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. Item 1: Only one President has ever earned a graduate degree from an Ivy League University. That President is Gerald R. Ford, Yale LLB, 1941. He had to work his way through; he had to compete against classmates 67% of whom were Phi Beta Kappa. Nevertheless, he graduated in the top third of his class. Woodrow Wilson did have a Ph.D., but not from an Ivy League university, and only after he had flunked out of law school. Rutherford B. Hayes did get a law degree from Harvard, but before it became a full-fledged graduate school. Only one other current Presidential candidate, declared or discussed, has a graduate degree from an Ivy League university.*

. Item 2: On September 8, 1961, the American Political Science Association presented its Congressional Distinguished Service Award to Gerald R. Ford, with the citation: "Occupying one of the most difficult, time-consuming and important positions in the House as a ranking member of the Defense Appropriations subcommittee, Gerald Ford has, through diligent application to committee work and mastery of highly complex defense matters, indeed earned the appellation of "Congressman's Congressman." He made his reputation in Congress, in other words, as an expert on advanced weapons systems, one of the most intellectually complex and arcane areas of the Nation's Business.

. Item 3: In its issue for June 20, 1960, *Newsweek* gave the result of a poll it had taken of the 50 top Washington correspondents, regarding their choice of the ablest men in Congress. The results are attached. Ford got 25 votes, more than any other Representative or Senator of the Postwar generation. Those who got equal or more votes were all of the pre-war generation of Congress. JFK and Hubert Humphrey each got 17 votes. Senator Jackson got less than 10.

. Item 4: Speaking in an interview on Public Television on October 13, 1973, the former Speaker of the House of Representatives John W. McCormack (D. Mass.) commented on the man who had long been his direct adversary in the House with the words, "You know, Jerry's a genius."

*Sargent Shriver, Yale, LLB '41



Tappe

MEMORANDUM with regard to security buttons for Campaign staff with White House passes should be directed to Dr. David Hoops at the White House who approves the names and sends it along to the Secret Service. Memorandum should include telephone number of person to contact when pins are ready to be issued.



POTUS

TO: TELEPHONE BANK AND ALL DEPARTMENTS

FROM: CAROLE FLEISCHMAN

DATE: OCTOBER 29, 1975

SUBJECT: THE PRESIDENT'S POSITION - THE NEW YORK CRISIS

"If the city is unable to provide a means of meeting its obligations, A new law is required to assure an orderly and fair means of handling the situation. The President will submit "Special Legislation" providing the Federal Courts with authority to preside over an orderly organization of New York's financial affairs, should that become necessary."



October 27, 1975

TTR
P&TUS

MEMORANDUM FOR: THE PRESIDENT FORD COMMITTEE
FROM: BO CALLAWAY *BC*
SUBJECT: Communications with the White House

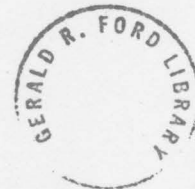
At this morning's staff meeting, I explained the need to formalize all written communications directly to the President, or to the President through senior White House staff. Our adoption of established procedures will unquestionably serve to expedite the action or consideration that is being requested.

It is for this reason that I am asking each of you to review the attached information in order that all written communications from this office to the President complies with these guidelines. Regardless of whether you are initiating an action or responding to a request for same, please see that the written communication is prepared in the appropriate format and submitted to my office for my signature. The basic formats to be used are as follows:

1. Memorandum for the President's Information (Attachment #1)
2. Memorandum Recommending Presidential Action (Attachment #2)
3. Schedule Proposal for the President (Attachment #3)
4. Meeting Briefing Paper for the President (Attachment #4)
5. Recommended Phone Call for the President (Attachment #5)

Thank you for your cooperation.

Attachments



MEMORANDUM RECOMMENDING PRESIDENTIAL ACTION

DATE:

ACTION

MEMORANDUM FOR:

THE PRESIDENT

FROM:

Bo Callaway

SUBJECT:

Briefly State Subject

I. BACKGROUND

The President should be informed of recent actions by The President Ford Committee, state PFC Committee, or other appropriate organizations or groups.

II. OPTIONS

Two or three options should be presented for consideration. When discussing these courses of action, brief mention should be made of the advantages and disadvantages of each, and who (or what offices or committees) is in favor and why.

III. RECOMMENDATION

The recommendation(s) proposed by the writer should be made with a space provided to permit the President to indicate his Approval or Disapproval of each option. A short statement of the names of the other Staff Members who concur in the writer's recommendations should be made. An example is provided below:

RECOMMENDATION

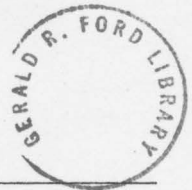
That you approve Option 1, which provides for _____

(Smith, Anderson, Thompson and Wilson concur.)

Approve _____

Disapprove _____

(Note: Tabs may be attached to Action Memoranda. Seldom should an Action Memorandum be longer than one or two pages, and tabs, whenever possible, should be held to less than four or five.)



Schedule Proposal for the President

SCHEDULE PROPOSAL

DATE:

FROM: Bo Callaway

MEETING: Or Greeting - Drop By - Address - Reception, etc.

DATE: Day and date proposed. Indicate OPEN if no specific time is required.

PURPOSE: Explicitly state why the President should do the event.

FORMAT: -location (room, office or city and specific place in the city)
-participants (those participating in the meeting. If more than five lines, attach list of participants)
-expected length of participation

PARTICIPATION: Names of Officials involved in substantive way, or having a special interest in event.

SPEECH MATERIAL: Specify type of speech material necessary: speech, remarks, toast, talking points, etc.

PRESS COVERAGE: State what type of press and photo coverage, if any, you recommend to accomplish the objective.

RECOMMEND: Names of those who support the proposal. Be sure to include any pertinent comments.

OPPOSED: Names of those who fail to recommend the proposal and their reasons.

PREVIOUS PARTICIPATION: State if the President has seen officials or participated in meetings and when.

BACKGROUND: Briefly state pertinent information about the meeting, event, etc.

APPROVE _____

DISAPPROVE _____



Meeting Briefing Paper for the President

Date

MEETING WITH JOHN DOE
Wednesday, October 15, 1975
3:15 p.m. (10 minutes)
The Oval Office

From: Bo Callaway

I. PURPOSE

To recognize his selection as State Chairman of the President Ford Committee.

II. BACKGROUND, PARTICIPANTS & PRESS PLAN

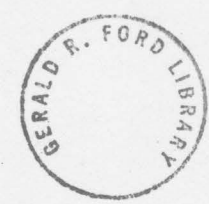
A. Background: Doe is currently the executive vice president of Manufacturers International. He plans to develop an efficient statewide organization that will be fully operational by xxxxx. Doe reports very strong sentiment in the state in support of your election. You last saw him on February 5, 1975, when he attended a state dinner in honor of xxxxx.

