

The original documents are located in Box 62, folder “Transition, 1974 - General (1)” of the Philip Buchen Files at the Gerald R. Ford Presidential Library.

Copyright Notice

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 Gerald R. Ford donated to the United States of America his copyrights in all of his unpublished writings in National Archives collections.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

THE WHITE HOUSE
WASHINGTON

Interim measures

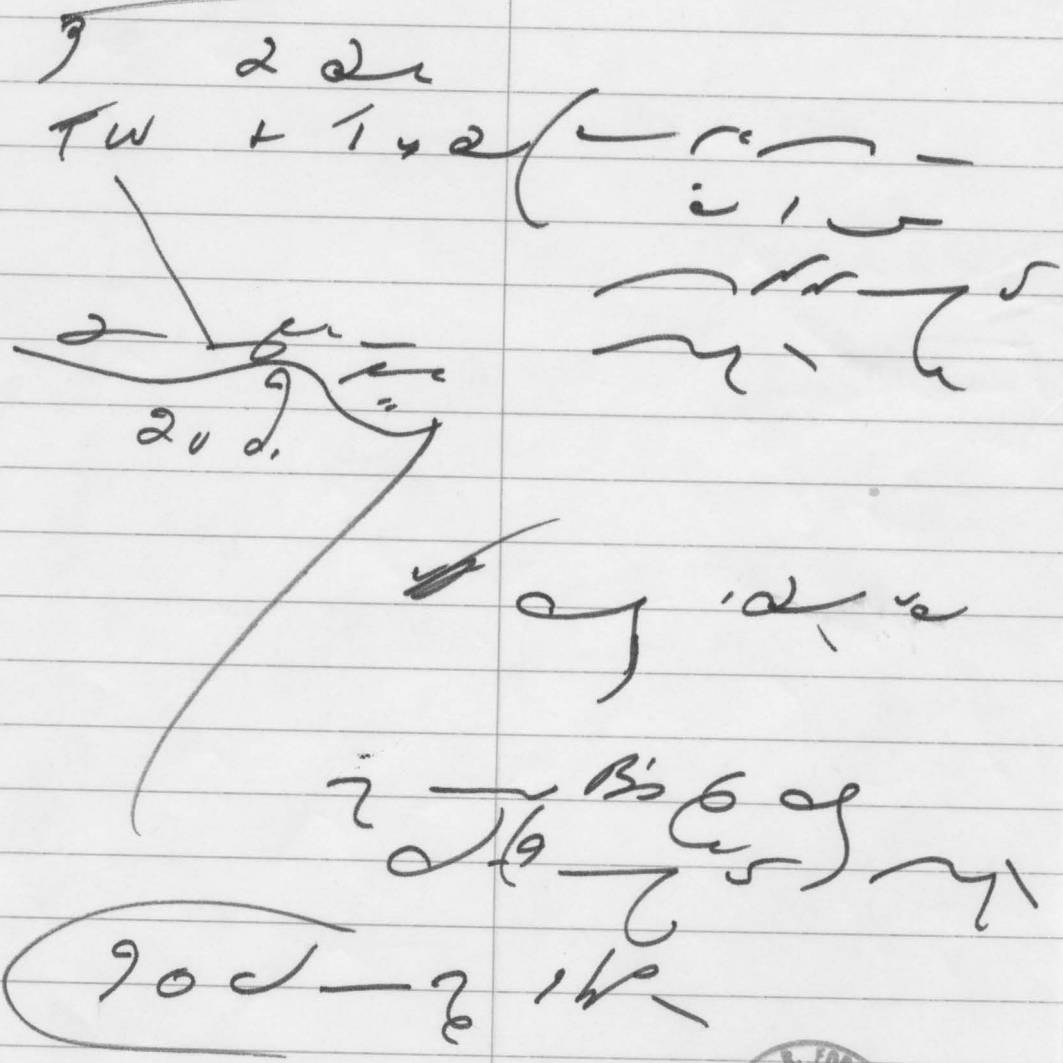
1

3 (big gap)

- working with
Cole & Ash

- temporary

Roger B. Porter
74-75 W H Yellow (9/1)



Large S West Wing

10/13/59

10/20/59

Locked up for Mrs. B
10/20/59

Handwritten text at the top of the page, possibly a title or header, written in a cursive script.

Handwritten text enclosed in a large oval shape, containing several lines of cursive script.

Morton has been notified

Jung
Rumpert
Morton
Marsh
Sorenson

Call - Advisory Group
+ Transition Group
Hartman -
Marsh -

*Hartig
Bill Beidman

For 5:30 Meeting. Cabaret
Room -

notify "gate"

Passes

Ollie
Dave Kitterley



Thursday, 8/8/74

Mr. Buchen:

11:03

John Byrnes called to remind you that there should be a list of persons to be invited to the swearing in.

Scheduling

Briefing - meetings

Florence

Cabinet staff
Sub-cabinet staff

Jerry Tetlow

Economic Advisors

Byrnes

Ken Bush

Bill Simon

Allon G.

A. Stoin

R. Ash

Summit meeting
on economy



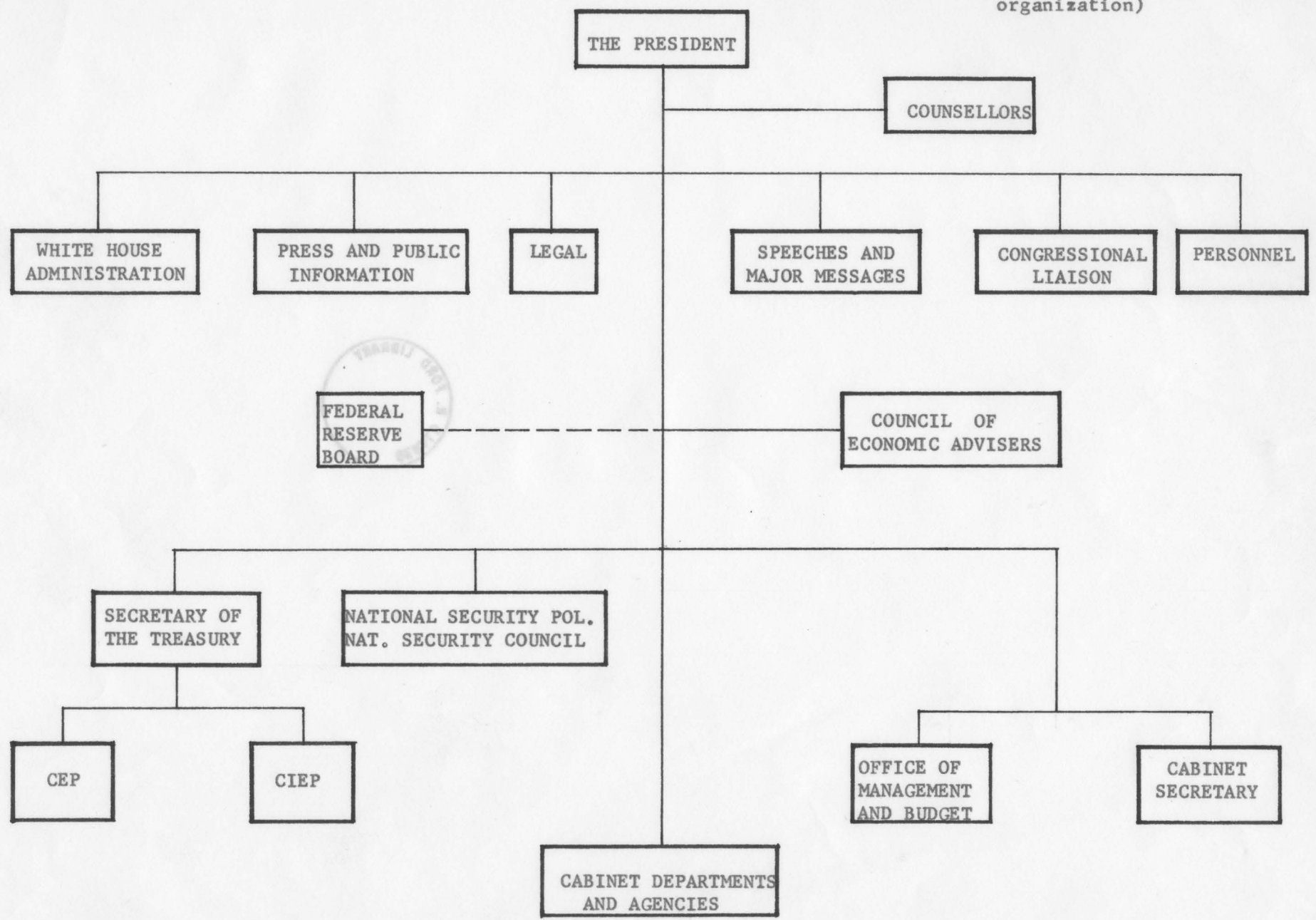
Date	Economic	Budget	Policy and Programs	Congressional	Press
Aug. 23- Sept. 4 Aug. 23- Sept. 11				Senate in recess House in recess	
Sept. 1	Pre-summit	FY 75/76 budget estimate	Legislative and program review	Vice Presidential Hearings	
		Gross option development	Identify policy options	FY 75 Appropriations	Vetoed?
Oct. 1	Summit	Summit	Summit	Summit	Summit
	Preparation for Summit No. 1	Options analysis	Options analysis		President Announces FY75 Budget
		Major defense and domestic alternatives	Major domestic policy tradeoffs		
		Preparation for Summit No. 2	Preparation for Summit No. 2		
Nov. 1	Elections	Elections	Elections	Elections	Elections
	Summit No. 2	President makes major policy and budget decisions		Summit No. 2	Summit No. 2
		Budget decisions for President developed	FY 76 program development		VP installed Japan?



