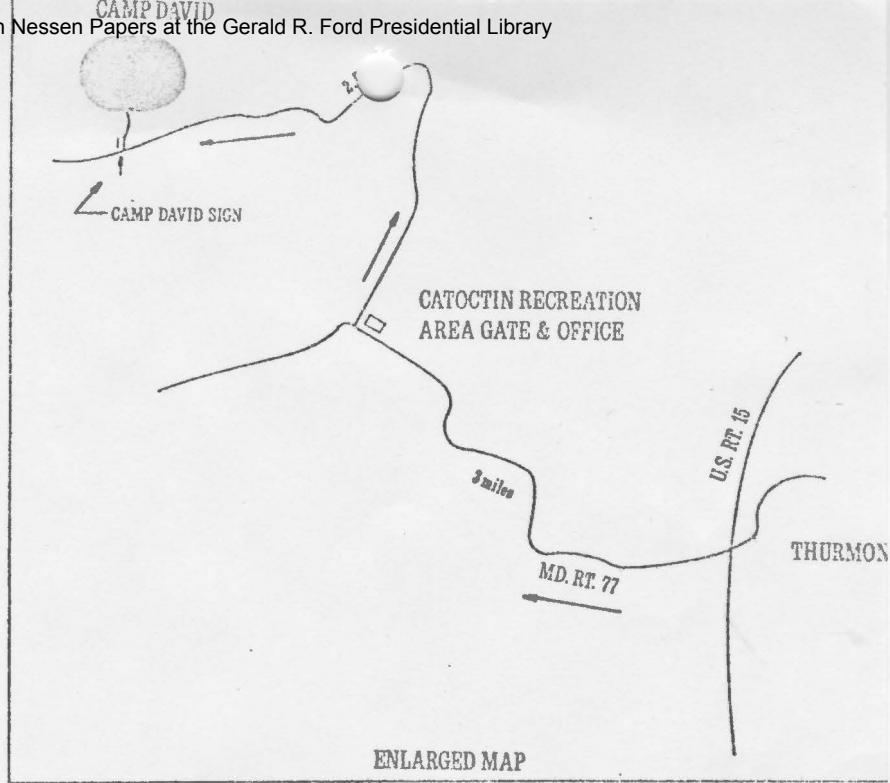
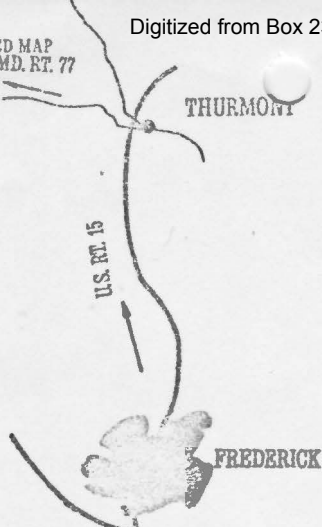


The original documents are located in Box 23, folder “Press Office - Improvement Meeting, 6/28-29/75 (1)” of the Ron Nessen Papers at the Gerald R. Ford Presidential Library.

Copyright Notice

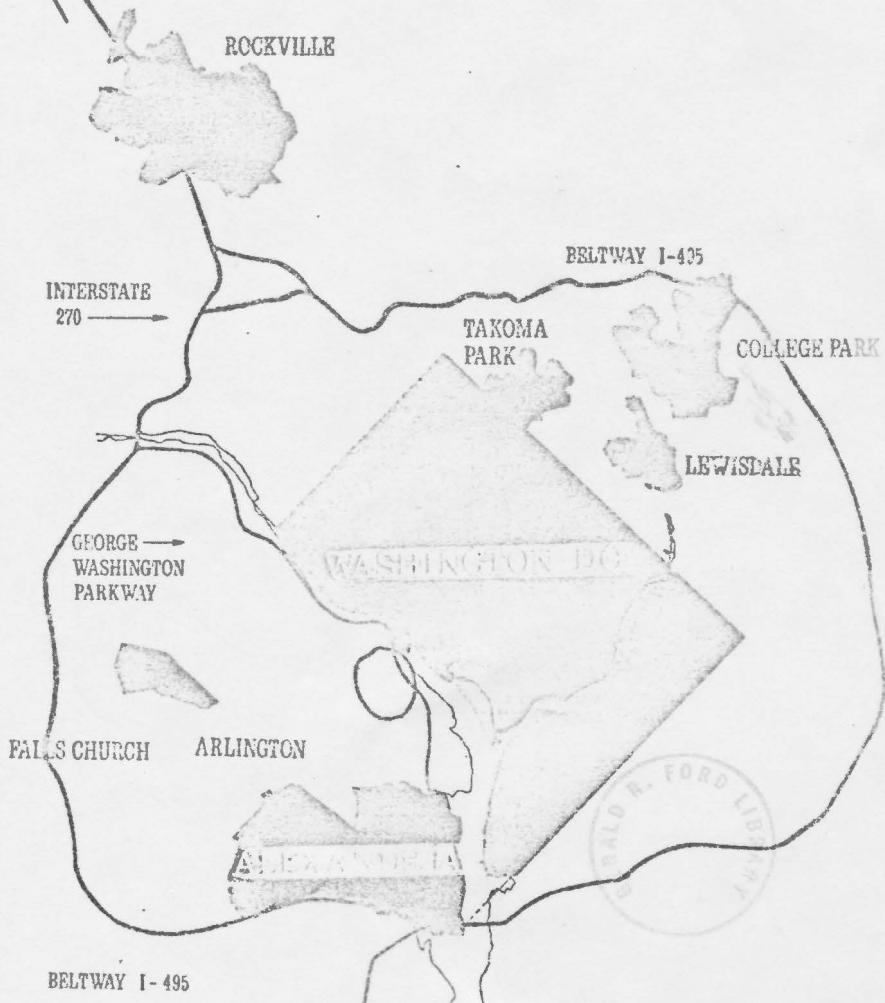
The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted material. Ron Nessen donated to the United States of America his copyrights in all of his unpublished writings in National Archives collections. Works prepared 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.

SEE ENLARGED MAP
MD. RT. 77



DIRECTIONS TO CAMP DAVID

INTERSTATE 70S



APPROXIMATE DRIVING TIME
WASHINGTON TO CAMP DAVID.- 1HR 30MIN

BELTWAY I-495

WELCOME TO CAMP DAVID

Miss Connie Girard

You will be staying in Maple

Attached is a map of all guest cabins.

For any assistance or information, please do not
hesitate to call on us.