B. Participants: John Doe and Bo Callaway.

C. Press Plan: Press photo opportunity. (or) David Hume Kennerly photo only.

III. TALKING POINTS

1. We xxx xx xxxxxxxxxxx xxx xxxxxx xxx x xxx and xxxxxxxxxxxxxx
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Recommended Telephone Call for the President

TO: Name of person you recommend be called with brief identifying information only when you suspect name will be unfamiliar to the President.

DATE: Date the President should make the call.

RECOMMENDED BY: Your name and if recommendation has concurrence of another staff member, so state.

PURPOSE: Preferably one sentence; two at most.

BACKGROUND: Whatever background information you feel will be helpful to the President. Usually 3-4 short sentences will suffice to set the stage and give substance to talking points.

TOPICS OF DISCUSSION:

- 1.
- 2.
3. (The specific points that you recommend be made during the conversation)
- 4.

Date of submission:

Action _____



MEMORANDUM

November 11, 1975

TO: Bo Callaway
FROM: Bob Visser
RE: Cabinet and White House Briefings

Reference is made to your memorandum dated November 10, 1975, regarding an early meeting among the PFC, the Cabinet and the senior staff of the White House. I believe that this is an excellent and timely suggestion and will prepare a proposed agenda for this meeting and coordinate our comments fully with Phil Buchen. In particular, I believe that both of these groups would be very interested in the parameters of allowable political activity on behalf of the Cabinet and White House staff members. It has been my impression that there exists a lot of confusion in the minds of certain people regarding this matter. I will attempt to prepare this agenda in the very near future for your review, but would appreciate any indication as to the date of this meeting that you can give me at this time.



8-File

November 10, 1975

MEMORANDUM FOR: BOB VISSER

FROM: BO CALLAWAY

Bo

Bob:

Dick Cheney has approved an early meeting with the campaign committee and the Cabinet and the senior staff of the White House.

It is my intention to present something like the format that we had for our last Advisory Meeting to each of these groups.

I would appreciate it if you would be giving thought to the kind of presentation that you would like to make, covering the legal situation. You, no doubt, would like to go over this with Phil Buchen so that he is aware of what you are doing and anything that needs to be coordinated with him is.



POTUS

MEMORANDUM

November 11, 1975

TO: Bo Callaway
FROM: Bob Visser *REV*
RE: Cabinet and White House Briefings

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*Bob - No date yet - it
could come quickly, so try to
get ready.*

Bo



MEMORANDUM

November 11, 1975

TO: Bo Callaway
FROM: Bob Visser
RE: Cabinet and White House Briefings

Reference is made to your memorandum dated November 10, 1975, regarding an early meeting among the PFC, the Cabinet and the senior staff of the White House. I believe that this is an excellent and timely suggestion and will prepare a proposed agenda for this meeting and coordinate our comments fully with Phil Buchen. In particular, I believe that both of these groups would be very interested in the parameters of allowable political activity on behalf of the Cabinet and White House staff members. It has been my impression that there exists a lot of confusion in the minds of certain people regarding this matter. I will attempt to prepare this agenda in the very near future for your review, but would appreciate any indication as to the date of this meeting that you can give me at this time.



MEMORANDUM

S-File
POTUS -
gen

November 17, 1975

TO: Bo Callaway
Stu Spencer

FROM: Bob Visser *RV*

RE: Evans-Novak Column November 17 WASHINGTON POST

I have received an inquiry from Barry Roth in Phil Buchen's office at the White House in regard to the attached article. Do we know who took this poll in Florida and who paid for it?

cc: Peter Daily

Sta - PPE 11/19
interest paid
RV



expediency of a single administration can haunt the entire country for a generation and more.

Justice Douglas himself recognized this, and it is widely assumed to be a major reason why he clung to his seat for so long in the face of advancing age and infirmity.

But if those factors offer some assurance that Justice Douglas's replacement will not be insufferably bad, they offer at all that he (or she) will be good.

Only Gerald Ford can do that, and one wishes there was more in his record to suggest the likelihood that he will.

Rowland Evans and Robert Novak

Will Ford Flunk Florida?

ORLANDO, Fla.—Even before his announcement of candidacy, former California Gov. Ronald Reagan has built up a chilling margin over President Ford among Republican party activists and leaders in the crucial Florida primary.

Indeed, if the March 9 primary (third in the nation following New Hampshire and Massachusetts) were to pit Reagan against plain Jerry Ford, with Mr. Ford magically stripped of his presidential incumbency, the outcome would be a smashing Reagan victory.

The fact that Mr. Ford is President is his only political asset in a conservative state whose Republican delegation almost went for Reagan over Richard Nixon at the 1968 presidential convention. The state party has continued to move right since then.

What is not certain, however, is whether rank-and-file primary election voters—perhaps 400,000 or more of the 900,000 total Republican registration will actually vote—are in lockstep with the party's conservative leadership.

For example, a confidential statewide poll taken for the White House shows Mr. Ford leading by 10 percentage points over Reagan; and a private poll of some 300 members of the Republican County Committee of Broward County—the conservative heartland of Ft. Lauderdale—taken three weeks ago—gave Mr. Ford a surprising 48 per cent, Reagan 38 per cent, with the balance undecided.

Much of this apparent sentiment derives from a deep-seated aversion (always stronger among Republicans than Democrats) against turning out an incumbent President, even an accidental President. Hence, one basic concept for the all-important Florida primary developed by Reagan's chief national strategist, John Sears, is that Mr. Ford will be overwhelmed here—if the incumbency factor is diminished.

Reagan forces reckon that 70 per cent of the President's strength within his own party derives from incumbency and, further, that a Ford defeat in the Feb. 24 New Hampshire primary would cost him between 7 and 10 percentage points in the two-weeks-later Florida contest. Why? Because a defeat in New Hampshire, and each subsequent defeat, would unravel the protective cloak of incumbency.

In fact, however, incumbency also could turn into a two-edged sword for Mr. Ford, both his glittering asset and his Achilles

heel. For example, no issue is politically more explosive here than communist Cuba, particularly in Miami's "Little Cuba" where one-fifth of the 120,000 registered Dade County Republicans are naturalized Americans who fled Fidel Castro. As President, Mr. Ford is moving toward relaxation of U.S.-Cuba relations, but he has now been warned by supporters here to do nothing more until after the Florida primary.

