Per Participant Cost	= \$ 310.83

APPROVALS:

Doug Blaser _____

Ron Nessen _____

SUGGESTIONS FOR
MEETING INPUT

PROPOSED CAMP DAVID AGENDA

Friday Evening, August 6

- 7:30 p. m. Welcome (Ron)
- 7:35 p. m. Overview from Press Advance Office (Doug)
- 7:45 p. m. The Convention (Ron)
- 7:50 p. m. The Campaign (Ron)
- 8:05 p. m. Open Discussion
- Reference July 21 memo -- Scoreboard to Carlson
"What's the Score? "
- 9:00 p. m. Conclude

Saturday Morning, August 7

- 9:00 a. m. Convene Meeting (Ron)
- 9:05 a. m. Presentation of staff talking papers.
- "Control of the Image-Making Machinery" (Dorrance Smith)
- 9:15 a. m. Discussion
- 9:30 a. m. "Still Photo Analysis -- Ford vs. Carter" (David Wendell)
- 9:40 a. m. Discussion
- 9:55 a. m. The Office of Communication (Dave Gergen)
- 10:10 a. m. Wrap-Up
- 10:30 a. m. Conclude

THE WHITE HOUSE

WASHINGTON

July 27, 1976

MEMORANDUM FOR PRESS ADVANCE OFFICE

FROM: DOUGLASS BLASER

SUBJECT: Roster of Press Advance Office Staff Members

Doug Blaser	12934 Asbury Drive	301/292-9516
Wife: Linda	Oxon Hill, Maryland 20022	
Joy Chiles	2130 Key Boulevard #904	703/841-1940
	Arlington, Virginia 22201	
Dave Frederickson	2000 N Street, N. W. #813	202/659-9000 x 813
Wife: Margaret	Washington, D. C.	
Ann Grier	3508 O Street N. W.	202/333-8545
	Washington, D. C. 20007	
Jim Hunter	27 South Aberdeen Street	703/920-1515
Wife: Lyne	Arlington, Virginia 22204	or 920-1213
Jack LaCovey	5911 North 4th Street	703/524-4931
Wife: Carol	Arlington, Virginia 22203	
Hugh O'Neill	324 Pitt Street	703/548-5375
Wife: Liz	Alexandria, Virginia 22314	
Dorrance Smith	2126 Connecticut Ave. #21	202/462-2294
	Washington, D.C. 20008	
Steve Studdert	13225 Park Lane	301/292-4253
Wife: Bonnie	Oxon Hill, Maryland 20022	
David Wendell	1345 29th Street, N. W.	202/337-9022
	Washington, D. C. 20007	

***NOTE: If you have a change of address or residence phone, please notify Annie or Joy so that they ensure that the Signal and White House Switchboards have current information.

THE WHITE HOUSE

WASHINGTON

July 27, 1976

MEMORANDUM FOR: JOHN CARLSON

SUBJECT: WHAT'S THE SCORE?

The Press Advanceman is the only White House spokesman that most members of America's "local and regional media" will ever meet and have the opportunity to talk with.

Regardless of whether the Camp David Conference takes place (presidential trips aside), I think it is well worth your time and Ron's to study the attached input from members of my staff.

These are the queries of professionals. The men who in the final analysis are responsible for the implementation of all the "grand strategies" as they pertain to the marketing of the President outside of the White House.

Their questions are solid----they deserve solid answers! If Camp David does not work out, we must find a proper forum to give them a chance to satiate their ravenous appetite for performance related information.

Ya can't keep score if your vision of the game is obscured!!


Scoreboard

THE WHITE HOUSE

WASHINGTON

July 21, 1976

MEMORANDUM FOR: DOUG BLASER

FROM: DAVE FREDERICKSON 

SUBJECT: Camp David Agenda

The Overview:

In general, I would like to see a program that will deal with the positive aspects of how we can do a better job of projecting an accurate image of the President as an effective, dynamic, performance-oriented leader. It is my opinion that we need to develop a strategy for involving the press advance staff more directly in the task of getting that image across at the local/regional level. We have constant, ready access to the media in local/regional centers of influence and we can exert significant impact there if we go about it correctly. Specifically, the following are some areas that I would like to see on the agenda.