Date	Economic	Budget	Policy and Programs	Congressional	Press
Dec. 1		Final budget decisions decisions	Final Presidential program decisions	Congress leaves	
	Economic Message preparation	Budget preparation Budget Message preparation	State of the Union preparation		Holiday Spirit
Jan. 10	State of the Union	State of the Union	State of the Union		
Jan. 15	Economic Message	Economic Message	Economic Message		
Jan. 20	Budget Message	Budget Message	Budget Message		
Feb/Mar.	FY 76 spending limit	Congress votes		Congress sets Budget limits	Presidential Message
Mar/April	International Economic Summit			Authorization and appropriations	on New Programs

Chart 2

TRANSITION REPORT CHART
(Reflecting Options² for both
economic and domestic policy
organization)



TROIKA: SEC. OF TREASURY, CEA, OMB
QUADRIAD: TROIKA plus FRB

Mr. Buchen

August 8, 1974

MEMORANDUM FOR THE VICE PRESIDENT

John Byrnes, Bryce Harlow, Bob Griffin, Bill Scranton, Bill Whyte, Tom Whitehead and I have had lengthy discussions about your assumption of the Presidency and how the transition should be managed for the first few weeks. The following is a distillation of the most important items, the decisions, and the information we need from you.

I. Transition Organization

In addition to a trusted group of advisers, this group recommends strongly that you need a temporary operational group interposed between you and the old White House staff to enable you to exercise the powers of the Presidency. This transition staff would also provide liaison with key members of your Vice Presidential staff and with the old White House staff. They will also be needed to deal with the Cabinet, Governors, business, labor, etc. We recommend the following functions and candidates for this transition team, and need your judgments on both. However, there is a great deal of flexibility in tailoring jobs to fit the people.

Team Coordinator: We share your view that there should be no Chief of Staff, especially at the outset. However, there should be someone who could rapidly and efficiently organize the new staff organization, but who will not be perceived or be eager to be Chief of Staff.

Recommendation: Frank Carlucci, * Bill Clements, Don Rumsfeld

Your choice: _____



ORIGINAL RETIRED TO
SPECIAL DOCUMENTS FILE

Original on Loan to
Ford Museum WHM 4/21

original returned to file

6/23/97 HR

Liaison with Cabinet and Agencies:

We recommend that this be someone ^{familiar with} in the Cabinet and also close to you personally.

Recommendation: Donald Rumsfeld, * Rogers Morton

Your choice:

Roger Morton

Press Secretary: Jerry ter Horst

Political Liaison: Congress, Governors, business and labor groups, etc., will need to be contacted and will want a point of contact.

Recommendation: Jack Marsh*, Bob Ellsworth, ~~J. [redacted]~~

Your choice:

Jack Marsh

Personnel Chief: You will have to begin immediately reviewing resignations, considering new appointments already in process, and considering a recruitment process.

Recommendation: Bill Scranton* - John Barnum

Your choice:

Bill Scranton

II. The Business of Government

For public confidence, to keep the executive branch administration intact, and to assure the smoothest, most rapid assumption of the Presidential mantle, you should have a series of meetings the first few days to assert your personal direction and control over the executive branch of the government. We will see to the agendas, briefings, etc., you may need, and you will have a chance to change schedules, formats, etc., as the time approaches. However, we believe we should begin to plan for the following schemes of meetings in the following approximate order:

Congressional leadership (Right after swearing-in)
Key White House staff (Saturday morning)
Cabinet, followed by NSC (Saturday morning)
Address of Joint Session (Monday)
Governors (Tuesday)
Diplomatic Corps (Monday and Tuesday)

*Memo to
County
officials*

*Joint Chiefs of
Staff*

Recommendation: These be scheduled.

Your choice: _____

For the same reasons you should meet with a number of key American and foreign individuals. Moreover, you will need their support, their good will, and their expression to their peers and to the press. Still others you will want to consult for advice.

Recommendation: That this group or one of our members such as Bryce Harlow be asked to prepare a list for your review at the earliest date.

Your choice: _____

III. Old White House Staff

You must walk a delicate line between compassion and consideration for the former President's staff and the rapid assertion of your personal control over the executive branch. The old White House staff will submit their resignations, but they should be asked to stay on for a time to help with the transition. It will be clear that most of the political types will be expected to leave within a reasonable time. The one exception we recommend is Al Haig. Al has done yeoman service for his country. You should meet with him personally as soon as possible and prevail upon him to help you and your transition team, thus completing the holding-together he has done for so long. He also will be needed for liaison with Mr. Nixon and his family. However, he should not be expected, asked, or be given the option to become your Chief of Staff.

Recommendation: You give special treatment status and recognition to Haig. Assure him of your need for his unique capability at this time and of your assistance and support for the future.

*original retired to
special documents file*

IV. Vice Presidential Search Process

You will be under considerable pressure to move immediately, and you should, but this cannot deter you and your transition team from the business of government. Therefore, we recommend that you follow the same procedure that Mr. Nixon did in eliciting suggestions from the Congress, the Governors, etc., regarding candidates and that these letters be requested to be in the hands of one of your personal secretaries on a date certainly a week or so hence.