Indeed, Reagan's Miami operatives are planning a January registration drive, with a program to train 100 deputy registrars and a costly media campaign, to register thousands of new Cuban-American voters among 60,000 unregistered Cuban refugees in Miami's Dade County. Although the best-laid plans for such last-minute registration drives often accomplish nothing, Reaganites believe that every new Republican registrant will be a vote for Reagan.

As President, Mr. Ford could at any time be forced to make a decision on Cuba costing him heavily in the March 9 primary. The same is true with the Panama Canal, an issue only marginally less explosive than Cuba among Florida's Spanish-speaking population.

But far worse for Mr. Ford's managers, headed by the competent Rep. Louis Frey, is the President's seeming unawareness that he is in a battle here that could conceivably cost him his presidency. As one top uncommitted Republican told us: "If the White House has a campaign going on down here, it is a secret."

Local party leaders here in Orange County were flabbergasted when Mr. Ford regretted an invitation to speak to the county's Republican fund-raising dinner during the party's Lincoln Day festivities next February. The substitute: Ronald Reagan.

Likewise, a White House decision canceling a Ford speech at a special congressional medal of honor ceremony in Lakeland Nov. 11 infuriated Republicans. The banner headline in the Lakeland Ledger—"Ford Snubs Lakeland"—ran over a picture of Mr. Ford addressing a West Virginia party fund-raising dinner the same night.

Such cavalier treatment is not advancing Mr. Ford's effort to overcome his party's leaders and activists and persuade rank-and-file Republicans to stay with him next March.

Field Enterprises

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THE WHITE HOUSE
WASHINGTON

December 29, 1975

MEMORANDUM FOR DICK CHENEY

FROM DAVE GERGEN *DJ*

SUBJECT: Q&A Materials for Year-End Purposes

Attached please find suggested Q&A materials. The first section is intended as a general overview which the President could use either in an opening statement or to respond to the general question of his assessment of 1975.

This material is a follow-up to that sent to you earlier by Jim Shuman. It is the product of efforts here by Cavanaugh, Gergen, Jones, Marsh, Shuman and Agnes Waldron, and includes inputs from Buchen, Goldwin, Greenspan, Seidman and Smith.

Please note that final staff clearances have not been completed because final touches were put on the materials late Monday night. No one at NSC has reviewed. We will be completing the staffing on Tuesday a.m.; since many people have had a shot at it, I would expect the changes to be minimal.



Materials for Opening Remarks

I think all Americans realize that we are living in difficult times. The problems we face are not only enormous in size but very complex in character. The values we have held dear for many years and most of our leading institutions -- the government, our churches, private enterprise -- have all been called into question. Understandably, many people are troubled and uncertain about the future.

Looking back, I think it is clear ~~that~~ many of the problems of the past crowded over into 1975, making it another very tough year for the country -- another year of great testing.

But 1975 was also a year of encouragement because we met most of the tests extremely well. Personally, I've been very much encouraged as we enter our third century as a nation. I'm certainly not satisfied with conditions as they are today, and I know that many tough days lie ahead, but all of us have growing reason to be hopeful and confident about the future.

Let's look first at where we were when 1975 began.

On the economy:

-- We were still experiencing the worst inflation in our peacetime history:



-- And we were also sliding headlong into the worst recession in a generation.

On the international front:

-- Both our friends and adversaries were asking: Has America lost its nerve? Now that an era is ending in Indochina, will the United States remain a strong partner in the search for peace and economic security?

And here in this office:

-- The crisis in leadership that had already affected so many of our other institutions finally embraced the Presidency itself. A great deal of public faith and trust in the highest office in the land had been eroded.

It's very instructive to look now at where we stand today, at the end of the year.

On the economic front:

-- The rate of inflation has been cut almost in half since the beginning of the year; and,

-- The economy is pulling out of the recession at a steady, healthy pace.



On the international front:

-- Through our insistence upon a strong defense budget, through our efforts at peacemaking in the Middle East, through our diplomatic and economic summit conferences with most of the world's major powers, and through our very forthcoming proposals regarding the developing nations, the United States during 1975 has made it very clear that we will continue to be the single strongest force for peace in the world.

And here in this office:

-- I think that during the year we have seen a good deal of trust and credibility restored to the Presidency.

So in these three areas -- the economic, the international, and in shoring up public confidence -- I think we have had encouraging progress. In many fundamental ways, 1975 has been a year of healing.

I recognize, of course, that millions of Americans have not felt the impact of this progress in their personal lives. They still see prices rising in the supermarket and the fear of unemployment continues to be widespread. In fact, the mood of the country remains darker than actual conditions suggest.



But the important point is that we have come through this period of testing in much better shape than many people anticipated. For all of its flaws, our economy is still the strongest and most dynamic in the world. Our farmers are the most productive in the world, our educational system is the finest in the world, the level of health care available here is unsurpassed, our standard of living is still the envy of people everywhere. And most importantly, we retain our basic commitment to freedom and to the democratic process, a beacon that can light the way into a much happier future.

So we have come through this period of testing -- a period of transition -- with many of our basic strengths intact. Now we must look to the future. As we do and as we continue to make progress against the many difficult problems that still confront us, I am confident that the spirits of the country will lift and we will achieve even greater progress in our third century as a nation than over our first two centuries.



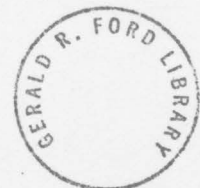
GREATEST ACCOMPLISHMENT

Q. What was your greatest accomplishment of 1975?

A. I think the single most important contribution I made to the nation during the year was to steer us out of the recession and the ruinous inflation that we have been experiencing. There was great pressure on me throughout the first half of the year to take a very different course -- a course that I was convinced would have led only to more inflation and more unemployment within a few years time. Instead, we chose balanced, steady economic policies that have brought both inflation and unemployment down at the same time. I recognize that many citizens have not yet felt the forces of recovery in their own lives, but as we continue into 1976 and both the inflation rate and the unemployment rate continue to fall, I think that improvements will become more apparent to people.

* * * * *

There is a second accomplishment that also is very important for me: 1975 was a year in which the issue of Big Government was finally joined in this country. For many years, people have been talking about the perils of overgrown and overzealous government in Washington, but in 1975 -- through the debate over tax cuts linked to spending cuts,



through my vetoes, through our resistance to major, expansionary programs -- I think the whole country became involved in this issue. The fact that public attention is so clearly focused on the question of what role Government should play in our lives -- how much responsibility it should take and how much we should keep for ourselves -- is very healthy for the country. It means that we are finally facing up to the most critical choice facing the country: whether we will continue down the road toward Big Government that undermines the foundations of our society or whether we can restore a better balance between Government and the individual citizen.



