

The original documents are located in Box 4, folder “Callaway, Bo (1)” of the Bruce S. Wagner Papers at the Gerald R. Ford Presidential Library.

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President Ford Committee

1828 L STREET, N.W., SUITE 250, WASHINGTON, D.C. 20036 (202) 457-6400

24 November 1975

MEMORANDUM FOR: BO CALLAWAY
FROM: BRUCE WAGNER
RE: China Trip

Pete Dailey and I have been discussing the possibility of putting a documentary film crew onto the China trip for later use in commercials and convention films, etc.

I have received cost estimates (\$40 - 50M) from various film production houses, and I believe we should forego this major expenditure required to develop our own footage, especially given the need for production economies this year.

Rather, I am hoping to get in touch with a White House photographer already on the plane and "blow in his ear" regarding the type of still photography we can use; then, we'll figure out how to best use it upon their return.

I hope that you agree with this rationale for not trying to send a film crew.

Please let me know if you disagree.

Thanks very much.

cc: Peter Dailey ✓



DECEMBER - BO CALLAWAY

Budget proposal -- Campaign '76, Inc.	Nov. 5th
Campaign "Kicker"	18th
Campaign Picture	18th
Cash For Your Advertising Agency	5th
Kansas City	11th
Media and Morale (The)	17th
President's Appearances On Meet The Press Or Face The Nation	23rd
Presidential Interview Format	26th



President Ford Committee

1828 L STREET, N.W., SUITE 250, WASHINGTON, D.C. 20036 (202) 457-6400

November 5, 1975

MEMORANDUM FOR:

BO CALLAWAY

FROM:

PETER DAILEY

SUBJECT:

Budget Proposal -- "Campaign '76, Inc."

Attached is a copy of a suggested budget for "Campaign '76". It covers the Primary period - now through August 31st - and the total for the complete operation. It is very tight.

A very large majority of these costs will be recovered through media commissions; therefore, the net out-of-pocket will be small, or it may return some money to the Committee.

A possible favorable ruling by the FEC would allow us to defer a substantial part of the Primary costs to the General Election.

A logical ruling would be to charge one-third of the cost (\$277,000) to the Primary and two-thirds to the General. Let's discuss this with Bob Visser.

Call me when you have had a chance to digest it.

(213) 386-7823



"CAMPAIGN '76, INC."

<u>Nature of Expense</u>	<u>Primary Budget</u>	<u>Total Primary and General</u>
<u>Payroll:</u>		
Account Management	\$ 60,000	
Account Operations	10,000	
Creative	110,000	
Executive	60,000	
Finance	30,000	
Media	35,000	
Office Services	8,000	
Overtime	3,000	
Campaign Materials	20,000	
<input checked="" type="checkbox"/> Total Payroll	\$ 342,000 <input checked="" type="checkbox"/>	\$ 512,000
 <u>Other Expenses:</u>		
<input checked="" type="checkbox"/> Competitive Reporting ..	\$ 10,000 <input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/> Equipment Rental	18,000 (3012) <input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/> Freelance Creative	10,000 (3032) <input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/> Insurance--Operations ..	1,000 (3033) <input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/> Legal and CPA	3,000 (3037) <input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/> Outside Research	5,000 (3032) <input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/> Outside Services Media. Conf. Meals/Bus. Lunch	30,000 (3034) <input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/> Travel	30,000 <input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/> Rent, Maint., Renov. ..	---	
<input checked="" type="checkbox"/> Post./Exp./Stat./Supp..	10,000 (3041) <input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/> Taxes other than U.S.Inc.	12,000 (3036) <input checked="" type="checkbox"/>	
Telephone and Telegraph	---	
Computer Facilities ...	---	
Total Other Expenses	\$ 126,000	\$ 320,000
GRAND TOTAL	\$ 468,000	\$ 832,000

471,000



NOVEMBER GROUP, INC.

BUDGET REPORT

Period Ending August 31, 197.

Nature of Expense	Expenditures		Budget To Date	Expenditures (Over)/Under Budget	Total Budget
	Current Month	To Date			
<u>Payroll:</u>					
Account Management.	\$11,020	\$ 55,068	\$ 57,050	\$ 1,982	\$ 95,860
Account Operations.	1,910	7,119	7,300	181	42,750
Creative.	26,150	102,827	114,550	11,723	264,050
Executive	9,140	60,568	61,140	572	90,000
Finance	7,851	47,382	47,800	418	84,170
Media	8,549	49,630	48,000	(1,630)	170,090
Office Services	1,690	6,975	7,530	555	14,600
Overtime.	702	2,278	3,430	1,152	20,000
Campaign Materials.	4,153	27,308	26,780	(528)	34,450
Total Payroll	\$71,165	\$359,155	\$373,580	\$14,425	\$815,970
<u>Other Expenses:</u>					
Competitive Reporting	\$ 559	\$ 13,885	\$ 14,100	\$ 215	\$ 25,000
Equipment Rental.	3,682	17,866	19,500	1,634	30,000
Freelance Creative.	400	11,409	12,060	651	45,950
Insurance--operations	98	1,493	1,700	207	5,000
Legal and CPA	1,500	10,500	10,500	---	15,000
Outside Research.	---	---	13,000	13,000	50,000
Outside Services Media.	944	4,890	5,200	310	35,200
Conf. Meals/Bus. Lunch Travel	16,073	44,985	46,200	1,215	155,000
Rent, Maint., Renov.	6,314	43,280	44,600	1,320	65,000
Post./Exp./Stat./Supp.	2,512	15,390	15,870	480	65,000
Taxes Other than U.S. Inc	2,462	12,780	13,070	290	20,000
Telephone & Telegraph	5,410	37,323	40,600	3,277	65,000
Computer Facilities	933	4,419	21,900	17,481	50,000
Total Other Expenses.	\$40,887	\$218,220	\$258,300	\$40,080	\$626,150
GRAND TOTAL	<u>\$112,052</u>	<u>\$577,375</u>	<u>\$631,880</u>	<u>\$54,505</u>	<u>\$1,442,120</u>

19.76 Net
20% Bonus 115,475
\$ 692,850



Chron

President Ford Committee

1828 L STREET, N.W., SUITE 250, WASHINGTON, D.C. 20036 (202) 457-6400

5 December 1975

MEMORANDUM FOR: BO CALLAWAY

FROM: BRUCE WAGNER *BW*

RE: Cash for your Advertising Agency

Bo, I need your approval for our initial budget in order to release operating funds for "Campaign '76".

The attached monthly cash flow reflects the data submitted to you by Peter Dailey last month, per the November 5th memo to you (copy attached).