Your choice: _____

Philip W. Buchen



ORIGINAL RETIRED TO
SPECIAL DOCUMENTS FILE

[ca. 8/8/74]

The First "Week"

1. Assumption of office
 - Swearing-in
 - Initial statements
 - The former President
2. Transition organization
 - Short-term transition team, people and functions
 - Role of Vice Presidential staff
3. Cabinet and White House staff resignations
4. Congressional leadership meetings
5. Cabinet, NSC, and economic policy meetings
6. Meetings with key national and international leaders
7. Appointments process
8. Old White House staff
9. Vice Presidential search process
10. Address to the American people
11. Press policy



1. Assumption of Office
(Note: Notification will come from RMN, Haig, or Secretary of State)

A. Swearing-in:

(1) Where?

Joint session: too elaborate, may take too long to set up
Oval office: presumptuous, may take too long
Senate office in Capitol: Small and informal

(2) When?

Within hours: avoids speculation
A day or two later: can be bigger, more inclusive

(3) Press coverage:

TV pool camera
Film camera for record, still and movie (Signal)
Press pool still photographers (2)
Press pool (AP, UPI, plus two)

(4) Attendance (if quick and small)

Congressional leadership
Chief Justice
Ford family
Buchen
Hartmann?
Others?

(5) Schedule of events

The President pro tempore of the Senate and the Speaker preside
Remarks by Scott and Rhodes
The Chief Justice administers the oath
The President's remarks

B. Initial statements

- (1) Short paragraph for immediate release
- (2) Remarks at swearing-in
- (3) Other?



C. The former President

- (1) Should Ford encourage dignity, grace, etc., before the resignation?
- (2) Should Ford mention RMN at swearing-in?
- (3) What temporary arrangements should be made?
- (4) Should Ford encourage pension, staff, etc.?



August 8, 1974

WESTERN UNION TELEGRAM - Cincinnati, Ohio (Phoned in 5:00 p. m.)

Dear Phil:

Very much hope you will strongly urge selection of Elliott Richardson as Vice President. He is the right age, has unequalled experience in the Executive branch and has one of the finest images in the Republican Party today. His appointment would be a long step towards rebuilding public confidence in the government.

Kindest personal regards in this most trying time.

Donald F. Shafer
Watkins Manufacturing Co.
11679 Deerfield Road
Cincinnati, Ohio 45242

(copy of telegram will be mailed to this address.)

fme



2. Transition Organization

Administrative
Planning advisor

a. Short-term transition team, people, and functions

- Objectives:
- (1) Serve as interim staff for the President until permanent arrangements are made
 - (2) Establish liaison with essential individuals and institutions ASAP
 - (3) Give the President time to make decisions on staffing, personnel, and policy in an orderly way.

Laird
Weinberger
G. Schultz

People needed

1. Team chief/coordinator

- (a) General coordination, scheduling, etc.
- (b) Housekeeping/administration
- (c) Staff secretary
- (d) Liaison with Nixon and old White House staff.

2. Policy and agency liaison *R. Morton*

- (a) Agency liaison
- (b) Writing
- (c) Legal counsel for President
- (d) Substantive staff work

3. Press officer *Jack Hushen (A.G.)
Bob McCluskey (State)*

*Jerry Ten Horst
Worcester*

- (a) Writing for press releases
- (b) Detail man for TV appearances, press conferences, etc.

4. Political liaison *George Bush*

*Arthur Fletcher (black)
- Liaison with business & labor*

5. Personnel chief *Don Parker (Admin of AID) R. Heyns*

b. The role of the Vice Presidential staff

- 1. Should they continue on an interim basis scheduling, correspondence, etc.?
- 2. Which members should be transferred immediately to the West Wing?

Bill Ussery

*C. Chalmers
Howard Robinson*

*Don
Rumofeld
Lin Brussells
Lynn Holten
Asst Sec of State
for Congressional Affairs
(former)*

*Morris Whitman (deputy to R. Morton)
- Univ. of Pitt.*



Transition Organization

- Objectives:
- (1) Serve as interim staff for the President until permanent arrangements are made
 - (2) Establish liaison with essential individuals and institutions ASAP
 - (3) Give the President time to make decisions on staffing, personnel, and policy in an orderly way.

People needed

1. Team chief/coordinator: Must be known and trusted by President; capable of access, judgment, and administration; needn't be "out front" or particularly visible, except within team.

Subordinates:

- (a) General deputy: detail man for team chief, short-term coordinator, scheduling of team.
- (b) Housekeeping/administration: payroll, living arrangements, offices, transport, Secret Service, EPS, etc.
- (c) Staff secretary: official actions (bill signing, executive orders, apportionments, etc.), President's signature, President's agenda, etc.
- (d) Liaison: With Nixon, old White House staff, old Vice President's staff.

Contact: Haig, Jones, Lawson

2. Policy and agency liaison: Preferably known and trusted by President, but at least by Team Coordinator; knowledgeable about executive branch procedures, agency's missions and roles, priority of policy issues, etc.; good feel for what is and isn't "Presidential" in significance and tone; adept at policy formulation, articulation, and followup management; liaison with NSC, Domestic Council, and CEA.

Subordinates:

- (a) Second-tier liaison: contacts with Under Secretaries or executive assistants, and Assistant Secretaries as needed; works with OMB and Team Staff Secretary to monitor paper flow for consistency.



- (b) Writer(s)
- (c) Legal counsel for President
- (d) Substantive staff officer

Contact: Cole, Scowcroft, Ash, Stein

3. Press officer: Preferably known and trusted by President; familiar with White House press corps, network news departments; good feel for how press makes assessments, responds to various explicit or implicit messages, and when to go out front or just pass information; active representation of media and press-planing issues in transition planning.

Subordinates:

- (a) Writer: for press releases
- (b) Detail man: for TV appearances, press conferences, etc.

Contacts: Warren and Clawson

4. Political liaison: Known and trusted by President; handles Congress governors, GOP, and key individual contacts; answers questions, passes problems on to other team members, follows up on items owed to outsiders; represents political considerations of transition agenda and planning; knows President's past contacts and relationships.

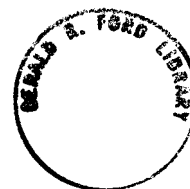
Subordinates: one or two with appropriate general background knowledge of Hill, governors, GOP, etc.

Contacts: Scott, Rhodes, Mansfield, Albert, Bush, Timmons

5. Personnel chief: Eminent man of national stature; knows outstanding people and how to judge their qualifications; knows something of governmental operation at Secretarial level; works largely independently of Transition Team except to get President consideration of his directions and action on his recommendations.

Subordinates: several from CSC and his own contacts.

Contacts: Hampton, Wimer, FBI



3. Cabinet and White House Staff Resignations

A. How to elicit?

Ask for them: too blunt, recalls RMN in 1972
HAK, Weinberger, Haig by example: can we do it?

B. When to accept?

Immediately: leaves leadership gap; bad for morale
Later: keeps government going, preserves options

C. Other?



4. Congressional leadership meeting

A. When?

Immediately plus once or twice next week

B. Agenda?

- (1) Immediate plans
- (2) RMN
- (3) Other?

C. Separate meeting with Republicans

When?

Where?

1. White House staff
2. Cabinet
3. Congress, leadership
4. Diplomatic Corps
5. Sub-cabinet
6. Governors.

Church



5. Cabinet, NSC, and Economic Policy Meetings

A. When?

Cabinet, followed by NSC on Monday?