Political Assessment

Q. How do you assess the year 1975 politically for you? You began the year strong and in some peoples' opinion, ended it on the defensive and sinking fast. How do you account for that? And what do you plan to do about it?

A. I think the thing we have to realize is that 1975 has been a year which has required some very tough decisions -- decisions to hold down Federal spending, to resist pressures for greater Federal intervention in the economy, to stand firm on aid to New York until they were willing to assume primary responsibility for themselves, and so on. This is not a time when we have the luxury to please everyone in the society. Hard choices have to be made, and as they are, some people are naturally unhappy. But as the dust clears and people realize that what we have been trying to do here serves the long-range best interest of the country, then I think ~~the~~ ^{our} political assessments will change. Personally, I'm very encouraged by the progress we've made on some of these very tough issues.



Greatest Disappointment

Q. What was your greatest disappointment of 1975?

A. I would have to say that my greatest disappointment is one shared by millions of other Americans: that there is no "quick fix" to many of the economic difficulties we face today.

There is nothing that I would like more than to immediately wipe out unemployment, eliminate inflation, ~~and~~ restore everyone's personal happiness -- and some politicians will tell you that they know how to do that. But when you come into this office and begin to look down the road, as every President must, then you recognize more clearly that the solutions which are so often proposed -- more spending, a faster expansion of the money supply, and the like -- would only get us into greater trouble within a few years time.

The problems we have today have been building up over many years. We can't expect to pay for the sins of a decade with a single year of penance. It's going to take longer; there will be frustrations and disappointments along the way. But we should also recognize that we're off to a solid, healthy start, and if we can maintain our balance, the recovery that is now underway will eventually restore our prosperity.



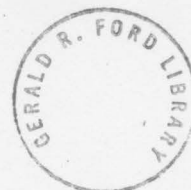
Stalemate in Washington?

Q. Many have characterized 1975 as a year of stalemate in Washington where neither the President nor the Congress could exercise its will. Some also argue that we need a Congress and a President of the same party in order to get the country moving again. What do you think?

A. It is true that as 1975 opened, we faced an extraordinary situation in Washington: a Congress heavily dominated by one party facing a President of another party and of strongly differing views on many key issues. As you will recall, many thought the Congress was "veto proof" and would run roughshod over the President.

As the year progressed, however, I think that the two branches of government eventually reached a working accommodation, whereby I was able to meet a number of my legislative priorities and was able to avoid enactment of a number of proposals to which I was opposed. So, from my perspective, we achieved far more legislative progress in 1975 than people first anticipated. Let's look through the record:

(1) Holding Down Deficits -- Many predicted that the Congress would push through programs giving us a deficit of \$100 billion or more for FY 1976. But the country rallied against such irresponsible deficits, and we have managed to hold the figure to \$25-30 billion less than what was feared. That's still too high and must be reduced.



(2) Energy -- Although the pricing provisions of the energy bill leave much to be desired, the compromise package enacted late in the year achieved about one-half of the mid-term energy goals I set out in January and starts us on the road to energy independence. I am hopeful that soon after it returns, the Congress will take the next step down the road by passing a bill to deregulate the price of new natural gas.

(3) Tax Cut/Spending Cut -- Again the bill finally enacted fell short of what we wanted, but it did provide an extension of tax relief and for the first time in our history, the Congress has now made a good faith pledge to tie the size of the budget to the size of future tax cuts. That is a major breakthrough.

(4) New York City Aid -- By standing firm early in this crisis, we provided a catalyst for New York to take primary responsibility for solving its own problems and we were able to devise much, much better Federal legislation. In a very real sense, we reached the best solution to this problem: New York City bailed itself out.

(5) Housing Legislation -- Last summer, I vetoed the proposed Emergency Housing Act of 1975 because it was inflationary and ineffectual. Less than 10 days later, the Congress reconsidered and enacted meaningful and effective housing legislation of the kind I had been proposing.



So, as you look at the record, it is clear that there was no real stalemate in Washington this year. But if you ask me: were you entirely satisfied? Then the answer is no. And if you ask me: Can we do better in Washington? Then the answer is clearly yes; and we will do better as the country awakens to the fact that Big Government is no longer the solution to many of our problems but is in fact very often at their root.



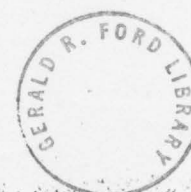
Use of Veto Power

Q. Some have asserted that your extensive use of the veto has given your Presidency an essentially negative character in 1975. How do you respond to that?

A. Let's look at it this way: suppose about 5 or 10 years ago I had been elected Mayor of New York City and I was asked to approve contracts that would raise the salaries of municipal workers far above the City's ability to pay, that would give pension benefits to municipal workers enjoyed in no other city, and that would ensure the city was headed toward bankruptcy.

If, as mayor, I had vetoed those contracts, I am certain that many would have said I was being very negative, that I lacked compassion, etc. But with the hindsight provided by current history, we can see today that those vetoes would have been very positive acts -- acts to preserve the financial integrity of the city and prevent many of the personal hardships that are being experienced in New York City today.

In many ways, what I am trying to do today parallels what really should have been done in New York City several years ago. I want to save the economic integrity of the United States itself. And in retrospect, my vetoes of big spending bills will ultimately be seen as the positive act they represent. I sincerely believe that every veto



of my Presidency can be totally justified on the basis of the best, long-run interests of the country.

Two

~~Three~~ other points can be made about the vetoes:

(1) So far, bills vetoed in the 94th Congress have saved the taxpayers more than \$7.5 billion in outlays and bills vetoed during the 93rd Congress have saved them \$16 billion -- a total of \$100 for every taxpayer in the country.

(2) It is often forgotten that the veto is an Executive tool, mandated by the Constitution, to maintain a system of checks and balances in the Federal government. By its exercise, the President can influence the form and substance of legislation as it moves through the Congress and can frequently produce legislation that meets the national interest better than legislation that would have been passed by the Congress acting alone. We have seen that this year in the housing bill, the tax bill, and elsewhere.



President as Party Leader

Q. Some have speculated that you have lost ground in the polls because of your extensive travels on behalf of the GOP. Do you now think those ~~travels~~ ^{travels} were a mistake?

A. First of all, I would take issue with your premise on the polls. It seems to me that there is a good deal of confusion in the polls right now, and by some accounts, the public approval of my Presidency is rising.