We hope to open a bank account on Monday concurrent with the filing of incorporation papers.

The attached cash flow budget reflects \$38,000 in operating expenditures by the end of December.

With your approval of our budget, we'll be in business.

cc: Peter Dailey
Bob Marik



30XX "Campaign '76, Inc."

Cost Center
(\$M)

No.	Category	1975			1976									10 Mo. Total
		Nov.	Dec.	Total	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug	Total	
30	Salaries	8.0	18.6	26.6	23.6	36.8	40.4	42.9	42.9	42.9	42.9	43.0	315.4	342.0
10	Travel	3.9	3.9	7.8	2.8	2.6	2.8	2.8	2.8	2.8	2.8	2.8	22.2	30.0
12	Equipment Rental	-	0.5	0.5	1.5	1.5	1.5	2.0	2.0	3.0	3.0	3.0	17.5	18.0
32	Freelance Creative	-	-	-	-	-	-	1.0	1.0	2.5	2.5	3.0	10.0	10.0
32	Legal-CPA	-	0.5	0.5	0.5	0.1	0.2	0.3	0.3	0.3	0.3	0.5	2.5	3.0
32	Outside Research	-	-	-	-	-	0.5	0.5	1.0	1.0	1.0	1.0	5.0	5.0
4	Outside Media Buying	-	-	-	1.0	2.0	4.5	4.5	4.5	4.5	4.5	4.5	30.0	30.0
5	Insurance - Operations	-	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.2	0.9	1.0
6	Taxes (ex US)	-	0.5	0.5	1.0	1.0	1.0	1.5	1.5	1.5	2.0	2.0	11.5	12.0
2	Supplies, etc	-	1.0	1.0	0.5	0.5	1.0	1.0	1.0	1.5	1.5	2.0	9.0	10.0
1	Competitive Reporting	1.0	1.0	2.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	8.0	10.0
	Total	12.9	25.0	39.0	32.0	45.6	53.0	57.6	58.1	61.1	61.1	63.0	432.0	471.0

BSW
Nov. 21, 1975

December 11, 1975

MEMORANDUM FOR:

BO CALLAWAY

FROM:

BOB TEETER
FRED STEEPER

Run

SUBJECT:

Conclusions Drawn from National Trends in
the President's Approval Rating

DATA:

Gallup Opinion Index

Contrary to the Phillips, Evans-Novak, et al notion that the President has been steadily losing ground in 1975, the overall trend line since April has been upward.

The President has been consistently stronger with younger voters (under 30) especially the 25-29 year olds than with older voters. With one brief exception, the oldest voters (50 and over) have been the weakest age group for the President during the past year. This is obviously unique for a Republican and while it can be of great advantage in the general election, it represents a serious problem for the primary. This should re-emphasize the need for the administration to do something for old people in the SOTU and to avoid any budget cuts that would impact on them.

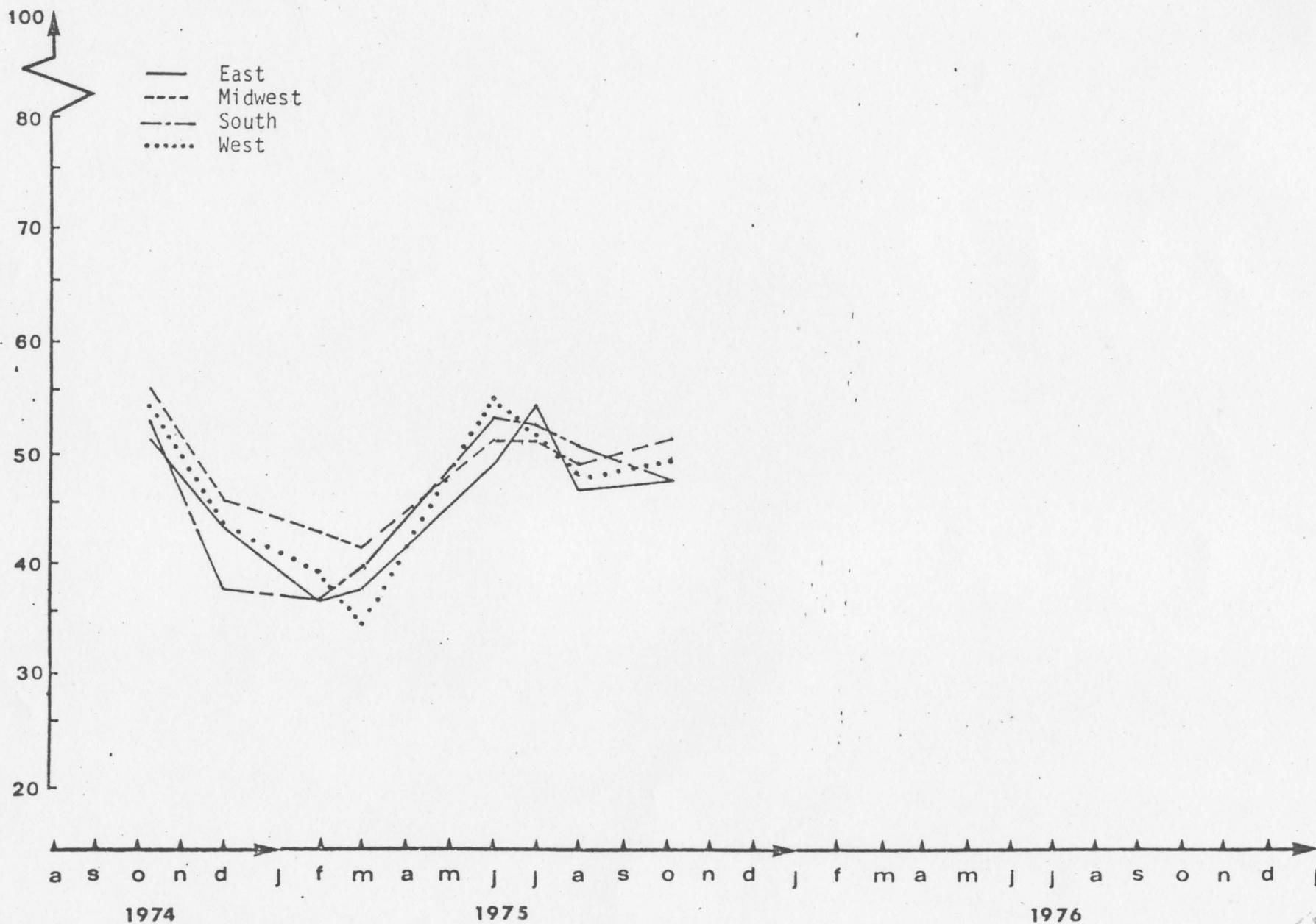
President Ford is not receiving the approval from the South that he should. His approval in the South has been about the same as in the other regions since last March. Also, the great majority of the President's decline in the summer and early fall was in the East.