Economic policy (Troika plus Burns) on Tuesday?

B. Agenda

Who should prepare? Transition team.

Briefings? or informal?



6. Meetings with Key Leaders

A. When should they start?

Soon and paced over 2-3 weeks

B. Who?

- (1) Religious, business, labor, publishers, Governors, academics; other?
- (2) Ambassadors of Soviet Union, Britain, Canada, France, Japan, Brazil, Mexico; other?
- (3) Other?

C. Press?

- (1) Announce, but don't ballyhoo.
- (2) President is seeking views, conveying stability

Labor leaders
Black leaders
Business leaders



7. Appointments Process
(Cabinet, other agency heads, sub-Cabinet, etc.)

- A. Who should be in charge of recruitment?
- (1) Key individual who knows people, excellence
(Scranton?)
 - (2) Inside White House or apart?
- B. How fast should this move?
- C. How visible?

*Personnel
chief to
handle*



8. Old White House Staff

- A. How long can they stay in place?
- B. Who if any should be kept?
- C. Special status and recognition of Haig.
- D. Office space and pay for "proper" period of time
- E. Domestic Council, NSC staffs.



9. Vice Presidential Search Process

A. Should someone be designated publicly?

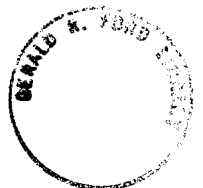
Laird? Byrnes?

B. What should the President's role be?

C. What are the criteria?

- (1) GOP health and morale
- (2) Leadership ability (potential candidate?)
- (3) Image: age, intellect, experience, etc.

D. How soon should we aim to decide?



10. Address to the American People

A. When?

5-10 days after taking office?

B. What?

Tone?

Theme?

Topics?

C. Who should help?



11. Press Policy

A. The President personally?

- (1) Press conference? No.
- (2) Backgrounders? Maybe a few.
- (3) Statements

B. Tone

- (1) How much rhetoric? minimum appropriate
- (2) Convey tone through actions
- (3) Deliberate, confident; but humble, sober

C. Pace

Carefully spread and paced:

- "The President will ..."
- "The President is..."
- "The President has..."



Mr. Ter Horst

August 8, 1974

MEMORANDUM FOR THE VICE PRESIDENT

John Byrnes, Bryce Harlow, Bob Griffin, Bill Scranton, Bill Whyte, Tom Whitehead and I have had lengthy discussions about your assumption of the Presidency and how the transition should be managed for the first few weeks. The following is a distillation of the most important items, the decisions, and the information we need from you.

I. Transition Organization

In addition to a trusted group of advisers, this group recommends strongly that you need a temporary operational group interposed between you and the old White House staff to enable you to exercise the powers of the Presidency. This transition staff would also provide liaison with key members of your Vice Presidential staff and with the old White House staff. They will also be needed to deal with the Cabinet, Governors, business, labor, etc. We recommend the following functions and candidates for this transition team, and need your judgments on both. However, there is a great deal of flexibility in tailoring jobs to fit the people.

Team Coordinator: We share your view that there should be no Chief of Staff, especially at the outset. However, there should be someone who could rapidly and efficiently organize the new staff organization, but who will not be perceived or be eager to be Chief of Staff.

Recommendation: Frank Carlucci, * Bill Clements,
Don Rumsfeld

Your choice: _____



Liaison with Cabinet and Agencies:

We recommend that this be someone in the Cabinet and also close to you personally.

Recommendation: Donald Rumsfeld, * Rogers Morton

Your choice: _____

Press Secretary: Jerry ter Horst

Political Liaison: Congress, Governors, business and labor groups, etc., will need to be contacted and will want a point of contact.

Recommendation: Jack Marsh*, Bob Ellsworth, John Byrnes

Your choice: _____

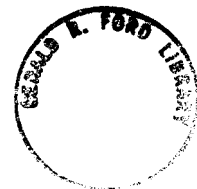
Personnel Chief: You will have to begin immediately reviewing resignations, considering new appointments already in process, and considering a recruitment process.

Recommendation: Bill Scranton* - John Barnum

Your choice: _____

II. The Business of Government

For public confidence, to keep the executive branch administration intact, and to assure the smoothest, most rapid assumption of the Presidential mantle, you should have a series of meetings the first few days to assert your personal direction and control over the executive branch of the government. We will see to the agendas, briefings, etc., you may need, and you will have a chance to change schedules, formats, etc., as the time approaches. However, we believe we should begin to plan for the following schemes of meetings in the following approximate order:



Congressional leadership (Right after swearing-in)
Key White House staff (Saturday morning)
Cabinet, followed by NSC (Saturday morning)
Address of Joint Session (Monday)
Governors (Tuesday)
Diplomatic Corps (Monday and Tuesday)

Recommendation: These be scheduled.

Your choice: _____

For the same reasons you should meet with a number of key American and foreign individuals. Moreover, you will need their support, their good will, and their expression to their peers and to the press. Still others you will want to consult for advice.

Recommendation: That this group or one of our members such as Bryce Harlow be asked to prepare a list for your review at the earliest date.

Your choice: _____

III. Old White House Staff

You must walk a delicate line between compassion and consideration for the former President's staff and the rapid assertion of your personal control over the executive branch. The old White House staff will submit their resignations, but they should be asked to stay on for a time to help with the transition. It will be clear that most of the political types will be expected to leave within a reasonable time. The one exception we recommend is Al Haig. Al has done yeoman service for his country. You should meet with him personally as soon as possible and prevail upon him to help you and your transition team, thus completing the holding-together he has done for so long. He also will be needed for liaison with Mr. Nixon and his family. However, he should not be expected, asked, or be given the option to become your Chief of Staff.

Recommendation: You give special treatment status and recognition to Haig. Assure him of your need for his unique capability at this time and of your assistance and support for the future.



IV. Vice Presidential Search Process

You will be under considerable pressure to move immediately, and you should, but this cannot deter you and your transition team from the business of government. Therefore, we recommend that you follow the same procedure that Mr. Nixon did in eliciting suggestions from the Congress, the Governors, etc., regarding candidates and that these letters be requested to be in the hands of one of your personal secretaries on a date certainly a week or so hence.

Your choice: _____

Philip W. Buchen



[ca. 8/8/74]

I am saddened by the course of events which has brought us to this juncture, and humbled by the responsibility which will shortly be mine. I deeply respect President Nixon's decision to resign, which he made in the highest interests of the American Republic. I expect to make a personal statement to the people after my swearing-in. For now, I simply want to add that this is a time for grace, compassion and resolve. I hold great confidence in this Nation, its Constitution, its government and, above all, its people. With God's help, we face the future with strength and faith.

9:45 _____

12:30 Whitehouse

2:00
diplomatic

5:00 Black Box

5:30 Transition team

Bill
Miller

call

R
Bangston

Alie

(breakfast)
Frac - Jackson, Ribicoff Jackson

Wed lunch - Fumo (foreign minister)



[ca. 8/8/74]

MEMORANDUM FOR THE VICE PRESIDENT

John Byrnes, Bryce Harlow, Bob Griffin, Bill Scranton, Bill Whyte, Tom Whitehead and myself have had lengthy discussions about your assumption of the Presidency and how the transition should be managed for the first few weeks. The following is a distillation of the most important items, the decisions, and the information we need from you.