Putting that aside, I think the visits I made to some of the GOP events served two essential and very worthwhile purposes:

(1) They helped to preserve the two-party system in this country. Republicans are outnumbered by Democrats in many areas, and the party needs to be active and vibrant in order to offer voters a real alternative. I think my trips helped to strengthen the Republican Party in several key states.

(2) A President is traditionally the head of his party, and as such, I believe he has a duty and an obligation to meet with the people who are the backbone of that party and to talk with them about our common hopes for the future. I think the trips have been very helpful for this purpose as well.

So on balance, while they may have brought some negative press stories, the trips did serve some very worthwhile purposes.



Mood of the Country

Q. How would you characterize the mood of the American people during 1975?

A. Troubled, uncertain, but still hopeful about the future.

The people of this country have been buffeted by some very strong storms in the last few years -- assassinations, urban riots, Vietnam, Watergate, record inflation, and a deep recession. Personal values are in transition, many of our political, social and economic institutions have fallen from favor, and modern technology has transformed the world into a very complicated place to live. It is only natural that the public is troubled and uncertain.

But what is reassuring is how well we have come through these ordeals and how hopeful people remain in their daily lives. I think that is a great tribute to the American spirit and will serve us well during our third century as a people.

I feel the same sense of confidence about the future as William Faulkner when he received the Nobel Prize for Literature and observed that "man will not merely endure; he will prevail . . . because he has a soul, a spirit capable of compassion and sacrifice and endurance."



What's Right with America

Q. Why are you so optimistic about the country's future?

A. Because this country still has enormous strengths:

-- Of some 150 nations in the world today, only three dozen or so can still be counted as democracies. Human freedom is shrinking in many parts of the world, but here in the U.S., we remain committed to the democratic process and to the preservation of our basic liberties.

-- We have a sound governmental structure that has stood the test of time and is the underpinning of much of our greatness. I worry a great deal about the threat posed by government to our liberties, but the tide is clearly turning against Big Government in the U.S.

-- For all its flaws, our economy remains the most dynamic and productive in history. With some 6 percent of the world's population and 7 percent of the world's land mass, we produce more than a third of the world's goods and services.



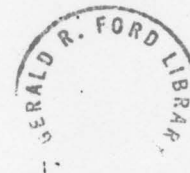
-- Our farmers are also the most productive ever known and are doing more to ward off starvation and hunger in other lands than anyone in the world. An average American farmer now feeds more than 50 other people, here and in other countries around the world.

-- Our abundance and generosity have joined in providing the most extensive program of economic and humanitarian aid to other countries in history -- over \$100 billion since World War II.

-- Life expectancy in the U.S. has been dramatically increased.

-- And today we have more than twice as many students going to college as in the 1950s, and many of the college students I have known have impressed me as being highly thoughtful, and very well-intentioned human beings.

So there is much to be optimistic about when it comes to the future of America. Certainly our society has its troubles and its flaws. And we must work to correct them. But in so doing, I hope that we would recognize the many things that are good about America and build upon them.



Goals for our Third Century

Q. What goals would you set for America as it begins its third century?

A. Essentially three:

-- That we become a nation at peace with ourselves and with the rest of the world;

-- That our citizens lead more meaningful lives through the pursuit of excellence, and that such pursuits be equally available to every man and woman, regardless of background;

-- And, of great importance to me, that this become an era of individual freedom. As I read our history, our first century marked the establishment of a free government. Our second century marked the growth of the great American free enterprise system. Now, when big institutions and the mass approach threaten to stifle creativity and the human spirit, I hope that our third century can bring a flowering of personal freedom.

That's my vision of the America I want for my children, and that is the America to which I am dedicating my Presidency.



Political Impact

Q. General answer, whenever possible, to questions beginning --
"What do you think the political impact will be of

A. Political impact was not a consideration. We did it because we felt it was the best action for the long-term well-being of the United States and the American people.



Long-Term Problems

Q. What are the most important long-term problems facing the country?

- A.
1. Preserving world peace.
 2. Bringing inflation under control.
 3. Assuring adequate employment opportunities for all our citizens by strengthening private enterprise.
 4. Reversing the trend toward Big Government.
 5. Putting the Federal system on a fiscally sound basis.
 6. Developing energy independence.
 7. Attacking the growing crime problem.
 8. Increasing participation in American society by minority groups.
 9. Preserving our environment.
 10. Providing assistance to those of our citizens truly in need.

Q. What do you plan to do about them?

A. We've been working on these problems throughout the year, and will address them further in my State of the Union Message and subsequent special messages.



A Bumbler?

Q. You are increasingly pictured as a bumbler. Does this bother you?
Do you intend to change it? How?

A. Well, we must remember that this is a political season when many things are said in jest. Anyone who has had a chance to look at some of the political cartoons of the past might even say that some of today's efforts are mild by comparison. Ron may not agree with me, but frankly I rather enjoy putting all of the cartoons on my office wall. I think it would be a sad day when Americans lose their sense of humor.



A Ford Foreign Policy

Q. You have been criticized in the foreign policy area as an implementer of HAK's and RN's foreign policy. How is your foreign policy different from what they were implementing before you? Is your foreign policy working?

A. In the early months of my Presidency, I thought it was important to convey a sense of continuity in our foreign policy. Everyone needed immediate reassurances of our intentions. However, foreign policy must also be evolutionary, changing to meet changing needs, and since those early months, I have made certain changes. For instance, I have tightened our ties to Japan and the NATO countries. I have balanced our relations with both sides of the Middle East controversy. I have put forth a Pacific doctrine for our relations with countries in that area of the world. We have a new spirit of economic cooperation in the industrially developed world coming out of the international conference in Rambouillet in November. In sum, a President must view foreign policy as America's foreign policy. It is evolutionary in nature and adjusts as our interests change over the years.

THIS HAS NOT BEEN CLEARED BY THE NSC.



Quality of White House Staff

Q. Your Cabinet Officers have generally been described as good or outstanding appointments. However, many people have criticized your staff team -- Nessen, Callaway, and others -- as being weak and incompetent. Is this true? How do you account for this criticism?

A. Well, it is a big kitchen with a lot of heat. Every President has seen his staff criticized, it's really an indirect way of criticizing a President. I am very satisfied with the performance I get from my staff. In my view, I have an excellent Cabinet and White House Staff; I picked them and I will stand with them.



Basic Strategy

Q. Many have criticized your strategy of policy implementation, they say you take excessively tough stands in the beginning and then back off on a compromise later on issue after issue. Why do you do this? Is this strategy helping since it seems to have hurt your credibility?