The Press Office:

1. How the Press Office works -- the organization, duties, and people that constitute the White House Press Office.
2. Resources of the Press Office -- what materials does the Press Office have available; what resources can they provide to improve our efforts?
3. What role does the Press Office play in the overall operation of the White House.

The Presidential Campaign:

1. What is the Press Office Campaign Strategy? How will the press office interface with the PFC and RNC?
2. What, if any, will be the expanded role of the press office and Press Advance Office in the campaign?

3. What will the thrust of campaign press activities be?
To generate coverage? To manage the tone and style
of coverage? To plan the flow and direction of coverage?

The News Media:

1. Interviews during the campaign -- How will interview requests be handled? By whom? How much lead time?
2. Live coverage requests -- How will such requests be handled? By whom? How much lead time?
3. News Conferences -- Will the local/regional news conferences continue? If so, how will they be initiated? By whom? Who will be responsible for them?

The Press Advance Office:

1. What do members of the Press Staff expect of the Advanceman?
2. What suggestions do they have for improving our efforts?
3. How can they give us more background support on schedules, sites and events?

THE WHITE HOUSE

WASHINGTON

August 2, 1976

MEMORANDUM FOR DOUG BLASER

FROM: DORRANCE SMITH

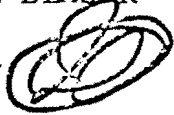
SUBJECT: Suggestions for Subjects to be Discussed at Camp David

1. As we discussed, I would like to have some of the points clarified that I have brought up in the think report. Specifically a discussion of overall strategy regarding the President's image and better way for us to gain control over that image.
2. A point that also needs to be raised is the overall planning of a Presidential trip. As you know, too often the decision is made to travel without taking our needs into consideration. We should strive to turn this situation around where the decision-makers are thinking in our terms, as we can do the most to help the President.
3. Due to the recent change over in the Television Adviser's role, it would probably be worthwhile to meet with him in Camp David also. I think our guys need to establish a relationship with him in hopes that we can all work together for the same goals.
4. Too often the agents are killing our pictures. I don't know if this would be the right time or place but we do need to establish the problem with the higher-ups to avoid being constantly shut out (i. e. agents working the line in the baseball locker rooms).
5. Finally, I think we should solicit ideas about making the President a more appealing figure on the road; things that we can do specifically that would enhance the President's image.

THE WHITE HOUSE

WASHINGTON

MEMORANDUM FOR DOUG BLASER

FROM: Jack LaCovey 

SUBJECT: Camp David Meeting

I would like to have the following topics discussed at the upcoming Camp David meeting.

1. The Reorganization of the Communications Office

I would like an explanation of how Dave Gergen and the rest of the reorganized communications office will work, how it will interface with our operation, what they can do for us and vice versa.

2. Planning the President's schedule

If the President's schedule is so heavy as to run the press ragged, and if speech and event times do not take into consideration newspaper and TV deadlines, we miss much of the media impact of the event.

3. Keeping our poise under pressure

In the months to come I suspect there will be situations in which we find ourselves, and the President, in circumstances not totally to our liking. If everyone panics and tells us to start pushing the press around so they cannot photograph "that demonstrator" or "that sign", we will have undone a lot of the goodwill we have established with the press...and probably not prevented anyone from getting the photo. So, how about an honest, candid discussion of the realities of our job and the limits beyond which our actions become counter-productive.

THE WHITE HOUSE

WASHINGTON

July 26, 1976

MEMORANDUM FOR DOUG BLASER

FROM: STEVE STUDDERT *SMS*

SUBJECT: Camp David Discussion Topics

1. Clear definition of respective roles of Press Advance Office and PFC press operation.
2. The press advancement needs to be informed of campaign strategy. Though responsible for local coverage of the President's visit to a given city or state, we are not aware of the strategy at that particular moment in the campaign, and may in fact do more harm than good with stories and photos generated at the local level.

Would also help in event planning from the perspective of determining the best picture opportunity for pool placement.

3. Coordination between Press Office and Press Advance Office on trip announcements, stop announcements, etc... Consideration should be given by the Press Office to consulting the press advancement in a given city or state as to his recommended media schedule, i.e. which announcements on which day. A real problem comes when a press advancement in a given city is attempting to get a page 1 story each day by spacing the information release and then the Press Office in Washington releases everything the first day of the week.
4. Full orientation to the press advance office volunteer program and the relationship between the volunteer and the press advancement. Each press advancement needs to gain a full understanding of the maximum utilization and effectiveness of volunteers.