I. The Oath

You become President as soon as the President's letter of resignation is received in the Office of the Secretary of State. We will establish procedures to receive that notification. It is, however, very important symbolically that you take the oath of office within a few hours after the President's resignation is effective. It should be televised. We recommend that the occasion not look too smoothly planned or too grandiose. It should not be in the White House complex.

There are two options for the location:

- 1. Your home
- 2. Your Senate Ceremonial Office in the Capitol Building

Recommendation: Senate Office, unless resignation becomes effective in the evening.

Your choice: _____

The former President cannot be slighted. He may want to be involved in your swearing-in ceremony. We see three options:

- 1. Invite him to participate
- 2. Have him attend only if he initiates the request
- 3. Try to avoid having him.

Recommendation: We counsel option #2 and suggest that you not invite him since there are other ways of displaying your graciousness toward him.

Your choice: _____

Who else do you want present? _____



II. Transition Organization

In addition to a trusted group of advisers, this group recommends strongly that you need a temporary operational group interposed between you and the old White House staff to enable you to exercise the powers of the Presidency. This transition staff would also provide liaison with key members of your Vice Presidential staff and with the old White House staff. They will also be needed to deal with the Cabinet, Governors, business, labor, etc.

Recommendation: That we move to assemble such a team immediately.

Approve _____

Disapprove _____

We recommend the following functions and candidates for this transition team, and need your judgments on both. However, there is a great deal of flexibility in tailoring jobs to fit the people.

Team Coordinator: We share your view that there should be no Chief of Staff, especially at the outset. However, there should be someone you are willing to trust implicitly and who can work cooperatively with all of the people who will be involved, but not someone who will be perceived or be eager to be Chief of Staff.

Recommendation: The group makes no recommendation since this should be your personal choice.

Your choice: _____

Liaison with Cabinet and Agencies:

We recommend that this be someone in the Cabinet and also close to you personally.

Recommendation: Rogers Morton

Your choice: _____



Domestic Policy Matters: There inevitably will be a host of specific issues, legislation, budget decisions and the like that will need guidance, if not your decision. It would be wrong in our view to rely on Roy Ash for this. Rogers Morton could handle it but it may well be better to involve someone else like Cap Weinberger who, you will recall, was former Director of OMB.

Recommendation: Cap Weinberger assisted by Marina Whitman.

Your choice: _____

Press Officer: As I discussed with you last night, we recommend you bring in Jerry ter Horst.

Your choice: _____

Political Liaison: Congress, Governors, business and labor groups, etc., will need to be contacted and will want a point of contact.

Recommendation: The group recommends George Bush either take a leave of absence from the RNC or be given an office in a nonpaid status to coordinate this activity. We also suggest Arthur Fletcher, a well respected black Republican now working with Bush, be brought over full time.

Your choice: _____

Personnel Chief: You will have to begin immediately reviewing resignations, considering new appointments already in process, and considering a recruitment process. The two best names we could come up with were Dan Parker, formerly President of Parker Pen, now Director of AID, and Lynwood Holton, formerly Governor of Virginia, and now Assistant Secretary of State for Congressional Liaison.

Recommendation: The group has no strong recommendation although the consensus is that Holton may well be better.

Your choice: _____



In addition to these specific names for specific positions, we are considering the following people for involvement in one way or another. We would like your judgment on them and any other suggestions you would like us to consider:

Don Rumsfeld
Bob Ingersoll
Jonathan Moore
Other _____

III. The Business of Government

For public confidence, to keep the executive branch administration intact, and to assure the smoothest, most rapid assumption of the Presidential mantle, you should have a series of meetings the first few days to assert your personal direction and control over the executive branch of the government. We will see to the agendas, briefings, etc., you may need, and you will have a chance to change schedules, formats, etc., as the time approaches. However, we believe we should begin to plan for the following schemes of meetings in the following approximate order:

Key White House Staff
Cabinet
Congressional Leadership
White House Staff generally
Sub-Cabinet

Recommendation: These be scheduled in the first few days in this approximate order.

Your choice: _____

For the same reasons you should meet with a number of key American and foreign individuals. Moreover, you will need their support, their good will, and their expression to their peers and to the press. Still others you will want to consult for advice.

Recommendation: That this group or one of our members such as Bryce Harlow be asked to prepare a list for your review at the earliest date.

Your choice: _____



IV. Old White House Staff

You must walk a delicate line between compassion and consideration for the former President's staff and the rapid assertion of your personal control over the executive branch. The old White House staff will submit their resignations, but they should be asked to stay on for a time to help with the transition. It will be clear that most of the political types will be expected to leave within a reasonable time. The ^{one} ~~two~~ exceptions we recommend ^{is} ~~are~~ Al Haig and Ron Ziegler. Al has done yeoman service for his country. You should meet with him personally as soon as possible and prevail upon him to help you and your transition team, thus completing the holding-together he has done for so long. He also will be needed for liaison with Mr. Nixon and his family. However, he should not be expected, asked, or be given the option of becoming your Chief of Staff.

Recommendation: You give special treatment status and recognition to Haig. Assure him of your need for his unique capability at this time and of your assistance and support for the future.

~~Ron Ziegler is totally discredited and must be moved aside immediately if he does not leave with Nixon. Moreover, you will need the White House Press facility before you need any of the other offices in the West Wing.~~

~~Recommendation: That someone be directed to work with Haig and your transition coordinator to see to it that this happens as nicely as possible but nonetheless decisively.~~

~~Your choice: _____~~

V. Office and Residence Considerations

You would not, of course, want to summarily evict the Nixons from their residence or the senior White House staff from their offices in the West Wing; yet, you will need your key staff around you.

~~Moreover, it would be disastrous in our view for you to continue to function through your present staff.~~



Recommendation: As did Lyndon Johnson after the Kennedy assassination, you should establish yourself, your transition team and a few close advisers in a set of offices in the Executive Office Building. There is ample space available. You should plan tentatively to continue these operational arrangements until Mr. Nixon leaves the residence and the Oval Office, probably not more than a week or so.

Your choice: _____

Similarly, you will want your transition team coordinator or a trusted adviser to work with the President's designated representative (presumably Haig) to assure that Mr. Nixon and his family receive the most gracious and considerate treatment possible in terms of living accommodations, transportation, and other services.

Recommendation: You designate someone to carry out this function, perhaps Bryce Harlow, because of his affection for Mr. Nixon.

Your choice: _____

VI. Vice Presidential Search Process

You will be under considerable pressure to move immediately, and you should, but this cannot deter you and your transition team from the business of government. Therefore, we recommend that you follow the same procedure that Mr. Nixon did in eliciting suggestions from the Congress, the Governors, etc., regarding candidates and that these letters be requested to be in the hands of one of your personal secretaries on a date certainly a week or so hence.

Your choice: _____

VII. Press

You will have your hands full coming to grips with the exercise of the Presidency; yet, the press and the people want to see you, to take your measure, and to feel that they know the man who is their President. This is particularly important in your case because you are the first President not elected by the American people.



Recommendation: You make short remarks at your swearing-in ceremony and then no further formal remarks to the American people for five to ten days.

Your choice: _____

Recommendation: That you have no press conferences until after your formal address.

Your choice: _____

Recommendation: That you chat informally with the press corps covering various visits, meetings, etc., that you attend church on Sunday, and that you "drop by" the press room on a few occasions to make some announcements but without any question and answer period.