A. I have taken tough stands because I believe they represent the right policies and the right directions for the nation. The Constitution requires that the President and the Congress work together on solving the nation's problems. My compromises have for the most part attained the basic directions I felt were necessary. I think this has been a healthy process and has helped the nation both by focusing attention on the issues and by producing better legislation. My objective in all my actions is to insure that this country move in a positive, constructive direction.



Condition of the Cities

Q. Many have been concerned about the plight of the cities. Are the cities better off or worse off at the end of this year compared to the beginning of this year? What have you done to help the cities?

A. There is no question that many cities have faced serious problems. This concerns me greatly but I think that many cities are in far better shape than they were a year ago, and I would say that one reason they are is that they have seen, in the New York City experience, what can happen if they mismanage their affairs. As you know the federal government last year provided billions of dollars to aid cities but the best aid we can give them is to restore the nation to economic health.

As I have travelled around the country in recent months I've had the opportunity to visit with numerous mayors. One point that they've made time and again is their inability to adequately do their jobs because of the unworkable restrictions tied to the hundreds of categorical programs. I am aware of their problems and will be saying more about it in the weeks and months ahead.



Open Administration

Q. Originally you said you wanted an open Administration. Now some are saying that it is not open. Is it as open as you would like? Is it measuring up to your expectations?

A. I think my Administration has been the most open in my memory. In fact, some feel it may be too open. I have made a determined effort to make this Administration as open as possible, consistent with the effectiveness of the Presidency. I think a lot of the criticism we have been getting may be because people are now aware of the argument and differing viewpoints which I encourage to get the full range of options before making decisions. I fully intend to keep my Administration as open as possible.



Economic Policy

Q. Does the Ford Administration have an economic policy? If so, what is it?

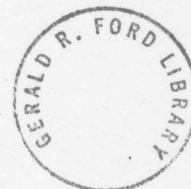
A. Our economic policy is aimed at bringing inflation under control and achieving good, well-paid permanent jobs in the private sector for all who want to work. To achieve this goal we need an economy that has the capacity for sustained growth. Sustained growth of the private sector cannot be accomplished by government edict or fiat, but only by creating an environment in which the private enterprise system can grow and flourish.

Our economic policies are all designed to create the conditions which will foster such growth. To that end our policies include:

(1) Controlling inflationary forces of the type that brought on the recession through holding down the Federal deficit and the creation of excess money.

(2) Creating incentives for capital investment in the private sector through the tax system and reducing the demands of the Federal Government in the financial markets.

(3) Providing fair tax policies which encourage productivity, innovation, and more efficient capital markets.



(4) Reforming the regulatory "drag" caused by slow, inefficient, wasteful, and competition-stifling regulations.

(5) Providing a proper balance between environmental needs and economic costs.

(6) Seeking a long-term reliable energy supply as the foundation of sustained economic growth.

(7) Encouraging the growth of small businesses which can provide new jobs and keep our economy competitive.

(8) Providing assistance to the unemployed in the form of insurance benefits as the most appropriate means of aiding them while they seek permanent, well-paying jobs in the private sector. Taken together, these policies, consistently followed, will achieve our goal of creating the conditions for sustained economic growth without inflation and with maximum freedom and opportunity for the individual.



Income and Tax Information for the President and Mrs. Ford - 1966/1974

<u>Year</u>	<u>Gross Income</u>	<u>Taxable Income</u>	<u>D e d u c t i o n s</u>				<u>Federal Income Tax</u>	<u>All Taxes As % of Gross Income</u>
			<u>Medical</u>	<u>Contributions</u>	<u>State, Local & Other Taxes</u>	<u>Interest & Other</u>		
1966	59,513.65	50,267.90	277.79	1335.00	1012.55	20.41	17,389.05	31%
1967	71,608.55	60,827.53	150.00	2960.00	1071.02		22,896.16	33 1/2%
1968	68,952.43	56,759.55	150.00	2353.20	3089.68		22,617.43	37%
1969	80,741.98	67,838.99	611.98	2125.50	3565.51		29,610.90	41%
1970	94,322.11	80,944.31	1001.18	1892.50	3348.91	385.21	35,121.09	41%
1971	71,114.58	55,308.68	1886.45	2187.00	4090.02	592.43	20,390.53	34 1/2 %
1972	67,927.41	53,723.20	150.00	2286.25	4036.85	221.00	20,296.75	36 %
1973	92,745.40	77,867.06	150.00	2760.20	4297.38	170.76	31,997.58	39 %
1974	147,683.10	128,472.96	150.00	5849.00	5984.71	2726.43	56,296.49	42 %

1975 - The President and Mrs. Ford's Tax Returns for 1975 have not yet been prepared. The following figures are available:

<u>Gross Income</u>	<u>Federal Income Tax Withheld</u>	<u>Payment of Michigan Income Tax (Estimated)</u>
250,000.00 +	106,200.00	9,123.00



THE HONORABLE GERALD R. AND ELIZABETH B. FORD
STATEMENT OF NET WORTH
DECEMBER 31, 1975

ASSETS

Cash in Banks		\$ 1,239
Securities:		
Ford Paint and Varnish Co. - Debenture Bonds	\$ 9,031	
Central Telephone of Illinois - Stock	2,734	
Stein Roe Farnum Balance Fund - Stock	<u>1,208</u>	12,973
Cash Value - Life Insurance:		
Gerald R. Ford (Face Value \$ 25,000.00)	\$ 8,267	
Elizabeth B. Ford (Face Value \$ 5,000.00)	<u>1,634</u>	9,901
U. S. Congressional Retirement Fund - Contributed Cost		53,701
Real Estate:		
Residence - Alexandria, Virginia	\$ 90,000	
Condominium - Vail, Colorado	90,000	
Rental Dwelling - Grand Rapids, Michigan	30,000	
Cabin - South Branch Township, Michigan (1/4 Interest)	<u>2,000</u>	212,000
Furnishings and Personal Effects:		
Residence	\$ 20,000	
Condominium	6,000	
Rental Dwelling	<u>2,000</u>	28,000
Automobiles and Other Vehicles		<u>6,875</u>
<u>TOTAL ASSETS</u>		<u>\$ 324,689</u>

LIABILITIES

General Bills Outstanding	\$ 1,200
<u>NET WORTH</u>	<u>\$ 323,489</u>



THE HONORABLE GERALD R. AND ELIZABETH B. FORD
NOTES TO STATEMENT OF NET WORTH
DECEMBER 31, 1975

The Cash in Bank consists of accounts at the Central Bank N.A. Grand Rapids, a business account and a personal account at the First National Bank of Washington.

The Debenture Bonds are with the Ford Paint and Varnish Co.