5. Development of a method of insuring sufficiency of cash advances and time adequacy of advance issuances. Delayed reimbursement contributes to personal cash flow problems.
6. Professionalism within the press advance office, not only in terms of performance but in terms of the Presidential image portrayed by staff.
7. The supply of information by the Press Office to the press advancement. Such advance information to include the who, what, when, where, why, etc... of a trip. As discussed in earlier meetings.
8. Development of strategy for marketing the President. Relates to other topics mentioned above.
9. Pool movements, their coverage of the President, and the restrictive movements of the USSS which impair full and most advantageous coverage of the President by the pool.
10. A full discussion and some firm direction on what a local press briefing should entail, how it should be conducted, etc.... There appears to be inconsistency in how we do it.
11. Development of a method to provide for rapid evaluation of events by the press advancement, and for meaningful utilization of that evaluation.
12. Review of our relationship with the staff advance office and how to eliminate the condescending attitude that often prevails.

THE WHITE HOUSE

• WASHINGTON

July 27, 1976

MEMORANDUM FOR DOUG BLASER

FROM: JIM HUNTER

SUBJECT: Camp David



Topics for discussion that I think would be helpful include:

1. The Press Advance Manual - We have each prescribed methods for accomplishing the tasks described in the chapters we were responsible for. Can we all now support those methods and practice them, nearly enough the same as to have others believe we are all doing the same job and providing the same service? Can we be consistent?
2. Our Responsibilities - to other staff, and to the press. In the recent past, we have all experienced "being in the middle" of difficult situations where various staff people want (or don't want) the press to do a specific thing that is so contrived as to be apparent in it's censorship. Where and how do we draw that line? Our lack of credibility with the press is just as dangerous as a lack of credibility with the staff.

THE WHITE HOUSE

WASHINGTON

July 24, 1976

MEMORANDUM FOR:

DOUG BLASER

FROM:

DAVID WENDELL *DrW*

SUBJECT:

TOPICS FOR DISCUSSION, CAMP DAVID
August 6-7, 1976

1. During the general election campaign, in what ways, if any, will the relationship between White House staff and the President Ford Committee change? Specifically, will any change take place in the duties performed by the White House Press Office or the Press Advance office?
2. During the general election campaign, are there any political or legal sensitivities which members of the Press Advance Office should be aware of?
3. What can the Press Advance Office do to ensure good, local coverage during the week of preparations for each Presidential visit?
 - (a) Press kits
 - (b) official Presidential photographs (revised)
 - (c) News Conferences (held by local PFC Chairmen)
 - (d) Relations with local media organizations
4. Suggestions for marketing the President:
 - (a) schedule important events to meet media deadlines
 - (b) I.D. factor on each trip
 - (c) one picture each day
 - (d) control exposure to public on each stop (YoYo -- no sleepers!)
 - (e) President is his best salesman; arrange direct contact with press in Washington. Press Conferences at least every two weeks.
 - (f) Direct each speech to the specific audience being addressed.
 - (g) Develop campaign speech(es) -- What President Ford stands for (issues, record) and why you should vote for him. (5 minutes maximum)
 - (h) Short, concise presentation his record....will indicate his decisiveness and personal strength. (His record is defensible and must be presented as an asset).
 - (i) Hit Pardon issue hard at onset (offense vs. defense)!

5. How can the Press Advance Operation improve its performance and effectiveness during the two months of campaigning?
6. What avenues of communication can be established to keep the Press Advance man informed on our campaign strategy so that his actions are consistent with this approach?
7. What can the Press Advance Office do in the field to assist the Office of Communication in achieving its objectives?
8. To what degree will the Press Advance Office become involved in the travel and events of the Vice Presidential candidate?
9. What form of evaluation and analysis of each Presidential visit can the press advance man offer which will be valuable to the Press Office, the Office of Communications and the President Ford Committee (reporting mechanism) in evaluating the effectiveness of each Presidential visit?
10. Should consideration be given to presenting the President with certain ethnic, religious and special interest groups during the campaign?
11. Should the degree of access that the Press Pool has to the President be re-evaluated?
12. How can the Press Advance Office work with the Secret Service to ensure better photo coverage of the President while, at the same time, respecting their security demands?