Your choice: _____

Philip W. Buchen



[ca. 8/8/74]

MEMORANDUM FOR THE VICE PRESIDENT

John Byrnes, Bryce Harlow, Bob Griffin, Bill Scranton, Bill Whyte, Tom Whitehead and myself have had lengthy discussions about your assumption of the Presidency and how the transition should be managed for the first few weeks. The following is a distillation of the most important items, the decisions, and the information we need from you.

I. The Oath

You become President as soon as the President's letter of resignation is received in the Office of the Secretary of State. We will establish procedures to receive that notification. It is, however, very important symbolically that you take the oath of office within a few hours after the President's resignation is effective. It should be televised. We recommend that the occasion not look too smoothly planned or too grandiose. It should not be in the White House complex.

There are two options for the location:

- 1. Your home
- 2. Your Senate Ceremonial Office in the Capitol Building

Recommendation: Senate Office, unless resignation becomes effective in the evening.

Your choice: _____

The former President cannot be slighted. He may want to be involved in your swearing-in ceremony. We see three options:

- 1. Invite him to participate
- 2. Have him attend only if he initiates the request
- 3. Try to avoid having him.

Recommendation: We counsel option #2 and suggest that you not invite him since there are other ways of displaying your graciousness toward him.

Your choice: _____

Who else do you want present? _____



II. Transition Organization

In addition to a trusted group of advisers, this group recommends strongly that you need a temporary operational group interposed between you and the old White House staff to enable you to exercise the powers of the Presidency. This transition staff would also provide liaison with key members of your Vice Presidential staff and with the old White House staff. They will also be needed to deal with the Cabinet, Governors, business, labor, etc.

Recommendation: That we move to assemble such a team immediately.

Approve _____

Disapprove _____

We recommend the following functions and candidates for this transition team, and need your judgments on both. However, there is a great deal of flexibility in tailoring jobs to fit the people.

Team Coordinator: We share your view that there should be no Chief of Staff, especially at the outset. ~~However, there should be someone you are willing to trust implicitly and who can work cooperatively with all of the people who will be involved, but not someone who will be perceived or be eager to be Chief of Staff.~~ *stet*

Recommendation: ~~The group makes no recommendation since this should be your personal choice.~~ *Frank Carducci*, Bill Clements, Don Runnfeldt*

Your choice: _____

Liaison with Cabinet and Agencies:

We recommend that this be someone in the Cabinet and also close to you personally.

Recommendation: ~~Rogers Merton~~ *Donald Runnfeldt*, Rogers Merton*

Your choice: _____

stet
should be someone who could rapidly & efficiently organize the new staff organization;



Domestic Policy Matters: There inevitably will be a host of specific issues, legislation, budget decisions and the like that will need guidance, if not your decision. It would be wrong in our view to rely on Roy Ash for this. Rogers Morton could handle it but it may well be better to involve someone else like Cap Weinberger who, you will recall, was former Director of OMB.

Recommendation: Cap Weinberger assisted by Marina Whitman.

Your choice: _____

Secretary:
Press Officer: As I discussed with you last night, we recommend you bring in Jerry ter Horst.

Your choice: _____

Political Liaison: Congress, Governors, business and labor groups, etc., will need to be contacted and will want a point of contact.

Recommendation: *Jack Marsh*, Bob Ellsworth, John Byrnes*
The group recommends George Bush either take a leave of absence from the RNC or be given an office in a nonpaid status to coordinate this activity. We also suggest Arthur Fletcher, a well respected black Republican now working with Bush, be brought over full time.

Your choice: _____

Personnel Chief: You will have to begin immediately reviewing resignations, considering new appointments already in process, and considering a recruitment process. ~~The two best names we could come up with were Dan Parker, formerly President of Parker Pen, now Director of AID, and Lynwood Holton, formerly Governor of Virginia, and now Assistant Secretary of State for Congressional Liaison.~~

Recommendation: *Bill Scranton* - John Barnum*
The group has no strong recommendation although the consensus is that Holton may well be better.

Your choice: _____



In addition to these specific names for specific positions, we are considering the following people for involvement in one way or another. We would like your judgment on them and any other suggestions you would like us to consider:

- ~~Don Burnsfield~~
- Bob Ingersoll
- Jonathan Moore
- Other _____

Bob Ellsworth

III. The Business of Government

For public confidence, to keep the executive branch administration intact, and to assure the smoothest, most rapid assumption of the Presidential mantle, you should have a series of meetings the first few days to assert your personal direction and control over the executive branch of the government. We will see to the agendas, briefings, etc., you may need, and you will have a chance to change schedules, formats, etc., as the time approaches. However, we believe we should begin to plan for the following schemes of meetings in the following approximate order:

meant A

Key White House Staff *(Saturday morning)*
 Cabinet & NSC *(Saturday after morning)*
 Congressional Leadership *(Right after swearing-in)*
 White House Staff generally *(Monday)*
 Sub-Cabinet *(Monday)*
 Governors *(Monday)*
 Diplomats *(Monday)*

Key Civil Serv

Recommendation: These be scheduled, in the first few days in this approximate order.

Your choice: _____

For the same reasons you should meet with a number of key American and foreign individuals. Moreover, you will need their support, their good will, and their expression to their peers and to the press. Still others you will want to consult for advice.

Recommendation: That this group or one of our members such as Bryce Harlow be asked to prepare a list for your review at the earliest date.

Your choice: _____



DOMESTIC COUNCIL COMMITTEE ON THE RIGHT OF PRIVACY
WASHINGTON, D.C. 20504

(A)

Congressional leadership (Right after swearing-in)
Key White House staff (Saturday morning)
Cabinet, followed by NSC (" ")
Address of Joint Session (Monday)
Governors (Tuesday)
Diplomatic Corps (Monday & Tuesday)



IV. Old White House Staff

You must walk a delicate line between compassion and consideration for the former President's staff and the rapid assertion of your personal control over the executive branch. The old White House staff will submit their resignations, but they should be asked to stay on for a time to help with the transition. It will be clear that most of the political types will be expected to leave within a reasonable time. The ~~two~~^{one} exceptions we recommend ~~are~~^{is} Al Haig, ~~and Ron Ziegler~~. Al has done yeoman service for his country. You should meet with him personally as soon as possible and prevail upon him to help you and your transition team, thus completing the holding-together he has done for so long. He also will be needed for liaison with Mr. Nixon and his family. However, he should not be expected, asked, or be given the option of becoming your Chief of Staff.

Recommendation: You give special treatment status and recognition to Haig. Assure him of your need for his unique capability at this time and of your assistance and support for the future.

~~Ron Ziegler is totally discredited and must be moved aside immediately if he does not leave with Nixon. Moreover, you will need the White House Press facility before you need any of the other offices in the West Wing.~~

~~Recommendation: That someone be directed to work with Haig and your transition coordinator to see to it that this happens as nicely as possible but nonetheless decisively.~~

~~Your choice: _____~~

V. Office and Residence Considerations

You would not, of course, want to summarily evict the Nixons from their residence or the senior White House staff from their offices in the West Wing; yet, you will need your key staff around you. ~~Moreover, it would be disastrous in our view for you to continue to function through your present staff.~~



Recommendation: As did Lyndon Johnson after the Kennedy assassination, you should establish yourself, your transition team and a few close advisers in a set of offices in the Executive Office Building. There is ample space available. You should plan tentatively to continue these operational arrangements until Mr. Nixon leaves the residence and the Oval Office, probably not more than a week or so.