The Stock consists of 135 Shares of Central Telephone of Illinois and 72.206 Shares of Stein Roe Farnum Balance Fund.

All securities were valued as of December 31, 1975.

The cash value Life Insurance was supplied by New England Mutual Life Insurance Company.

The U. S. Congressional Retirement Fund represents your contributed cost to December 31, 1975.

The value of the Real Estate, Furnishings and Personal Effects represent estimated market values determined by you and are in excess of the original cost.

The automobiles and other vehicles consist of a 1974 Jeep, 1972 Jeep and a 1971 Mustang. These vehicles were valued by Orson E. Coe owner of Coe Pontiac, Grand Rapids, Michigan.

The general bills outstanding are estimated miscellaneous items unpaid at December 31, 1975.



EXHIBIT 3

GRAND RAPIDS, MICH., October 29, 1973.

Hon. HOWARD W. CANNON,
Chairman, U.S. Senate Committee on Rules and Administration, the Capitol,
Washington, D.C.

DEAR SIR: In accordance with Congressman Gerald R. Ford's request we have prepared and are submitting to you the enclosed statement of his and Mrs. Ford's net worth as of September 30, 1973. The statement of net worth should be considered in conjunction with the notes to the statement which are attached.

This firm has served as Congressman Ford's tax accountants since 1949 and we are generally familiar with all of his financial records and transactions.

For purposes of preparing this statement of net worth, we have relied on the complete financial information supplied by Congressman Ford each year, and stored in this office, consisting of check books, bank statements, cancelled checks and deposit slips. The market values of the Real Estate and furnishings were supplied by Congressman Ford and represent his estimate of current values.

Sincerely,

ROBERT J. MCBAIN,
Certified Public Accountant.

Gerald R. and Elizabeth B. Ford, statement of net worth, Sept. 30, 1973

Assets:	
Cash in banks.....	\$1,001
Savings account—Grand Rapids Mutual Federal.....	281
Securities:	
Ford Paint and Varnish Co.—debenture bonds.....	9,031
Central Telephone of Illinois—stock.....	3,240
Stein Roe Farnum Balance Fund—stock.....	1,299
Subtotal	13,570
Cash value—life insurance:	
Gerald R. Ford (face value \$25,000).....	6,990
Elizabeth B. Ford (face value \$5,000).....	1,497
Subtotal	8,487
U.S. Congressional Retirement Fund—contributed cost.....	49,414
Real Estate:	
Residence—Alexandria, Va.....	70,000
Condominium—Vail, Colo.....	65,000
Rental dwelling—Grand Rapids, Mich.....	25,000
Cabin—South Branch Township, Mich. (1/4 interest).....	2,000
Subtotal	162,000
Furnishings:	
Residence	12,000
Condominium	5,000
Rental dwelling.....	2,000
Subtotal	19,000
Automobiles and other vehicles.....	6,725
Total assets.....	261,078

Liabilities:

Notes payable—National Bank of Washington.....	\$3,200
General bills outstanding.....	1,500
Total liabilities.....	4,700
Net worth.....	256,378

GERALD R. AND ELIZABETH B. FORD, NOTES TO STATEMENT OF NET WORTH,
SEPTEMBER 30, 1973

The cash in banks consists of an account at Sergeant at Arms, Washington D.C., Central Bank, Grand Rapids, Michigan and Union Bank and Trust Co. Grand Rapids, Michigan.

The debenture bonds—Ford Paint and Varnish Co. are due on July 1, 1975. The stock securities consist of 135 shares of Central Telephone of Illinois and 60 shares of Stein Roe, Farnam Balance Fund valued at market value on September 30, 1973.

The cash value—life insurance was supplied by New England Mutual Life Insurance Co.

The U.S. Congressional retirement fund represents Congressman Ford's contributed cost to September 30, 1973.

The real estate and furnishings represent estimated market value supplied by Congressman Ford, which are in excess of original cost and values determined from property tax assessments.

The automobiles and other vehicles which consist of a 1968 Chrysler, 1972 Jeep, 1960 Mustang, 1971 Mustang and a 1972 Motorcycle, were valued by Berger Chevrolet Co. Grand Rapids, Michigan.

The notes payable—National Bank of Washington, are short-term notes maturing at 30-day intervals.

The general bills outstanding are estimated miscellaneous items unpaid at September 30, 1973.



01/07/1976

UP-101

(PRESIDENT)

(BY ARNOLD SWEATLAX)

WASHINGTON (UPI) -- PRESIDENT FORD MADE HIS FIRST VISIT TUESDAY TO HIS CAMPAIGN HEADQUARTERS AND TOLD ABOUT 150 WORKERS THAT HE WILL WORK "IF NECESSARY 24 HOURS A DAY" TO PRODUCE A WINNING RECORD AND PROGRAM IN 1976.

THE PRESIDENT NOTORED THROUGH RAIN SLICK STREETS TO VISIT THE PRESIDENT FORD COMMITTEE HEADQUARTERS IN AN OFFICE BUILDING ABOUT FOUR BLOCKS FROM THE WHITE HOUSE.

HE SPENT ABOUT 25 MINUTES SHAKING HANDS AND VISITING THE OFFICES AND THEN THANKED THE FULL TIME AND VOLUNTEER WORKERS FOR THE "FINE JOB YOU HAVE BEEN DOING." HE SAID THE COMMITTEE HAD BUILT THE CAMPAIGN FROM A SMALL BASE AND THAT HE KNEW "THAT IT IS GOING TO BE EFFECTIVE."

THE COMMITTEE IN GENERAL AND CAMPAIGN MANAGER HOWARD CALLAWAY IN PARTICULAR HAVE BEEN CRITICIZED PRIVATELY BY FORD SUPPORTERS FOR POOR CAMPAIGN ORGANIZATION AND FUND RAISING. THEY ALSO HAVE CRITICIZED CALLAWAY'S OUTSPOKEN COMMENTS, INCLUDING HIS STATEMENTS THAT HELPED CONVINCE VICE PRESIDENT NELSON ROCKEFELLER TO ANNOUNCE HE WOULD NOT SEEK TO BE FORD'S RUNNING MATE.

"I LIKE THE INTEGRITY OF THIS COMMITTEE AND I LIKE THE TEAM WORK," HE SAID HIS CAMPAIGN WOULD SEEK TO OFFER HOPE TO ALL SEGMENTS OF OUR SOCIETY AND "DO A JOB THAT WILL MAKE EVERYBODY PROUD TO BE AN AMERICAN AND PROUD TO BE IN AMERICA."