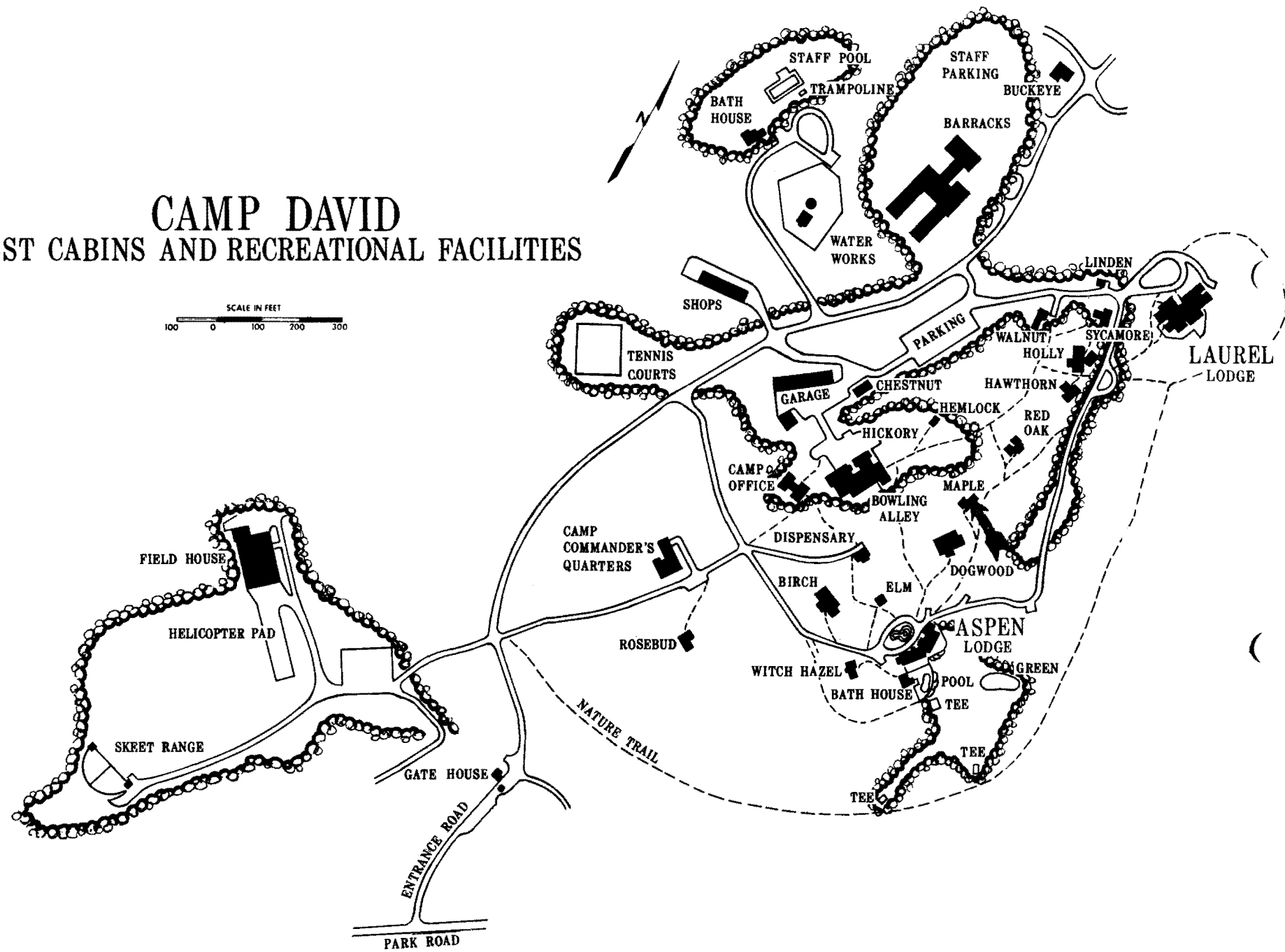
Conferences will be held in Laurel .

Meals will be served in Laurel

Please refrain from use of photographic equipment

CAMP DAVID

GUEST CABINS AND RECREATIONAL FACILITIES



<u>CABIN</u>	<u>BEDROOMS</u>	<u>TYPE BED</u>	<u>OCCUPANTS</u>	<u>REMARKS</u>
Maple	2	2 Twin	<u>NESSON</u> ✓	Bedrooms large 2 small baths 1 sitting room with fireplace
		2 Twin	<u>CONNOR</u> ✓	
Red Oak	2	2 Twin	<u>GREENER</u> ✓	Bedrooms large 2 small baths kitchenette 1 sitting room with fireplace
		2 Twin	<u>SPEAKES</u> ✓	
Hawthorn	2	1 King	<u>WHITE</u> ✓	Murphy beds are twin bed sized 2 large baths sitting room con- tains Murphy bed
		2 Murphy	<u>CARLSON</u> ✓	
Sycamore	2	2 Twin	<u>WARREN</u> ✓	2 large baths sitting room con- tains Murphy bed
		2 Murphy	<u>ROSENBERGER</u> ✓	
Walnut	2	2 Twin	<u>HOSHEN</u> ✓	Bedrooms medium Baths small 1 sitting room
		2 Twin	<u>MEAN</u> ✓	
Linden	1	2 Twin	<u>ROBERTS</u> ✓	1 small bath small cabin
Hemlock	1	2 Twin	<u>SHUMAN</u> ✓	1 small bath small cabin
			<u>DECAIR</u> ✓	



GERALD R. FORD LIBRARY

GENERAL INFORMATION

Communications - All Camp David telephones are served directly by a switchboard which is manned twenty-four hours a day. The operator will assist you in placing any calls. Direct lines to Washington and the White House are available.

Medical Assistance - A military hospital corpsman is on duty at all times to render first aid assistance. He is not a physician but is well qualified to provide emergency treatment or minor medication or assistance.

Transportation - Should you desire transportation or directions on Camp, in the local area, or to Washington, we can assist you.

Family Cribs - Cribs, strollers, high chairs, hair driers, irons and ironing boards are available from Chestnut.

Food Service - Stewards in Aspen Lodge and Laurel Lodge are available for food or refreshments. Refreshments can be provided in the cabins upon request. Bills will be forwarded to you by the White House Staff Mess.

Mail Service - Letters and packages can be mailed for you. Stamps are available in the Camp Office.

Photographs - For security reasons, photographs are not allowed on the Camp. The use of cameras must be cleared with the White House.

Babysitters - Babysitter service is not available at the Camp. Parents are requested to provide supervision of children at all times. Occasionally it is possible to arrange for teenagers in the area to care for smaller children in the cabins.

Parental Supervision - Parents are requested to assist us by supervising children at all times. The pinsetters, golf carts, snowmobiles, swimming pools, and other recreation equipment can be hazardous and require supervision by a person 16 years of age or older.

Weather - The Camp's elevation, nearly 2000 feet, causes weather conditions which are often completely different than the Baltimore-Washington area. Temperatures are normally 10-15 degrees colder year round. Snow and ice are common in the Winter and often cause hazardous driving conditions.

RECREATION FACILITIES

The following recreation facilities are available in season for guest use. Should you desire to use these facilities, please call Chestnut.

Movies - A complete list of motion pictures is included in this book. Qualified operators are available to show movies in Aspen, Laurel, and Holly.

Bowling - Two bowling alleys with automatic pinsetters are located in Hickory Lodge, the Camp recreation building. Balls, shoes, and socks are provided at the alley. For safety reasons, children under 16 must be supervised.

Swimming Pool - There are two pools on Camp - the Aspen Pool is located to the front of the Presidential Lodge at Aspen and the Staff Pool is located in the northwestern part of the Camp, behind the water tower. Bath houses are located adjacent at each pool. A sauna is located in the Aspen bath house. Both pools are heated and in use from early May to October. Swim fins and masks and a limited number of bathing suits are available. As lifeguards are not available, parental supervision is requested when children use the pools.