Your choice: _____

Similarly, you will want your transition team coordinator or a trusted adviser to work with the President's designated representative (presumably Haig) to assure that Mr. Nixon and his family receive the most gracious and considerate treatment possible in terms of living accommodations, transportation, and other services.

Recommendation: You designate someone to carry out this function, perhaps Bryce Harlow, because of his affection for Mr. Nixon.

Your choice: _____

IV VI. Vice Presidential Search Process

You will be under considerable pressure to move immediately, and you should, but this cannot deter you and your transition team from the business of government. Therefore, we recommend that you follow the same procedure that Mr. Nixon did in eliciting suggestions from the Congress, the Governors, etc., regarding candidates and that these letters be requested to be in the hands of one of your personal secretaries on a date certainly a week or so hence.

Your choice: _____

VII. Press

You will have your hands full coming to grips with the exercise of the Presidency; yet, the press and the people want to see you, to take your measure, and to feel that they know the man who is their President. This is particularly important in your case because you are the first President not elected by the American people.



Recommendation: You make short remarks at your swearing-in ceremony and then no further formal remarks to the American people for five to ten days.

Your choice: _____

Recommendation: That you have no press conferences until after your formal address.

Your choice: _____

Recommendation: That you chat informally with the press corps covering various visits, meetings, etc., that you attend church on Sunday, and that you "drop by" the press room on a few occasions to make some announcements but without any question and answer period.

Your choice: _____

Philip W. Buchen



[ca. 8/8/74]

I will hold a Cabinet meeting Saturday morning at 10:00 a. m., followed by a meeting of the National Security Council. I will meet with heads of other government agencies as soon as my schedule permits.



[ca. 8/8/74]

I will hold a Cabinet meeting Saturday morning at 10:00 a.m., followed by a meeting of the National Security Council. I will meet with heads of other government agencies as soon as my schedule permits.



[ca. 8/9/74]

I will hold a Cabinet meeting Saturday morning at 10:00 a. m. , followed by a meeting of the National Security Council. I will meet with heads of other government agencies as soon as my schedule permits.



[ca. 8/8/74]

OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

Memorandum for the TT

~~For~~ Meeting with the White House Staff
Roosevelt Room

● 1:00 o'clock Friday Aug 9, 1974

The main purposes of this meeting are to:

- ~~to~~ (1) Reassure the staff of your respect, & your need for their help, & your ~~affection~~ regard esteem for President Nixon.
- (2) To inform the staff of the ~~purpose~~ role the Transition Team will play for the next few weeks & their relation to it.

~~# You can open the meeting with general remarks, including the following:~~

We suggest that this be a fairly short meeting, covering the following general points.



Robin Martin
Warren
Jim Rock.

OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

1. The stress on the staff in these last few days & indeed the last year.
2. How important it is that they stayed \$ in Mr. Nixon's service
3. The special & heroic role of Al Haig
- ~~4. The need to~~
4. Your personal need for the staff to remain intact, ^{in place} for a time to help you & the Transition Team
5. The Team members will be in touch with them & General Haig will be actively involved in the Transition Team's efforts.

Do Not

At this time do not identify yourself to dealing directly with anyone but Al Haig

Do

Ask each staff member to be alert to problems & to make suggestions to Al Haig or to Transition Team members.



You must have a feeling of sorrow, and do, but you should also take pride in the ~~accomplishment~~ many constructive ~~accomplishments~~ made by ~~the~~ the Nixon Administration. [ca. 8/8/74]

Memorandum for Heads of Departments & Agencies

~~President Nixon worked~~ kept up
Just as President Nixon would
~~to keep up~~ the business of govt so
long as he was π , I know each
of you has worked diligently to
carry out the responsibilities you hold
& to help him in his. X

Many of you will ^{now} want to
pass your responsibilities on to
others. but you have a direct loyalty
to the American people through the
office you hold, & I too need your help.
I ask each of you to ~~carry~~ continue
to carry on the mission of your agency &
to ~~also~~ give me the advice I need as
I take on my new responsibilities



OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

Q I have asked some friends . . .

[Handwritten mark]

cy from memo to H
staff



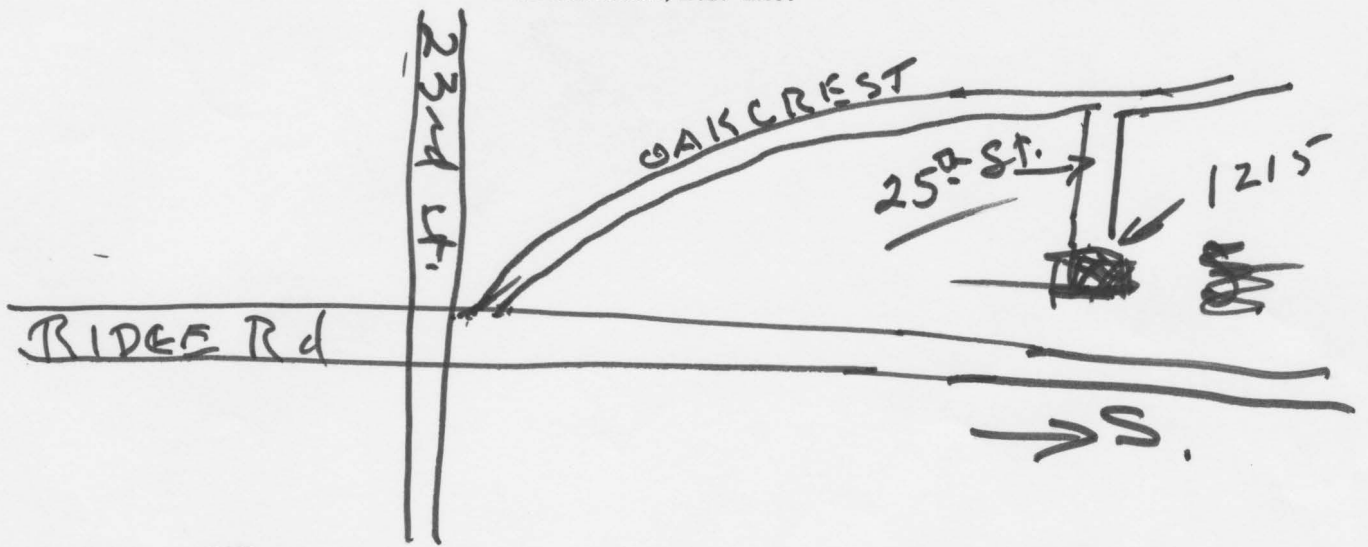
OFFICE OF TELECOMMUNICATIONS POLICY
WASHINGTON

~~I would like~~
I will hold a Cabinet meeting
Saturday morning at ~~10~~ 10:00, followed
by a meeting of the National Security
Council. ~~Shortly~~ I will meet with
heads of other govt agencies as soon
as my schedule permits.



[ca. 8/8/74]

DOMESTIC COUNCIL COMMITTEE ON THE RIGHT OF PRIVACY
WASHINGTON, D.C. 20504



Byways - 1215 25th St
South Arlington

Intersect at 95 South

Take Ridge Rd Exit.

Ridge Road to 23rd St.
(a traffic light.)

~~Oakcrest~~

left onto Oakcrest -

First St. on Right is

- 25th St. - (a cul de sac)

1215 is a end of street (1/2 block)



[ca. 8/9/74]

PHIL: FYI, NOT FOR THE V. P.