The President is doing very well with college educated voters. The source of his mediocre levels of approval is the high school educated voter. His approval rating among the latter is closer to that of the uneducated voters, i.e. poor Democrats, than to the college voters.

Men reacted very dramatically to the President's strong stand in the Mayaguez incident. The President's surge in approval at that time underscores the large pay-off with men resulting from the President taking a tough stand in the area of international problems and incidents.



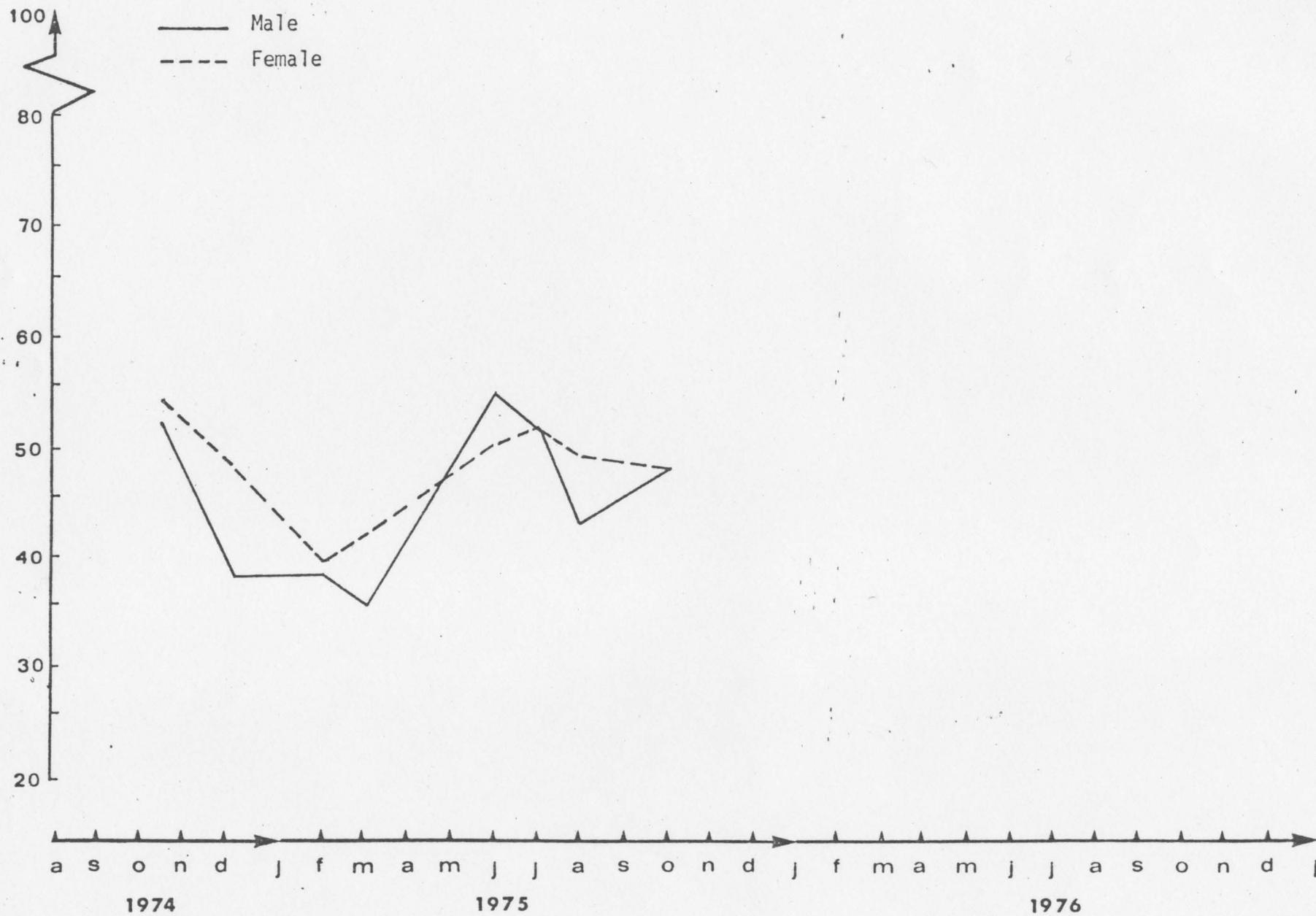
ford approval rating



source: gallup opinion index



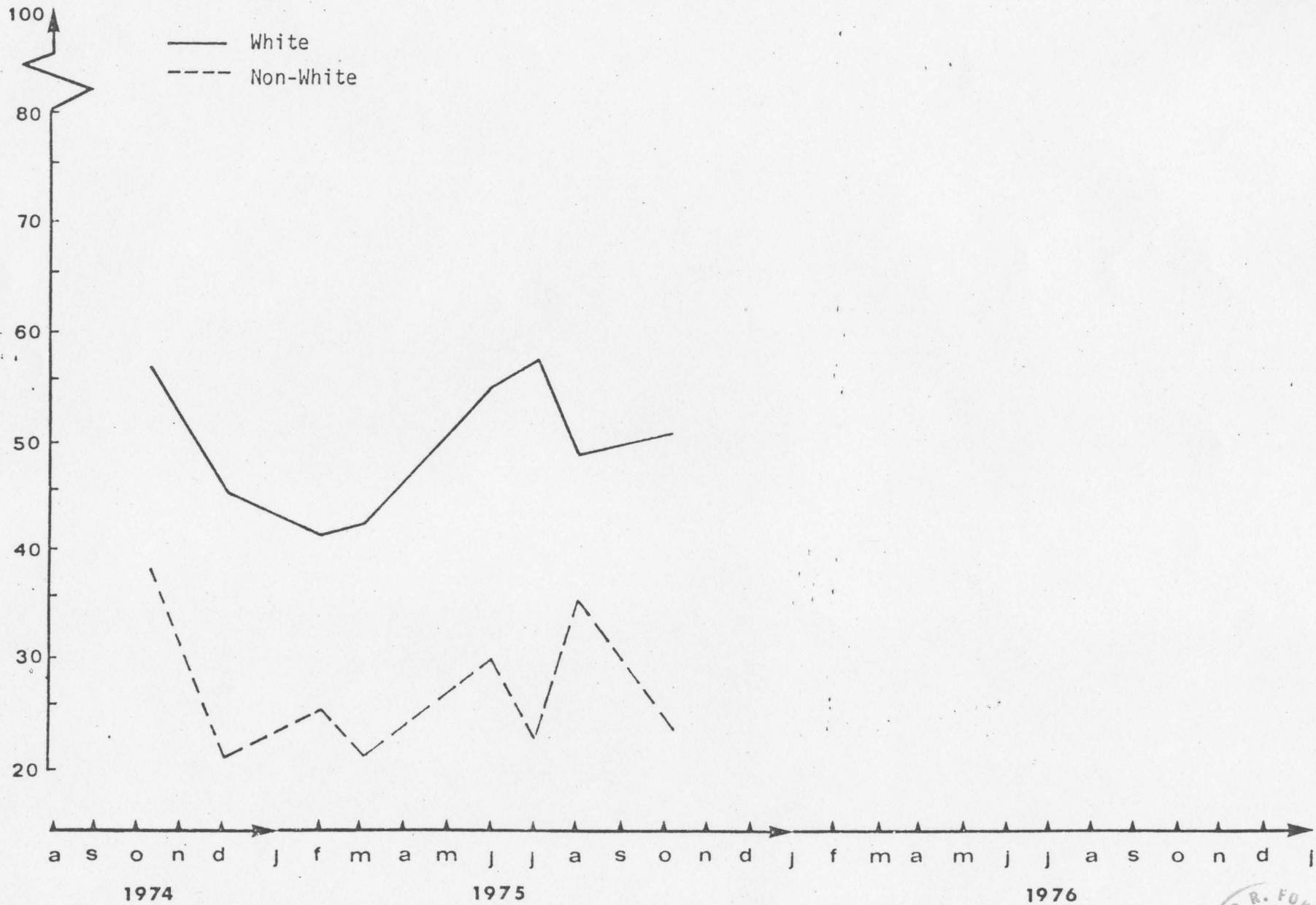
ford approval rating



source: gallup opinion index



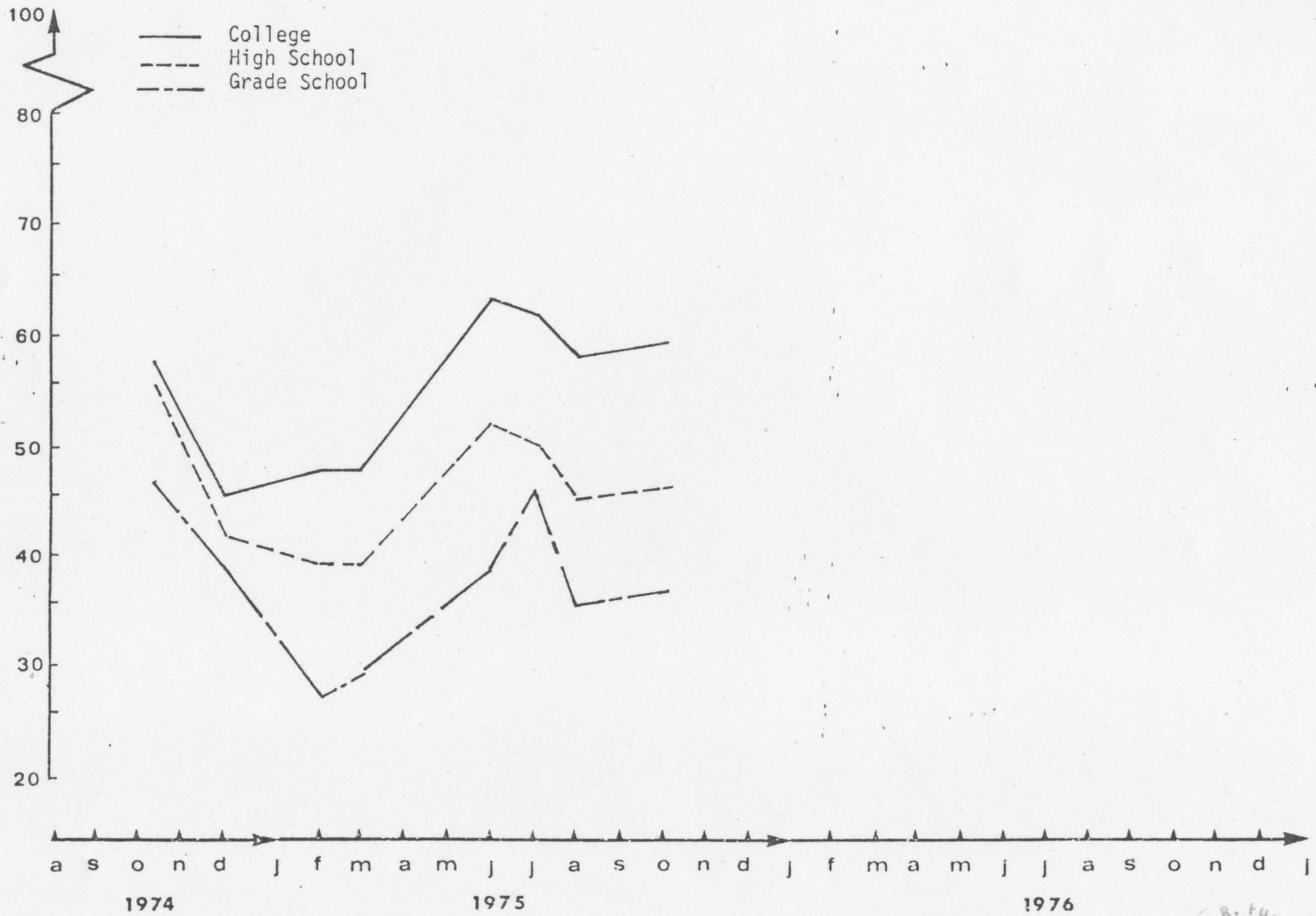
ford approval rating



source: gallup opinion index



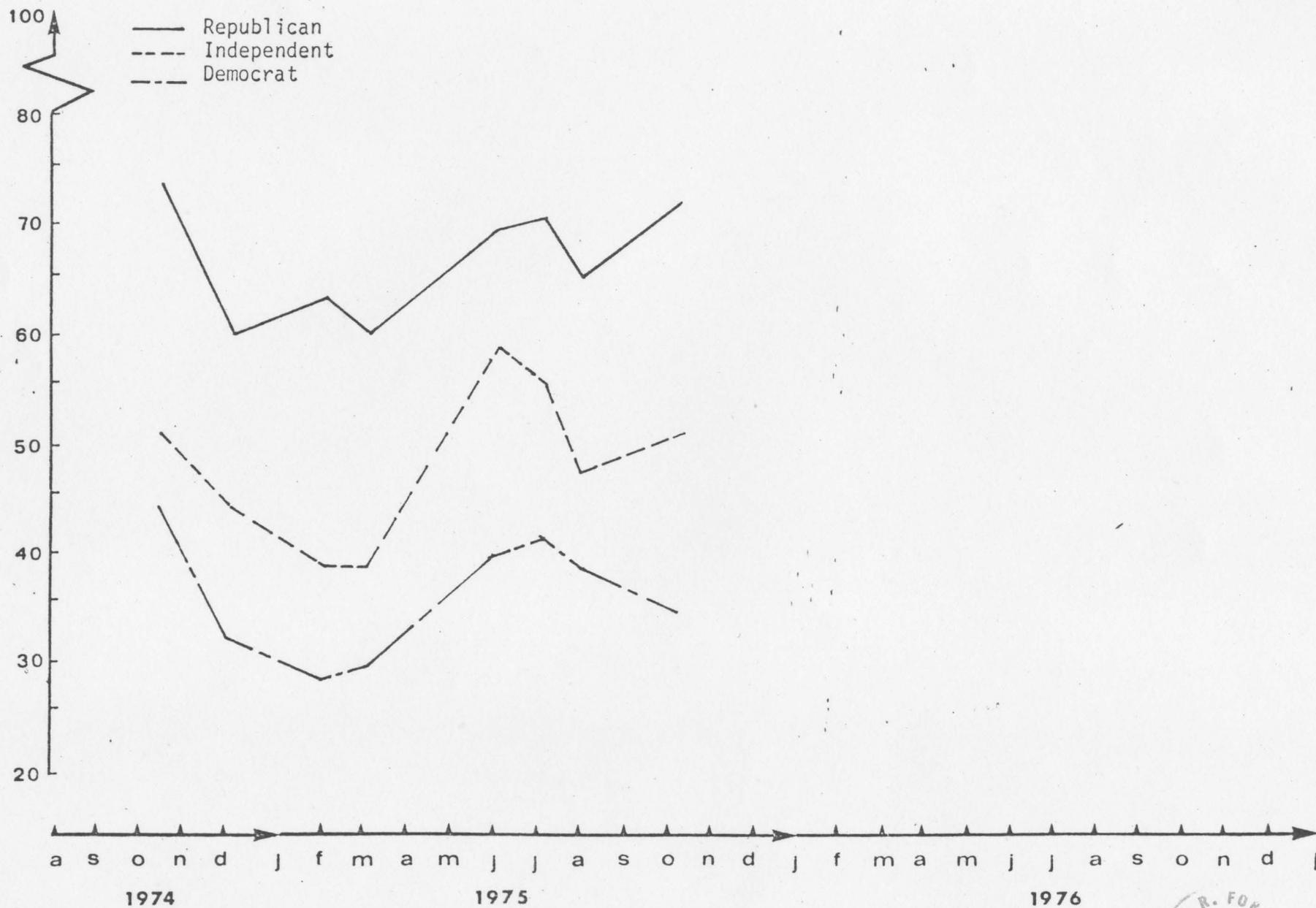
ford approval rating



source: gallup opinion index



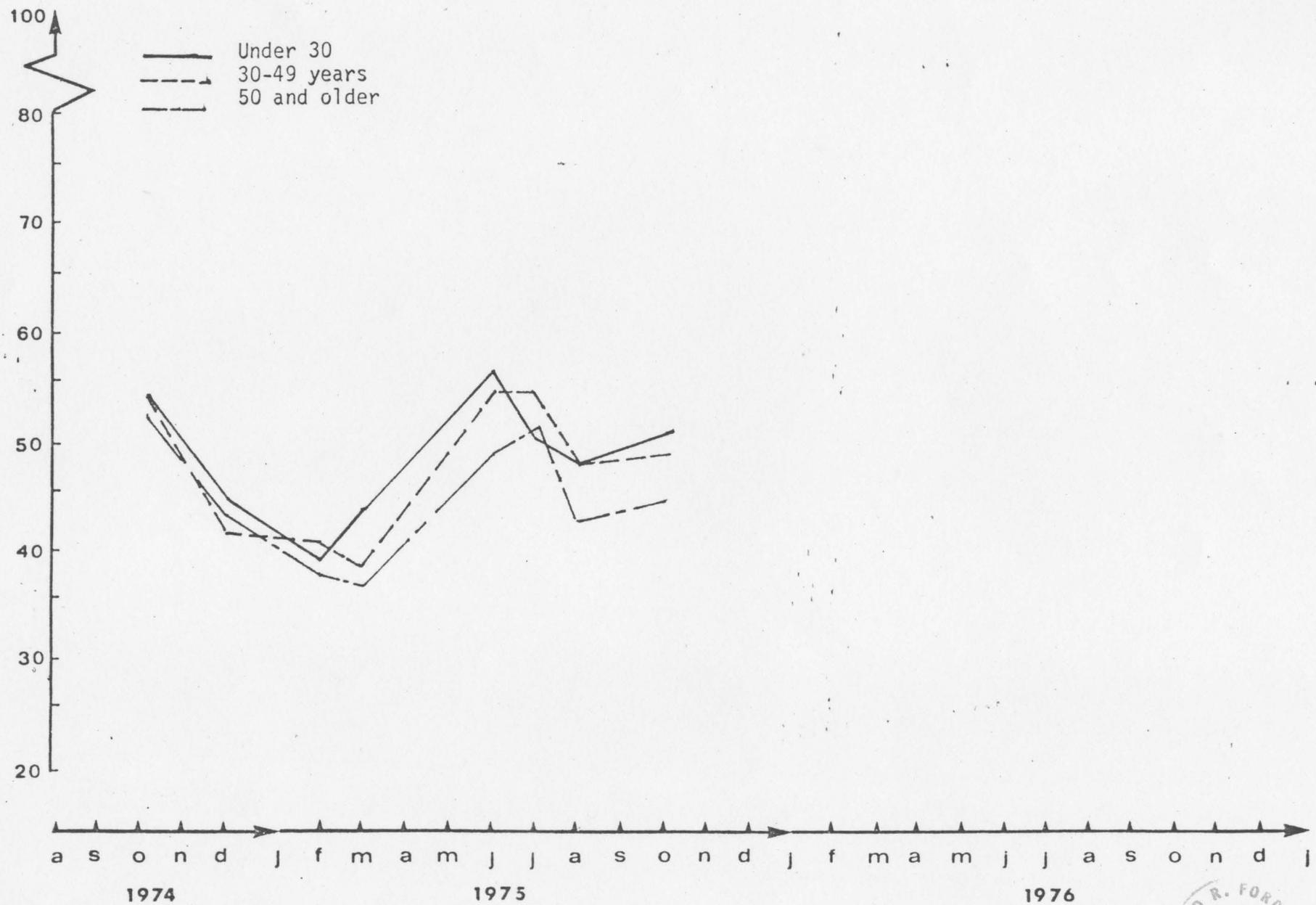
ford approval rating



source: gallup opinion index