Skeet - A skeet range is available on Camp. Shot guns and ammunitions and qualified personnel are available. One-half hour notice is requested to properly set-up the equipment.

Tennis Courts - Two tennis courts are available. Shoes, rackets, and balls are provided at the courts.

Trampoline - A ground level mounted trampoline is located adjacent to the Staff Swimming Pool.

Golf - A golf green with three tees is located in front of the Aspen Lodge. Clubs and balls are available.

Snowmobiles - Two snowmobiles are available at the Field House. Guests are requested to restrict use to the Field House area for safety and noise. Safety helmets are provided. To safely operate snowmobiles, the operator must be at least 16 years of age. Guests are requested to maintain moderate speeds. Instructions on proper use and operation are available from Chestnut.

Sleds and Toboggans - Sleds, toboggans, and sliding disks are available.

Skiing - The Charnita Ski Slope is located just north of Emmitsburg, Maryland about thirty minutes distant. The season is from 1 December to 15 March. Rope tows, chair lifts, instructions, and rentals are available. For further information or transportation, contact Chestnut.

Pool Tables - Pool tables are located in the Hickory Lodge and Holly. Cues and balls are available.

Bicycles - Bicycles are provided at Aspen and Laurel Lodges for the guests.

Golf Carts - Two electric golf carts are available for guest use within the Camp. To safely operate golf carts, the operator must be at least 16 years of age.

Archery - An archery range can be set up near the Field House on request. Bows, arrows, and targets are available.

Playground - A playground is located between Aspen and Laurel. In addition to playground equipment, an outdoor badminton court, horseshoes, and croquet are located at the playground.

Shuffleboard - Outdoor shuffleboard courts are located adjacent to the Staff Pool.

Indoor Games - An assortment of indoor adult and children games such as Chess, Checkers, Pinochle, Scrabble, Puzzles, etc., are available and may be obtained from the stewards or by calling Chestnut. Bridge cards are available at Aspen and Laurel.

Hiking - Hiking within Camp David is encouraged. Hiking trails and nature trails are also available in the Catoctin Mountain Park. Park Rangers are available for guided tours of historical landmarks and nature trails.

GUEST ACCOMMODATIONS

Presidential Lodge

The Presidential Lodge was constructed on its present site in 1942. The Lodge was modeled after a sketch prepared by President Franklin D. Roosevelt. During President Eisenhower's second term in office, the Lodge was remodeled and named Aspen. Aspen Lodge is reserved exclusively for the President and First Family.

Guest Cabins

Aspen Area:

In the immediate vicinity of Aspen Lodge are four guest cabins with facilities as follows:

- * Dogwood which has two double bedrooms and a living room
- * Birch which has two double bedrooms and a living room
- * Witch Hazel which has two double bedrooms
- * Maple which has two double bedrooms and a sitting room

Laurel Area:

Laurel Lodge is located just north of Aspen and contains an office for the President, a dining room and two lounge areas. Laurel is used for guest dining, movies and to accommodate conferences. Surrounding Laurel are several guest cabins:

- * Linden which has a small combination double bedroom/lounge
- * Walnut which has two double bedroom and a small lounge
- * Hawthorn which has a double bedroom and a lounge equipped with fold down beds for conversion into a second bedroom
- * Sycamore which has a double bedroom and a lounge equipped with fold down beds for conversion into a second bedroom
- * Hemlock which has a small combination double bedroom/lounge
- * Red Oak which has two bedrooms, living room, and a kitchenette (under construction).

Rosebud:

Southwest of the Aspen Lodge is the cabin Rosebud. This cabin contains two double bedrooms and a living room.

<u>Church Name and Address</u>	<u>Service Times</u>	<u>Driving Time</u>	<u>Seating Capacity</u>	<u>Clergyman</u>
<u>Catholic:</u>				
Our Lady of Mt. Carmel Altamont Avenue Thurmont, Maryland Phone: 271-7300	Sat 7 PM Sun 7:30 AM/ 9 AM/11 AM Confessions: Sat 4-5 PM	15 Min.	150	Rev. Caulfield
U. S. Army Chapel Fort Ritchie, Maryland Phone: 878-8457	Sat 5 PM Sun 8:30 AM (Folk Mass) Sun 11:30 AM Confessions before each Mass	25 Min.	250	Father Flannery
St. Rita's Church Blue Ridge Summit, Pa. Phone: 794-2067	Sun 9 AM/ 10:30 AM	20 Min.	250	Father Paukovits

Protestant:

Thurmont Methodist Church Church Street Thurmont, Maryland Phone: 271-7707	10:45 AM	15 Min.	225	Rev. Hamrick
U. S. Army Chapel Fort Ritchie, Maryland Phone: 878-8457	10:00 AM Sunday School at 9:00 AM	25 Min.	250	Chaplain Stanford
St. John's Lutheran Church 15 Church Street Thurmont, Maryland Phone: 271-7877	10:45 AM	15 Min.	250	Rev. Simmel
Trinity United Church of Christ 100 E. Main Street Thurmont, Maryland Phone: 271-2305	11:00 AM	15 Min.	175	Rev. Halteman

Note: Other churches are within driving distance. If specific information is desired regarding other churches, please contact Chestnut.



GERALD R. FORD LIBRARY

GENERAL INFORMATION

Communications - All Camp David telephones are served directly by a switchboard which is manned twenty-four hours a day. The operator will assist you in placing any calls. Direct lines to Washington and the White House are available.

Medical Assistance - A military hospital corpsman is on duty at all times to render first aid assistance. He is not a physician but is well qualified to provide emergency treatment or minor medication or assistance.

Transportation - Should you desire transportation or directions on Camp, in the local area, or to Washington, we can assist you.

Family Cribs - Cribs, strollers, high chairs, hair driers, irons and ironing boards are available from Chestnut.

Food Service - Stewards in Aspen Lodge and Laurel Lodge are available for food or refreshments. Refreshments can be provided in the cabins upon request. Bills will be forwarded to you by the White House Staff Mess.

Mail Service - Letters and packages can be mailed for you. Stamps are available in the Camp Office.

Photographs - For security reasons, photographs are not allowed on the Camp. The use of cameras must be cleared with the White House.

Babysitters - Babysitter service is not available at the Camp. Parents are requested to provide supervision of children at all times. Occasionally it is possible to arrange for teenagers in the area to care for smaller children in the cabins.

Parental Supervision - Parents are requested to assist us by supervising children at all times. The pinsetters, golf carts, snowmobiles, swimming pools, and other recreation equipment can be hazardous and require supervision by a person 16 years of age or older.

Weather - The Camp's elevation, nearly 2000 feet, causes weather conditions which are often completely different than the Baltimore-Washington area. Temperatures are normally 10-15 degrees colder year round. Snow and ice are common in the Winter and often cause hazardous driving conditions.

RECREATION FACILITIES

The following recreation facilities are available in season for guest use. Should you desire to use these facilities, please call Chestnut.

Movies - A complete list of motion pictures is included in this book. Qualified operators are available to show movies in Aspen, Laurel, and Holly.