Speech #1 (Hartmann)

Tone

1. preachy and florid
2. slightly simplistic and lacking in gracefulness of style
3. abrupt tone of break with former Administration, despite reference to Nixon
4. good in its lack of guile and expression of heartfelt emotions
5. too much congratulatory self-discription as "plain folks"

Substance

1. recognition of extraordinary and unique conditions of Presidency
2. sets tone and makes promise for more friendly chats
3. states clearly that he's not beholden to any man or any special group
4. promises immediate address to Congress
5. message to foreign governments
6. stresses candor and openness as a substantive policy

Speech #2 (Moore)

Tone

1. abstract and slightly intellectual
2. low on meaning and substance
3. style is obscure -- words strung together
4. sounds like only more of the same

Substance

1. stresses overriding need for conciliation
2. reassuring to the people who have felt left out by the former Administration
3. outlines a program and an agenda for action over the course of the next few months
4. says that foreign policy will remain unchanged; but domestic-- especially economic-- is ripe for change
5. emphasis is on continuity



Draft

FYI - We are still working on this Tom

[8/9/74]

The White House
Office of the Press Secretary

The White House announced today that the President has asked a group of prominent citizens and government officials to assist him in bringing about an orderly transition in government. The President named five individuals

↓
to this transition team and has requested their advice on the best ways to build an effective White House organization. The transition staff will provide liaison with members of Mr. Ford's Vice Presidential staff, the existing White House staff, and the Cabinet and heads of agencies.

The President also named J. F. "Jerry" ter Horst, Washington Bureau Chief of the Detroit News, to be his interim press secretary.

After taking the oath of office in the East Room of the White House, the President met briefly with Congressional leaders to discuss his transition plans. He then met with key members of ^{the} existing White House staff and asked them to remain on the job during this important and difficult period during the change in administrations. The President will receive a briefing later this afternoon from his economic advisers and plans to meet tomorrow morning with members of the Cabinet.

The President will address a joint session of the Congress on Monday evening. During the rest of the week he will meet with Governors, business, labor, other important leaders from throughout the nation and members of the diplomatic corps.



[ca. 8/9/74]

MEMORANDUM FOR THE WHITE HOUSE STAFF

FROM: The Vice President

I know this has been a difficult and confusing time for each of you. You must have feelings of sorrow, as I do, but you also should be proud -- proud of the President you served and of your efforts for him and the country.

Many of you will want to go on to other pursuits now that your service to him has ended. I understand and respect that, but I also need your help. I ask each of you to stay on long enough to assure a steady and informed transition of the Presidency.

I have asked some friends whose counsel I respect to help me with the transition. They will form a bridge for me to my Vice Presidential staff office and to the officials of the Executive Branch until a permanent organization is established. I ask your help and cooperation for them as well as myself.

President Nixon fought long and with all his might to serve the American people well, ending his Presidency with a selfless and courageous act. You can still serve him and the Nation by helping us to carry on the essential functions of the Presidency. I will meet with the senior officials of the White House immediately after I take the oath of office to discuss transition arrangements and responsibilities.



[ca. 8/9/74]

FROM: THE VICE PRESIDENT
TO: ALL STAFF MEMBERS (TO BE INDIVIDUALLY ADDRESSED
BY ROBOTYPE)

On a number of occasions in the past, I have told you that I was only the "front man" in our efforts. Behind the scenes, each of you worked, sometimes day and night, and often all weekend, to facilitate our joint efforts. Some have been with me longer than others, but all of you have combined in a short time to perform at a singular level of excellence.

As I assume the new responsibilities of the Presidency, I want you to know how mindful I am of your past labors -- and how grateful and indebted I am to you. You have contributed indispensably to the successful operation of the Office of the Vice President and to my ability to assume my new responsibilities. Our staff has been close to one another, much as a family, and I hope all of you understand the depth of my appreciation and affection. Although I am moving to another office, my loyalty and esteem for you remain unchanged.

I have asked some old friends to come in and help us during this difficult period, which we all hoped would not come. I hope you will render all possible cooperation to those who will be here to facilitate the transition, as well as to those of Mr. Nixon's staff for whom this time is even more difficult than it is for us.

With heartfelt thanks,

Gerald R. Ford



Mr. Buchen

August 9, 1974

MEMORANDUM FOR THE VICE PRESIDENT

Subject: Remarks after taking the oath

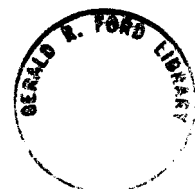
You will want to express some of your feelings and emotions and to let the American people feel they know their new President a little better. You can do this more effectively and more naturally by talking without prepared text.

However, there are several key points you should be sure to cover in order to begin to convey "Presidential" action and stature:

1. Recognize the uniqueness of taking office without having been elected in a national election. This carries a special obligation to meet with and listen to a wide variety of people throughout the country.
2. Mention some of the steps you will be taking to assure continuity of government: meeting with Cabinet and National Security Council; with Congressional leaders; with economic advisers. Also, you should solicit suggestions from all quarters of Vice Presidential nominees within a week's time.
3. Recognize that you are expected also to be your own man and a strong President. You will bring in competent men to help you assess the problems of government and to direct the transition to the new Administration.
4. Note again to America and the world the continuity of foreign policy.
5. Recognize the unique priority of the health of the domestic economy and the interconnectedness of our economy with the world economic situation. Energy and inflation are the two basic problems, both domestically and internationally.

Remember that any specifics you get into from now on cannot be walked away from.

Philip W. Buchen



August 9, 1974

MEMORANDUM FOR THE HEADS OF DEPARTMENTS AND AGENCIES

Just as President Nixon kept up the business of government so long as he was President, I know each of you has worked diligently to carry out the responsibilities you hold and to help him in his. You must have a feeling of sorrow, as I do, but you should also take pride in the many constructive accomplishments made by the Nixon Administration.

Many of you will now want to pass your responsibilities on to others. But you have a direct loyalty to the American people through the office you hold, and I too need your help. I ask each of you to continue to carry on the mission of your agency and to give me the advice I need as I take on my new responsibilities.

I have asked some friends whose counsel I respect to help me with the transition. They will form a bridge for me to my Vice Presidential staff office and to the officials of the Executive Branch until a permanent organization is established. I ask your help and cooperation for them as well as myself.

President Nixon fought long and with all his might to serve the American people well, ending his Presidency with a selfless and courageous act. You can still serve him and the Nation by helping us to carry on the essential functions of the Presidency. I will meet with the senior officials of the White House immediately after I take the oath of office to discuss transition arrangements and responsibilities.

Gerald R. Ford



[ca. 8/9/74]

MEMORANDUM FOR THE WHITE HOUSE STAFF

FROM: The Vice President

I know this has been a difficult and confusing time for each of you. You must have feelings of sorrow, as I do, but you also should be proud -- proud of the President you served and of your efforts for him and the country.

Many of you will want to go on to other pursuits now that your service to him has ended. I understand and respect that, but I also need your help. I ask each of you to stay on long enough to assure a steady and informed transition of the Presidency.

I have asked some friends whose counsel I respect to help me with the transition. They will form a bridge for me to my Vice Presidential staff office and to the officials of the Executive Branch until a permanent organization is established. I ask your help and cooperation for them as well as myself.

President Nixon fought long and with all his might to serve the American people well, ending his Presidency with a selfless and courageous act. You can still serve him and the Nation by helping us to carry on the essential functions of the Presidency. I will meet with the senior officials of the White House immediately after I take the oath of office to discuss transition arrangements and responsibilities.