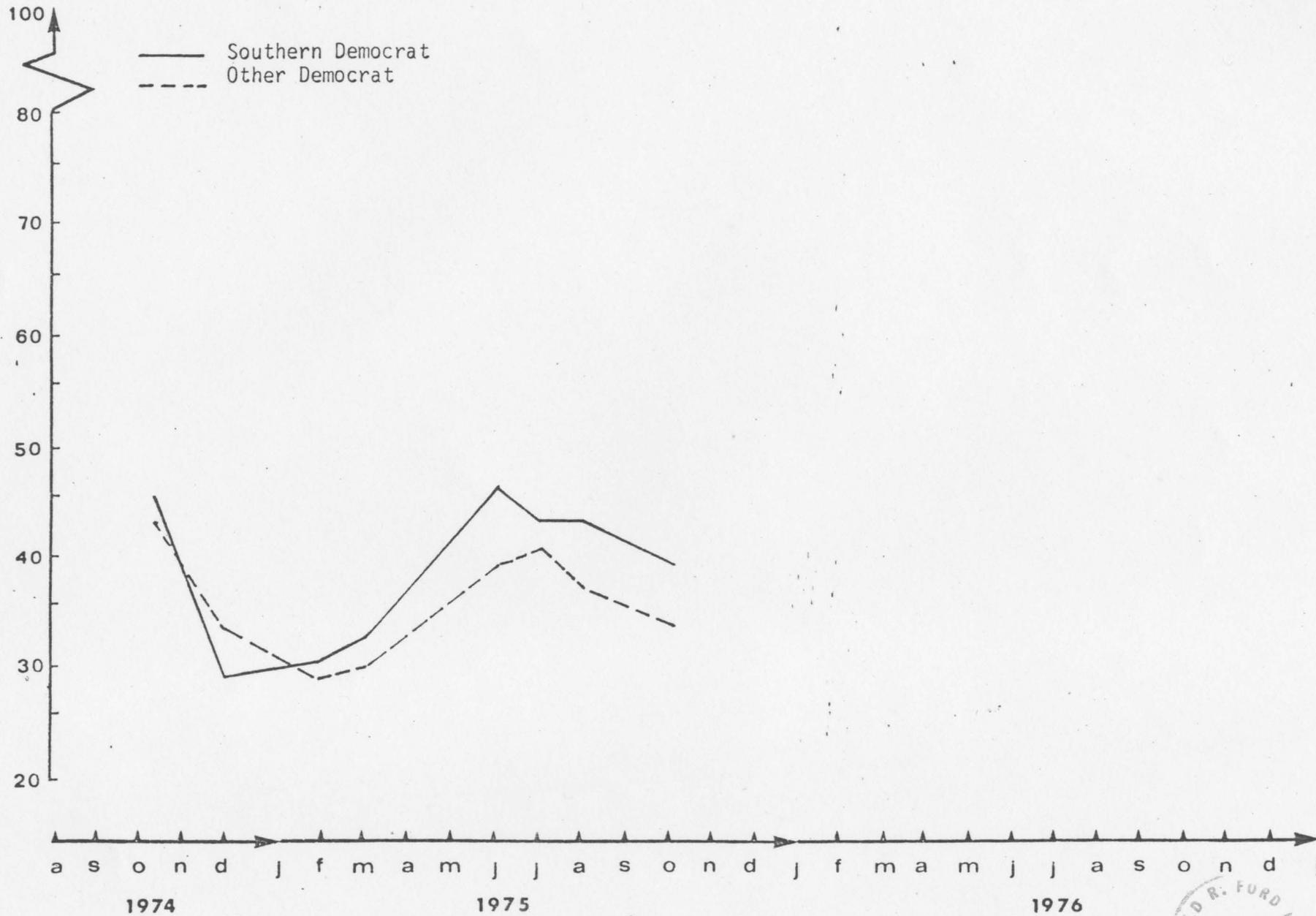
ford approval rating



source: gallup opinion index



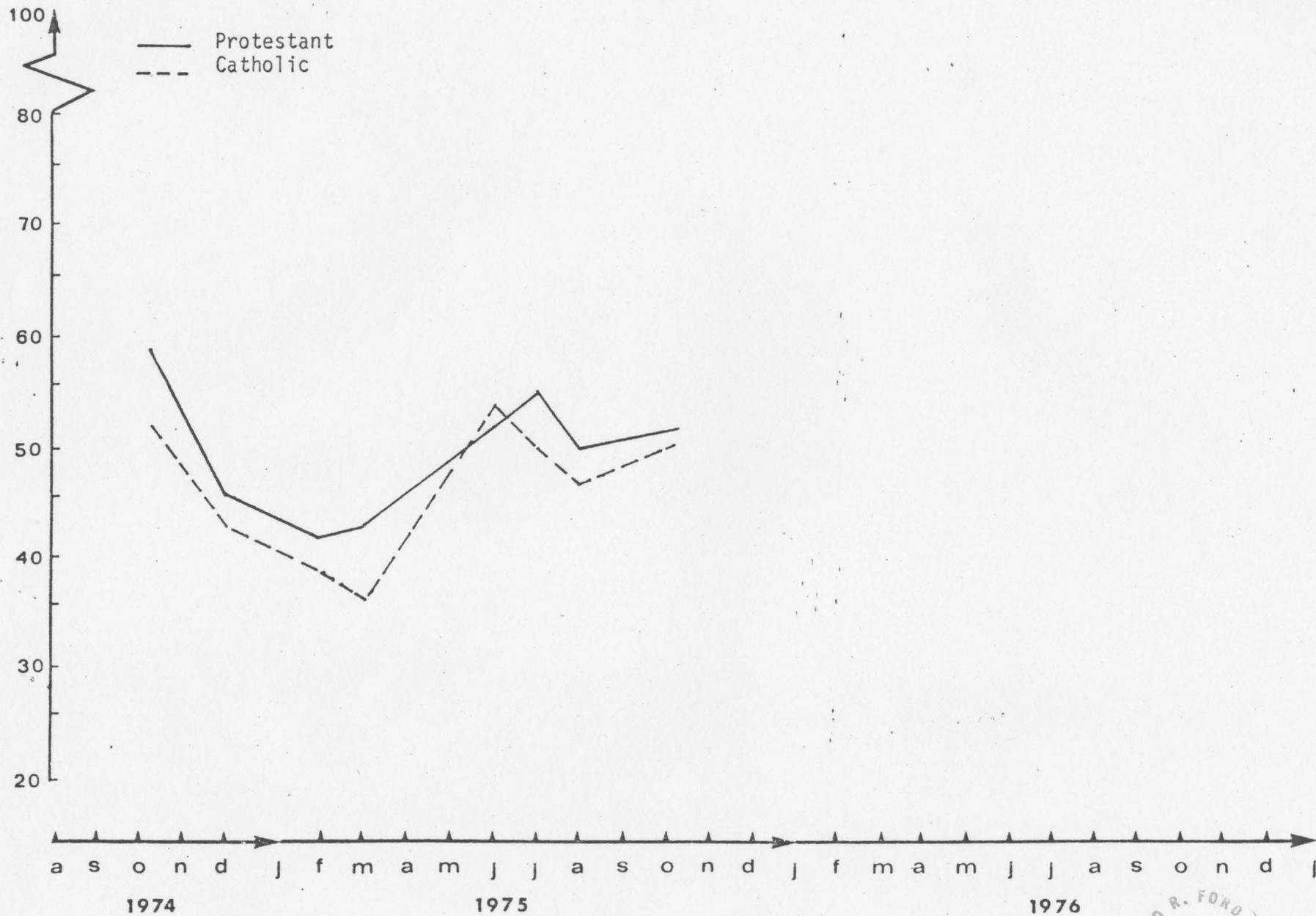
ford approval rating



source; gallup opinion index



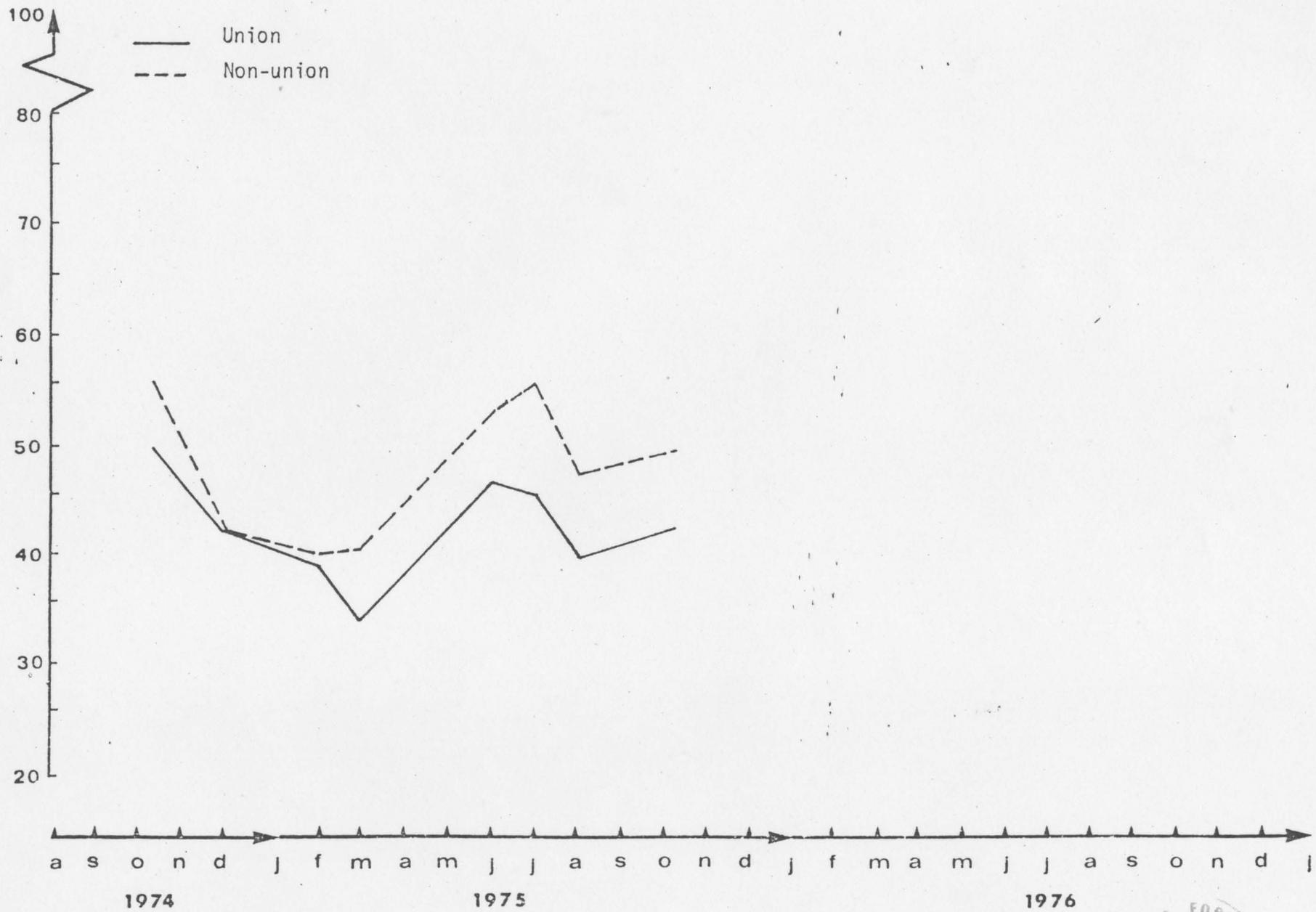
ford approval rating



source: gallup opinion index



ford approval rating



source: gallup opinion index



December 11, 1975

MEMORANDUM FOR: BO CALLAWAY
FROM: BRUCE WAGNER
SUBJECT: KANSAS CITY

In lieu of a meeting, let me assure you that Campaign '76 is actively involved in planning the communications effort in Kansas City.

I believe it is correct to execute the contracts you signed--it is important to lock up key outdoor positions now, and we can cancel these orders in early Spring without financial penalty, if we desire. Further, there is no cash flow payment at this time.

Please let me know if you want to discuss this further.

cc: Bob Visser
Ginger Nuessley
bcc: Peter H. Dailey



December 17, 1975

MEMORANDUM FOR: BO CALLAWAY
FROM: BRUCE WAGNER
CAMPAIGN '76
SUBJECT: THE MEDIA *and morale*

Reports of apparent campaign disorganization and the ascendancy of Ronald Reagan in the polls have provided grist for the nation's press mill -- this media story has penetrated even the most somnolent member of the grass roots PFC organization.

This media communication is probably already having a negative effect on our ability ~~to~~ organize and ensure results among the PFC workers around the country, particularly in New Hampshire, Massachusetts and Florida. The troops are perhaps wondering about our capability and stomach for the battle.