Bowling - Two bowling alleys with automatic pinsetters are located in Hickory Lodge, the Camp recreation building. Balls, shoes, and socks are provided at the alley. For safety reasons, children under 16 must be supervised.

Swimming Pool - There are two pools on Camp - the Aspen Pool is located to the front of the Presidential Lodge at Aspen and the Staff Pool is located in the northwestern part of the Camp, behind the water tower. Bath houses are located adjacent at each pool. A sauna is located in the Aspen bath house. Both pools are heated and in use from early May to October. Swim fins and masks and a limited number of bathing suits are available. As lifeguards are not available, parental supervision is requested when children use the pools.

Skeet - A skeet range is available on Camp. Shot guns and ammunitions and qualified personnel are available. One-half hour notice is requested to properly set-up the equipment.

Tennis Courts - Two tennis courts are available. Shoes, rackets, and balls are provided at the courts.

Trampoline - A ground level mounted trampoline is located adjacent to the Staff Swimming Pool.

Golf - A golf green with three tees is located in front of the Aspen Lodge. Clubs and balls are available.

Snowmobiles - Two snowmobiles are available at the Field House. Guests are requested to restrict use to the Field House area for safety and noise. Safety helmets are provided. To safely operate snowmobiles, the operator must be at least 16 years of age. Guests are requested to maintain moderate speeds. Instructions on proper use and operation are available from Chestnut.

Sleds and Toboggans - Sleds, toboggans, and sliding disks are available.

Skiing - The Charmita Ski Slope is located just north of Emmitsburg, Maryland about thirty minutes distant. The season is from 1 December to 15 March. Rope tows, chair lifts, instructions, and rentals are available. For further information or transportation, contact Chestnut.

Pool Tables - Pool tables are located in the Hickory Lodge and Holly. Cues and balls are available.

Bicycles - Bicycles are provided at Aspen and Laurel Lodges for the guests.

Golf Carts - Two electric golf carts are available for guest use within the Camp. To safely operate golf carts, the operator must be at least 16 years of age.

Archery - An archery range can be set up near the Field House on request. Bows, arrows, and targets are available.

Playground - A playground is located between Aspen and Laurel. In addition to playground equipment, an outdoor badminton court, horseshoes, and croquet are located at the playground.

Shuffleboard - Outdoor shuffleboard courts are located adjacent to the Staff Pool.

Indoor Games - An assortment of indoor adult and children games such as Chess, Checkers, Pinochle, Scrabble, Puzzles, etc., are available and may be obtained from the stewards or by calling Chestnut. Bridge cards are available at Aspen and Laurel.

Hiking - Hiking within Camp David is encouraged. Hiking trails and nature trails are also available in the Catoctin Mountain Park. Park Rangers are available for guided tours of historical landmarks and nature trails.

GUEST ACCOMMODATIONS

Presidential Lodge

The Presidential Lodge was constructed on its present site in 1942. The Lodge was modeled after a sketch prepared by President Franklin D. Roosevelt. During President Eisenhower's second term in office, the Lodge was remodeled and named Aspen. Aspen Lodge is reserved exclusively for the President and First Family.

Guest Cabins

Aspen Area:

In the immediate vicinity of Aspen Lodge are four guest cabins with facilities as follows:

- * Dogwood which has two double bedrooms and a living room
- * Birch which has two double bedrooms and a living room
- * Witch Hazel which has two double bedrooms
- * Maple which has two double bedrooms and a sitting room

Laurel Area:

Laurel Lodge is located just north of Aspen and contains an office for the President, a dining room and two lounge areas. Laurel is used for guest dining, movies and to accommodate conferences. Surrounding Laurel are several guest cabins:

- * Linden which has a small combination double bedroom/lounge
- * Walnut which has two double bedroom and a small lounge
- * Hawthorn which has a double bedroom and a lounge equipped with fold down beds for conversion into a second bedroom
- * Sycamore which has a double bedroom and a lounge equipped with fold down beds for conversion into a second bedroom
- * Hemlock which has a small combination double bedroom/lounge
- * Red Oak which has two bedrooms, living room, and a kitchenette (under construction).

Rosebud:

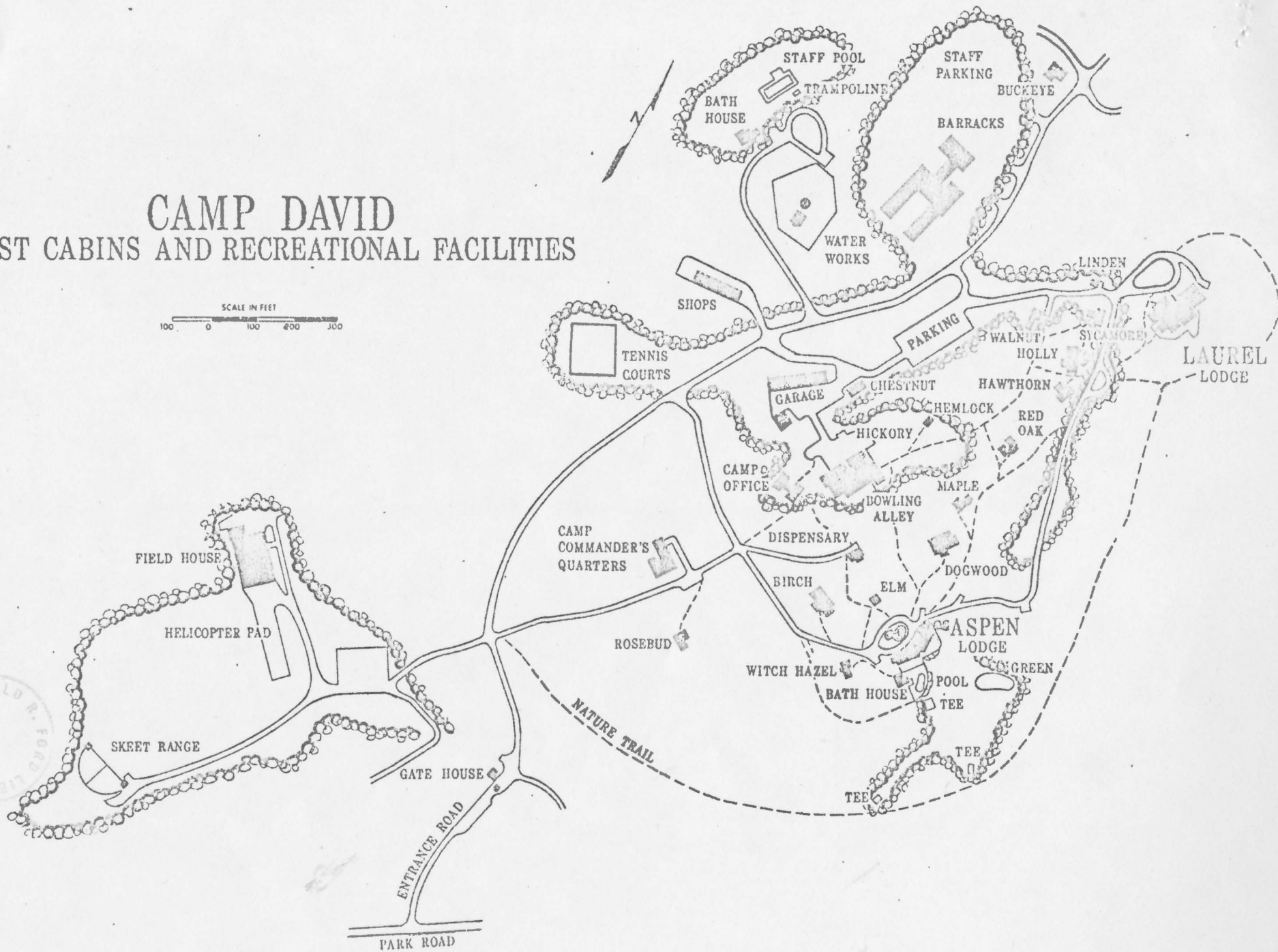
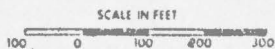
Southwest of the Aspen Lodge is the cabin Rosebud. This cabin contains two double bedrooms and a living room.