THE PRESIDENT SAID, "I FLEDGE TO EACH AND EVERYONE IF I AM HE WILL WORK IF NECESSARY 24 HOURS A DAY TO HAVE A PROGRAM YOU CAN GO OUT AND SELL THAT IT IS IN THE INTEREST OF 250 MILLION AMERICANS."

SEVERAL WOMEN IN A CHEERING HALLWAY OFOND TRIED TO KISS FORD WHEN HE EMERGED FROM HIS CAMPAIGN HEADQUARTERS. FORD SMILED BUT SECRET SERVICE BODYGUARDS INTERVENED.

IN DOING THE ROUNDS OF THE STAFF, FORD MET MRS. SANDRA SHEPARD, A VOLUNTEER WHO HAD BROUGHT HER 7-MONTH-OLD SON JOSEPH. THE BOY LOOKED STERDILY AWAY FROM THE PRESIDENT AS HIS MOTHER SPOKE TO FORD, BUT THEN TURNED AND PUT OUT HIS ARM. THE PRESIDENT THEN HELD THE CHILD BRIEFLY BEFORE RETURNING IT TO HIS MOTHER.

UPI 01-07 04:25 PES



Bob Visser - 11/11/76
FYI & file

What's status on
personal financial
update. We'll
want to use this
positively as soon
as we know when its
coming out. We under-
stand Reagan will refuse
any public accounting
of his personal finances.
Bo



MEMORANDUM

January 12, 1976

TO: Bo Callaway
FROM: Bob Visser

Reference is made to your note, dated January 11, 1976, regarding the status of the unexpected publication of the President's personal financial statement. Barry Roth advised me that they were compiling the President's year end financial figures for publication in an appropriate form at an early date. I asked him to advise us as early as possible as to the date of release. In addition, I suggested that they may want to consider releasing information as to the President's payment of Federal and State taxes over the years but that that was a political matter which should be discussed with you or Stu Spencer.

cc: Stu Spencer



*see
Fundraising*

MEMORANDUM

January 13, 1976

TO: File
FROM: Bob Visser
RE: Presidential Solicitation Letter

Attached hereto is a draft of a solicitation letter to be executed by the President and sent to a list of persons who contributed in response to his earlier solicitation letter on behalf of the Republican Congressional Campaign Committee. The PFC has purchased the list of names of persons who contributed in response to the initial letter at a cost of \$30 per thousand names. Bob Odell asked me to review this letter and, in particular, to evaluate the initial paragraph which relates to the President's earlier letter on behalf of Congressional candidates to the current letter on his own behalf.

I advised Bob, Bob Mosbacher (and Wyatt Stuart, who also called in connection with this matter) that I believe the initial paragraph should be deleted so that persons would not receive the misimpression that there was any connection between the two letters. It is my understanding that no one developed the initial letter to inure to the benefit of the President's campaign. In fact most advisors to the PFC strongly objected to the use of the President's name in connection with solicitation on behalf of other Federal candidates. The result of the earlier solicitation has been to apparently divert monies that would normally have accrued to the President. The misimpression that may be conveyed by use of this letter is that it may appear to a third party that the President Ford Committee avoided incurring the developmental costs associated with the initial letter and that the attached letter is a "follow-up" utilizing a list that has proven successful for fundraising purposes.



- 2 -

I was advised that the fundraisers wanted to retain the first paragraph so make it clear to persons contributing in response to this letter that the earlier letter was not for the benefit of the President. Under the circumstances I advised them that I did not believe there would be any great difficulty in any complaint or other formal action brought by persons who are not advised as to the true facts of this matter, but that the letter could be misconstrued by unknowledgeable parties. Jan Baran, Counsel for the Congressional Campaign Committee, agreed that there was no basis for any complaint.



File
the

In recent weeks, you generously responded to my request for a financial contribution to the campaigns of Republican Congressional candidates. Today I am writing to you to ask for your support for my own campaign.

Let me try to set forth what I believe can be accomplished with your help and that of other concerned Americans. As I see it, our country 17 months ago began an experience that was unique in the history of our democracy: we transferred the reins of the highest office in the land to a man chosen for that office under the 25th Amendment to the Constitution.

The country was facing one of its sternest tests. Bitterness, rancor and distrust festered in the body politic. The longest, most divisive war in our history was winding toward an unhappy conclusion, and many feared that the end of an external war would mean the beginning of an internal war of recriminations. And finally, our economy was afflicted with the disease of inflation -- inflation so serious that it would ultimately drive us into the worst recession in a generation. Clearly, these were the great challenges both for me and for the Nation.

I have tried during these months to give my very best to the American people and to the causes which we hold dear as a Nation. I lay no claim to perfection; much remains to be done. But the hemorrhaging has been stopped, and the process of healing has begun. Our spiritual and economic health is returning.

The moment has now come, I believe, when we can begin to look ahead once again -- to envision the America we would like to see during our third century as a nation and to formulate concrete programs that will make our dreams come true. Our Bicentennial should be more than a year of brass bands and birthday banners; it should be a year when we choose a fresh, positive course for ourselves and for our children.



As President, I want to build upon the progress of the past by chartering and guiding the Nation toward a brighter future. I am pledged first and foremost to a renaissance of the individual in our society. I want to reverse the flow of power to centralized government and to give people more power over their own lives. I am convinced that personal satisfaction and happiness can only be achieved in America when individual citizens have the freedom and the ability to determine their own destinies. I am also pledged to strengthening the spiritual and moral values in our country. We have to restore a greater sense of meaning to our lives. Finally, I am pledged to keeping America strong in the world -- strong in its economy, strong in its military power, strong in its commitment to liberty. Freedom is endangered across the globe; now, even more than in Lincoln's day, America is truly "the last, best hope of earth."

During the coming weeks and months, I will be setting forth concrete proposals to begin us down this road. I will ask that we cut both taxes and Federal spending. I will press once again for stronger legislation to promote energy independence. I will advocate reductions in governmental regulation. I will seek to create new jobs and reduce inflation through a variety of steps, including greater capital formation. These and other proposals will be included in my forthcoming addresses and messages to the Congress.

This will be a positive, substantive agenda, but let us always recognize the singular truth: policy pronouncements can only be translated into reality when they have the active support of the American people. That is why I am turning to you for help -- financial help that is needed to make my campaign a success and to set the country on a better course for the future. I hope that you will join me.

I believe in America and I believe that when Americans work together, there is almost nothing we cannot accomplish. Let this be the year when we rekindle the Spirit of '76, and let us work together to make the Bicentennial a fitting celebration for America.

Sincerely,

Gerald R. Ford