As in any sales or service organization, these folks are absolutely essential to President Ford's success. We cannot allow any morale problems in the early primaries, especially when they are premised on specious "news"!

We should consider developing some sort of assertion by President Ford (or his credible surrogate) which confirms the President's "desire" for the coming competition. (As you know, "desire" is an old football term... it's the only thing that wins a football game.) My guess is that despite previous assurances, e.g., "we're going into all the primaries", many of our potential financial supporters and workers are privately wondering about the President's willingness to 'go all the way.'

Therefore,... we should consider the first week of January as the optimum moment for President Ford to reaffirm his resolve in continuing his Presidency... we need to get prominent press coverage -- the moment must be structured as a newsworthy event, not just some sort of pep talk.

This course of action is tricky because it cannot be perceived as "running scared." Rather, it must be viewed as a manifestation of leadership for the campaign. President Ford must be viewed as the ultimate force of leadership for his own campaign. Naturally, he won't be expected to participate on an operational basis as he has more important things to do, but we cannot allow the execution of the "incumbent President" strategy to feed a perception of disinterest in the campaign.



memorandum for Bo Callaway
page two

I believe this is worthy of discussion with Stu and Peter Kaye. If we put it together correctly, you can take it over to the White House and get a "go" or "no go" decision before everyone disappears for the holidays.

When you have a moment, let's discuss.

c.c. Stu Spencer
Peter Kaye
Peter Dailey



December 18, 1975

Mr. Donald C. Gilbert
437 Madison Avenue
New York City 10022

Dear Don,

I want to take this opportunity to thank you personally for your continuing efforts on behalf of the President's election effort. Your assistance in helping organize "Campaign '76" has been invaluable.

The President has placed a very high priority in attracting talented personnel to the campaign organization, and we're grateful for your generous involvement.

I hope I'll get to meet you in the coming year to personally thank you for your help.

Sincerely,

Bo Callaway
Chairman

LETTER DRAFTED BY BRUCE WAGNER FOR SIGNATURE

copy for Dailey



December 18, 1975

MEMORANDUM TO: BO CALLAWAY
FROM: BRUCE WAGNER
SUBJECT: CAMPAIGN "KICKER"

Per this morning's discussion, here's a suggested approach to generate some publicity for President Ford's determination to ensure his nomination.

The specific target will be our PFC field network. The program must be executed by the week of January 5.

1. Have a high level 'political' meeting.

Members of the PFC Advisory Board would be good possibilities to meet with the President along with key PFC staffers.

In the course of the discussion, the President should deliver his determined charge -- "Never fear, I'm in this to stay...all the way."

No doubt, the content of this meeting will find its way into the press, particularly in New Hampshire and Florida.

2. Continue the theme in a press conference.

I wouldn't suggest a special conference on this subject, but the President should watch for an opportunity to assert his leadership and welcome the coming competition; he has a track record of winning various competitive situations...he thrives on it, and he's not shrinking away from this one.

3. Execute an internal memo from the President to the PFC.

This letter will express appreciation for the personal sacrifices and commitment being offered by PFC people around the country.

Further, it should explicitly remind workers of both the need for party unity and the satisfaction of winning the battle in Kansas City... "Kansas City, here we come."



Memorandum to Mr. Callaway
December 18, 1975

Page Two

So, the preceding events will be the most natural, expected things for President Ford to do, and they will be reported as such.

But they must be done. They will result in a stronger PFC organization...which will get us votes in the early primaries.

cc: Stu Spencer
Peter Kaye
Fred Slight



December 18, 1975

MEMORANDUM FOR: BO CALLAWAY
FROM: BRUCE S. WAGNER
CAMPAIGN '76
SUBJECT: CAMPAIGN PICTURE

Attached, please find ten C-prints of our official Campaign picture.

These have been ordered for your personal use ... they have not been ordered in quantity.

Have a Happy Christmas.

b.c.c. Peter Dailey (1 copy)



December 23, 1975

BY TELEPHONE:

MEMORANDUM TO:

BO CALLAWAY

FROM:

PETER DAILEY

SUBJECT:

PRESIDENT'S APPEARANCES ON
MEET THE PRESS OR FACE THE NATION

It seems to us that presidents don't visit television stations to be interrogated by reporters. It would be far more in keeping with his role as the leader of all the people, that any television appearance in the near future be on a highly informal and personal basis from the White House. It would be important to restrict the time, and, possibly no more than a half hour, to make sure that we had the audience stay with us; as well as to have the President in substantial control of the subjects; and to do away with too much follow up questioning.

If we should do this, I strongly suggest that we have an opportunity with our own equipment to prepare the lighting for the press and have an opportunity to do some preliminary video taping on tough questions so that he has a chance to review himself handling these difficult areas.

In summary, I think the idea is good that he appear sometime in late January following his State of the Nation address, but it should be from the White House and under his terms.

Best regards.

cc: Bruce Wagner ✓
Stu Spencer



President Ford Committee

1828 L STREET, N.W., SUITE 250, WASHINGTON, D.C. 20036 (202) 457-6400

December 26, 1975

MEMORANDUM TO: Bo Callaway
FROM: Bruce Wagner
SUBJECT: Presidential Interview Format

You've asked for our thoughts regarding a news interview format for President Ford.

Priority of Assumptions

1. The format must be clearly 'Presidential.' We must continue to capitalize on the advantages inherent in the incumbancy.
2. The format must be unique in contrast to those available to run-of-the-mill candidates. An appearance on the existing set of Meet the Press, for example, is totally unacceptable.
3. The format should allow President Ford to be both 'alert' and reasonably relaxed. While we want the President to feel comfortable in his surroundings, we must be sure to project the tension and awesome nature of the Presidency.

Recommendation - We suggest the Oval Office as an interview setting with at least two reporters, one of whom may be a bit antagonistic.

Discussion

1. An office setting is important to help define President Ford as a hard-working Chief Executive. The Oval Office is a widely-known symbol of operational Presidential leadership; it will be appropriate and natural for the President to receive members of the press corps



President Ford Committee

1828 L STREET, N.W., SUITE 250, WASHINGTON, D.C. 20036 (202) 457-6400

-- 2 --

in this part of the Executive Mansion.

2. Two to four journalists will provide the appearance of a more rigorous news probe in contrast to a single interviewer. Further, the inclusion of a relatively combative questioner should assist credibility and illustrate President Ford's willingness to discuss the tough questions surrounding Presidential decision-making.
3. If successful, this format can be adopted for a continuing series of direct Presidential communication with the electorate. Success is predicated on a positive judgment by press and public regarding the interview's newsworthiness and credibility.

cc. Peter Dailey
Stu Spencer
Peter Kaye