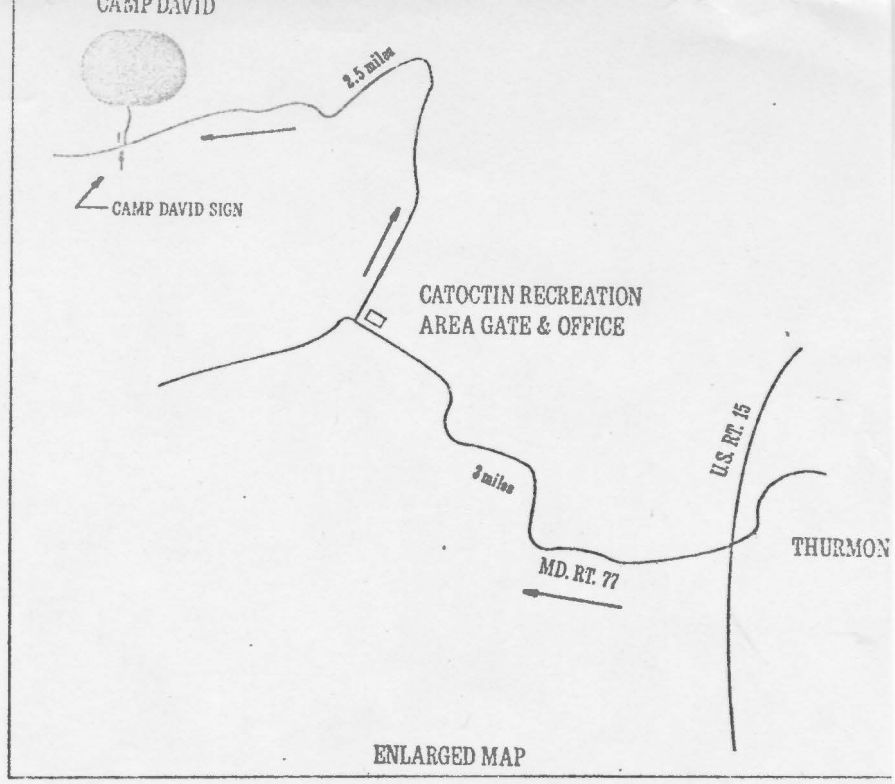
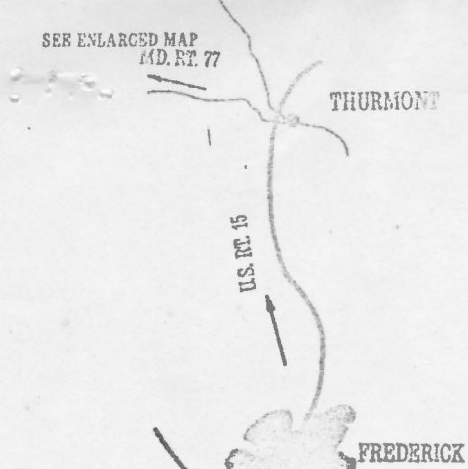
<u>Church Name and Address</u>	<u>Service Times</u>	<u>Driving Time</u>	<u>Seating Capacity</u>	<u>Clergyman</u>
<u>Catholic:</u>				
Our Lady of Mt. Carmel Altamont Avenue Thurmont, Maryland Phone: 271-7300	Sat 7 PM Sun 7:30 AM/ 9 AM/11 AM Confessions: Sat 4-5 PM	15 Min.	150	Rev. Caulfield
U. S. Army Chapel Fort Ritchie, Maryland Phone: 878-8457	Sat 5 PM Sun 8:30 AM (Folk Mass) Sun 11:30 AM Confessions before each Mass	25 Min.	250	Father Flannery
St. Rita's Church Blue Ridge Summit, Pa. Phone: 794-2067	Sun 9 AM/ 10:30 AM	20 Min.	250	Father Paukovits
<u>Protestant:</u>				
Thurmont Methodist Church Church Street Thurmont, Maryland Phone: 271-7707	10:45 AM	15 Min.	225	Rev. Hamrick
U. S. Army Chapel Fort Ritchie, Maryland Phone: 878-8457	10:00 AM Sunday School at 9:00 AM	25 Min.	250	Chaplain Stanford
St. John's Lutheran Church 15 Church Street Thurmont, Maryland Phone: 271-7877	10:45 AM	15 Min.	250	Rev. Simmel
Trinity United Church of Christ 100 E. Main Street Thurmont, Maryland Phone: 271-2305	11:00 AM	15 Min.	175	Rev. Halteman

Note: Other churches are within driving distance. If specific information is desired regarding other churches, please contact Chestnut.

CAMP DAVID

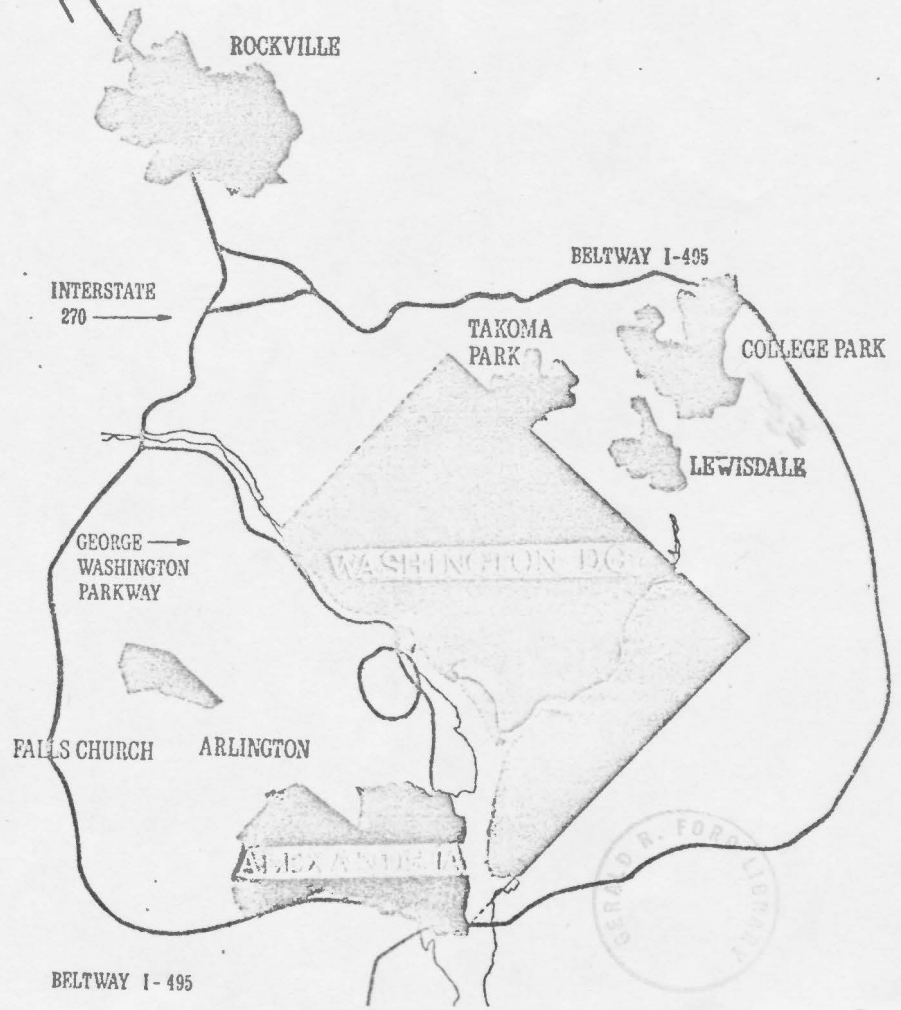
GUEST CABINS AND RECREATIONAL FACILITIES





DIRECTIONS TO CAMP DAVID

INTERSTATE 70S



APPROXIMATE DRIVING TIME
WASHINGTON TO CAMP DAVID - 1HR 30MIN

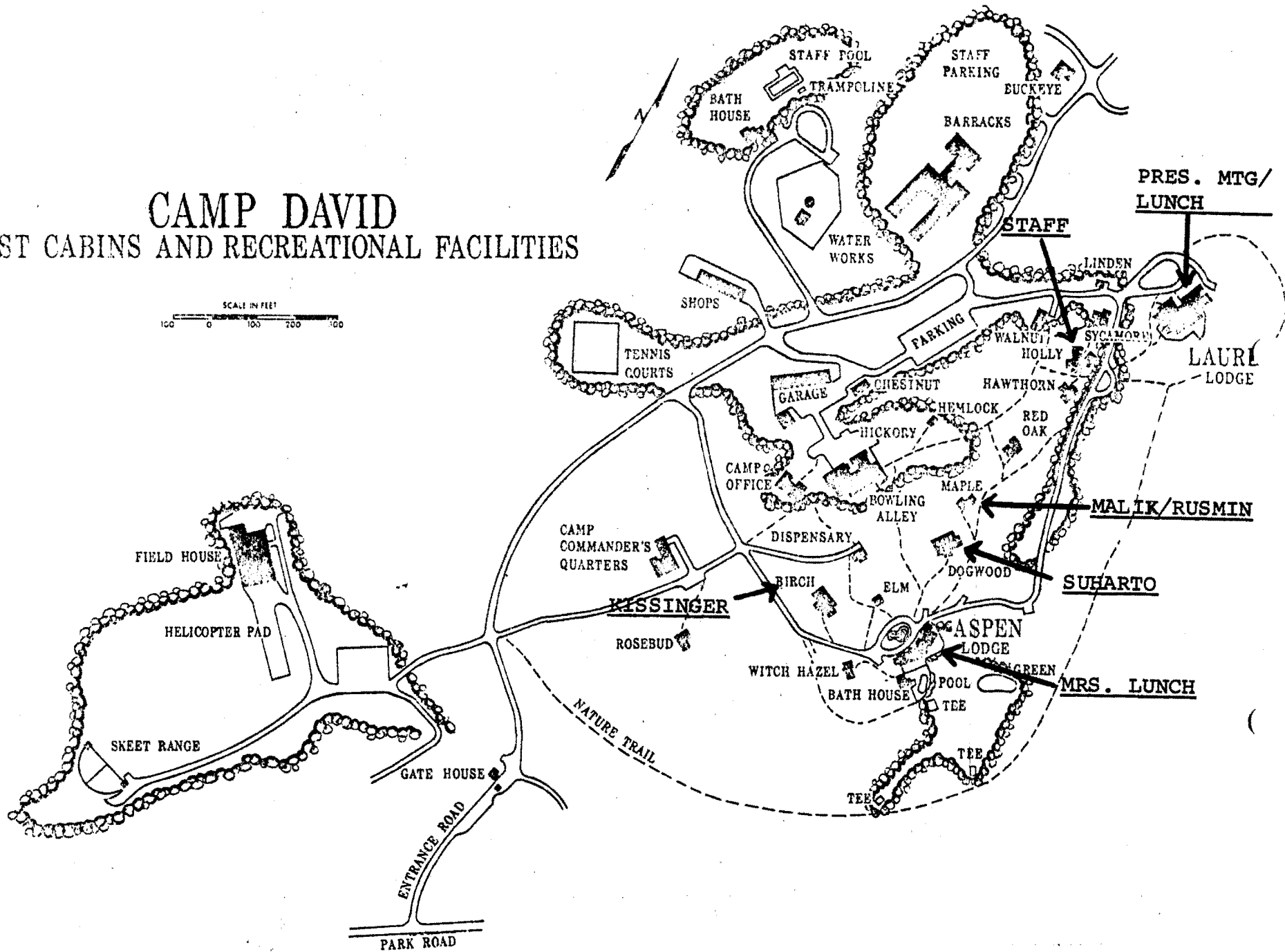
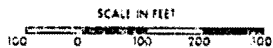


<u>CABIN</u>	<u>BEDROOMS</u>	<u>TYPE BED</u>	<u>OCCUPANTS</u>	<u>REMARKS</u>
Maple	2	2 Twin	<u>NESSON</u> ✓	Bedrooms large 2 small baths 1 sitting room with fireplace
		2 Twin	<u>CONNOR</u> ✓	
Red Oak	2	2 Twin	<u>GREENER</u> ✓	Bedrooms large 2 small baths kitchenette 1 sitting room with fireplace
		2 Twin	<u>SPEAKES</u> ✓	
Hawthorn	2	1 King	<u>WHITE</u> ✓	Murphy beds are twin bed sized 2 large baths sitting room con- tains Murphy bed
		2 Murphy	<u>CARLSON</u> ✓	
Sycamore	2	2 Twin	<u>WARREN</u> ✓	2 large baths sitting room con- tains Murphy bed
		2 Murphy	<u>ROSENBERGER</u> ✓	
Walnut	2	2 Twin	<u>HOSHEN</u> ✓	Bedrooms mediu Baths small 1 sitting room
		2 Twin	<u>MEAD</u> ✓	
Linden	1	2 Twin	<u>ROBERTS</u> ✓	1 small bath small cabin
Hemlock	1	2 Twin	<u>SHUMAN</u> ✓	1 small bath small cabin
			<u>DECAIR</u> ✓	

<u>CABIN</u>	<u>BEDROOMS</u>	<u>TYPE BED</u>	<u>OCCUPANTS</u>	<u>REMARKS</u>
Maple	2	2 Twin	<u>NESSON</u> ✓	Bedrooms large 2 small baths 1 sitting room with fireplace
		2 Twin	<u>CONNIG</u> ✓	
Red Oak	2	2 Twin	<u>GREENER</u> ✓	Bedrooms large 2 small baths kitchenette 1 sitting room with fireplace
		2 Twin	<u>SPEAKES</u> ✓	
Hawthorn	2	1 King	<u>WHITE</u> ✓	Murphy beds are twin bed sized 2 large baths sitting room con- tains Murphy bed
		2 Murphy	<u>CARLSON</u> ✓	
Sycamore	2	2 Twin	<u>WARREN</u> ✓	2 large baths sitting room con- tains Murphy bed
		2 Murphy	<u>ROSENBERGER</u> ✓	
Walnut	2	2 Twin	<u>HUSHEN</u> ✓	Bedrooms mediu Baths small 1 sitting room
		2 Twin	<u>MEAD</u> ✓	
Linden	1	2 Twin	<u>ROBERTS</u> ✓	1 small bath small cabin
Hemlock	1	2 Twin	<u>SHUMAN</u> ✓	1 small bath small cabin
			<u>DECAIR</u> ✓	

CAMP DAVID

GUEST CABINS AND RECREATIONAL FACILITIES



PRESS CRITICISM

1. The selected "hand-full" of reporters selected to speak to Ron after his statement. Bill Greener selected the chosen few to talk to Ron Nessen. This, reportedly, was on the basis of the calls placed by these reporters, although when Bill asked the reporters to enter into conversation with Ron Nessen, he had no list before him.

2. Why were the "callers" the only reporters asked to see Ron?

Should we now make it a policy to call Ron if we want to talk to him, or receive answers?

3. After the individual meeting yesterday, Reuters, ~~MMKKE~~ Mutual, and others, had to report the outcome of the second Ron Nessen "second-hand" to their listeners. (I'm sure that they did not mention this on their news)

4. It is felt that Ron questions the news judgment of the ~~news~~ correspondents. When they ask Ron a question, and it is felt that sometimes he does not have the answers to all/most of the questions, instead of answering the question, he asks the reporter why he would ask such a question.

5. The reporters feel that these briefings are held to obtain news, not Ron's heated feelings on current issues. They feel that he should answer in facts only. When asked a question, he should answer as direct as possible. If he does not know the ~~ANSWER~~ answer, write the question down. And, come back the next day and say, " Mr. X, in answer to your question yesterday....." By doing this, he will not only answer the questions of the reporters, but let them know that he is trying to keep them as informed as possible.

6. Some reporters feel that information is sometimes not passed along to Ron. That he, too, is in the dark on some issues. Perhaps the statement he made yesterday should not be posed to the press.....but should have been made to some members of the staff.

7. Since the President can only hit the surface of certain issues, bills, etc., during his news conferences, the briefings allow the reporters to ask the "whys" "hows" and "where do we go from here" questions.
8. Because of the Watergate cover-up, the reporters feel that it is their "duty" to probe into unanswered questions. This does not reflect on Ron's ability to answer the questions....
9. They feel that President Ford has the best relationship with reporters - better than the past two/three President's. He is open, honest, and realizes the problems of the press.

Ron is not doing the President a service by trying to cover-up unanswered questions, or with his attitude toward the press.

THE WHITE HOUSE

WASHINGTON

June 24, 1975

MEMORANDUM FOR:

RON

FROM:

BILL GREENER

Bill

SUBJECT:

Camp David Weekend June 27-29, 1975

As you know we have made arrangements for a weekend meeting at Camp David starting Friday, June 27 and ending Sunday, June 29.

You may depart depending upon your own working schedule Friday afternoon. Dinner will be served between 9:00-9:30 p.m. Friday night. We will need to know from each of you your approximate arrival time and the license number of your automobile.

Most of the couples will be sharing cabins. You have been assigned to *MAPLE* Cabin and the other person in your cabin with you will be *CONNIE*

For your information, we plan our first meeting on Saturday morning starting at 10:00 a.m. All meetings will take place in Laurel Lodge. We will meet from 10:00 a.m. to Noon on Saturday morning and from 2:00-4:00 p.m. on Saturday afternoon. There will be a third and final business meeting Sunday morning from 10:00 a.m. to Noon.

As you know Ron would like to discuss such subjects as long range plans, ways and means of improving daily press briefings, whether to continue the daily press briefings, review and critique trip support and activities including international trips and in general review the operation of the office.

In order to prepare a meaningful agenda for the meetings, I would appreciate it if you would let me have your recommendations for agenda items before you leave Thursday evening, June 26.

Let me repeat, it is important that you let Pat know by Thursday at 3:00 p.m. your projected arrival time at Camp David and the license number of your automobile.

Attached for your information is an outline of facilities, general information on the Camp, a map of the Camp and a map of the route to the Camp.

Ron and I both feel that this can be a really meaningful as well as enjoyable weekend and we look forward to your full participation. We only wish that space and facilities allowed for our children to accompany us, but unfortunately that is impossible on this trip.

Attachment

THE WHITE HOUSE

WASHINGTON

June 24, 1975

MEMORANDUM FOR:

Cornie

FROM:

BILL GREENER

Bill

SUBJECT:

Camp David Weekend June 27-29, 1975

As you know we have made arrangements for a weekend meeting at Camp David starting Friday, June 27 and ending Sunday, June 29.

You may depart depending upon your own working schedule Friday afternoon. Dinner will be served between 9:00-9:30 p.m. Friday night. We will need to know from each of you your approximate arrival time and the license number of your automobile.

Most of the couples will be sharing cabins. You have been assigned to **MAPLE** Cabin and the other couple in your cabin will be ~~Mr. and Mrs. Ron & Cindy~~

For your information, we plan our first meeting on Saturday morning starting at 10:00 a.m. All meetings will take place in Laurel Lodge. We will meet from 10:00 a.m. to Noon on Saturday morning and from 2:00-4:00 p.m. on Saturday afternoon. There will be a third and final business meeting Sunday morning from 10:00 a.m. to Noon.

As you know Ron would like to discuss such subjects as long range plans, ways and means of improving daily press briefings, whether to continue the daily press briefings, review and critique trip support and activities including international trips and in general review the operation of the office.

In order to prepare a meaningful agenda for the meetings, I would appreciate it if you would let me have your recommendations for agenda items before you leave Thursday evening, June 26.

Let me repeat, it is important that you let Pat know by Thursday at 3:00 p.m. your projected arrival time at Camp David and the license number of your automobile.

Attached for your information is an outline of facilities, general information on the Camp, a map of the Camp and a map of the route to the Camp.

Ron and I both feel that this can be a really meaningful as well as enjoyable weekend and we look forward to your full participation. We only wish that space and facilities allowed for our children to accompany us, but unfortunately that is impossible on this trip.

Attachment

THE WHITE HOUSE

WASHINGTON

June 24, 1975

MEMORANDUM FOR:

FROM: BILL GREENER

SUBJECT: Camp David Weekend June 27-29, 1975

As you know we have made arrangements for a weekend meeting at Camp David starting Friday, June 27 and ending Sunday, June 29.

You may depart depending upon your own working schedule Friday afternoon. Dinner will be served between 9:00-9:30 p.m. Friday night. We will need to know from each of you your approximate arrival time and the license number of your automobile.

Most of the couples will be sharing cabins. You have been assigned to Cabin and the other couple in your cabin will be Mr. and Mrs.

For your information, we plan our first meeting on Saturday morning starting at 10:00 a.m. All meetings will take place in Laurel Lodge. We will meet from 10:00 a.m. to Noon on Saturday morning and from 2:00-4:00 p.m. on Saturday afternoon. There will be a third and final business meeting Sunday morning from 10:00 a.m. to Noon.

As you know Ron would like to discuss such subjects as long range plans, ways and means of improving daily press briefings, whether to continue the daily press briefings, review and critique trip support and activities including international trips and in general review the operation of the office.

In order to prepare a meaningful agenda for the meetings, I would appreciate it if you would let me have your recommendations for agenda items before you leave Thursday evening, June 26.



Let me repeat, it is important that you let Pat know by Thursday at 3:00 p.m. your projected arrival time at Camp David and the license number of your automobile.

Attached for your information is an outline of facilities, general information on the Camp, a map of the Camp and a map of the route to the Camp.

Ron and I both feel that this can be a really meaningful as well as enjoyable weekend and we look forward to your full participation. We only wish that space and facilities allowed for our children to accompany us, but unfortunately that is impossible on this trip.

Attachment

THE WHITE HOUSE
WASHINGTON

June 26, 1975

MEMORANDUM TO RON NESSEN

FROM: JACK HUSHEN ~~for~~

SUBJECT: Topics for Discussion at Camp David

As I mentioned the other day, our operation seems to have hit a flat spot in our relations with the press corps. This is due to a variety of factors, to which both sides have contributed, but a summer offensive might serve to convince the newsmen that we really are trying to assist them. I have set forth in outline form some ideas which I think have merit in this area. Also enclosed in this memo are some items for discussion about the internal operation of the office.

1. Briefings should start at 10:30 a.m. and should be held every day except when the President is travelling.
 - a. Reporters are never sure just when the briefing will start even when we tell them in the morning. And, when it slips past noon, they really get irritated because their time is being eroded by what they think is an inconsiderate Press Secretary -- and they don't like it.
 - b. Late briefings reduce coverage of Administration positions because afternoon papers do not makeover like they used to and second day stories are usually very abbreviated because of the play given by evening TV news shows and morning papers.
 - c. After nine months as Press Secretary, you have a solid foundation of knowledge about Administration positions. Therefore, you really need very little preparation, but when you finally brief, you are about as well prepared as the President is for one of his press conferences. Too much staff time is spent anticipating questions that never get asked -- as you know and complain about. If a question were to come up during the early briefing that you weren't ready for, you could easily say that you

didn't have time to check it. We have a good record for responding to left-over questions before the day is out.

- d. You do not need to see the President before you brief, primarily because you are well versed on Administration positions. On days that you were not able to see the President before briefing, you would have a natural fall-back position on certain questions: You'd like to check with the President before responding to a particular question. As it is now, we have no fall-back position because we supposedly have anticipated every question, talked with all senior aides and had a lengthy discussion with the President.
- e. Don Rumsfeld may be in favor of fewer briefings, but nothing gets the press corps' back up quicker than the feeling that you are ducking them. Our image as an open administration has been fading, partially due to the strong impression that the President's communicator would rather not communicate, given a half-way legitimate excuse to cancel a briefing. The press' image of you as their lever into the Presidency and the White House is under attack and needs shoring up. The benefits of not briefing do not begin to match the eroding of the office's reputation, to say nothing of how it reflects on the President.
- f. On days when a press conference is scheduled, or other events are crowding up the schedule, Bill Greener (or myself) could be the briefer. The newsmen would automatically know that the news quotient would be reduced and therefore would cut off the briefing quicker, but by having a deputy available, it would at least allow for housekeeping questions -- which are important to the wires and the regulars.
- g. By starting at 10:30, you'll find that most reporters are even less prepared than they are at 11:30. For one thing, they won't have time to sit around the briefing room reading the Post and the Times for an hour waiting for the Press Secretary. We can probably do a better job of anticipating their questions under that kind of schedule than we do now.

- h. In conclusion, I think you would score solid points by announcing that you have adopted an earlier and daily briefing schedule. If we are the open Administration we say we are, let's be out there every day finding out what's on the public's mind.

II. Briefings should be made available to all networks for audio taping, but Press Office permission must be obtained before airing actualities.

- a. The use of actualities will put more Presidential positions and statements on the air in the words we want to use even though it will be in the Press Secretary's voice. This is an area that is ripe for exploitation.
- b. Virtually every radio station in the country subscribes to one of the nine network news services which cover the White House full time: ABC, CBS, NBC, Mutual, Westinghouse, Storer, UPI Audio, AP Radio
- c. Networks must understand in advance that while the entire briefing may be taped, nothing could be aired without the express permission of the Press Secretary. This would have to be an iron-clad agreement because there will be times when the nets really want to air something that makes the White House look like it is run by bumbling amateurs, and they will have to accept our decision without a lot of argument.
- d. This could be the forerunner of a similar program for video coverage. We are also missing the boat in this area, but not as much as the radio actualities.
- e. It would give the Administration a better chance to market its other spokesmen -- the Lynns, Zarbs, Simons, Cannons, etc. who, for the most part, labor in anonymity. They could take a more active role in the briefings.
- f. As we get into the campaign, we will be looking for ways to market our message free -- due to the strictures of the Campaign Act. Radio actualities are an excellent way of doing this.

III. Improve information liaison within Press Office and between Press Office and other key departmental spokesmen.

- a. The lower press office is less knowledgeable about White House activities now than it was two months ago, which reduces its usefulness.
- b. The reason most of the phone calls go to upper office is that newsmen quickly learn who has information to impart.
- c. A remedy for this situation would be to divide up areas of responsibility so that the entire professional staff is more involved in White House activities. This made a significant improvement in the flow of information at the Justice Department when this type of operation was set up there. Where possible, the specific individual will act as a spokesman for the White House in that area.
- d. Assign responsibility to certain upper staff members for talking daily with press spokesmen at Defense and State to stay more on top of problem areas and breaking news stories.
- e. Personnel actions should be discussed informally with staff members before being announced generally. The more the action affects the whole staff, the more the whole staff should be consulted. -- or advised privately -- before the final decision is made. This can be a real morale builder, if handled properly.

IV. The Press Secretary should form his own "kitchen cabinet" or "transition group" to obtain a different perspective than the staff can supply.

- a. The Press Office seems to be slowly moving away from press corps, and such a move should tend to reverse that direction. The meeting with the newsmen after the Vladivostok trip, for instance, was of immense benefit in restoring the office's credibility with the press corps.

- b. The Press Secretary will get a better idea of the job that he -- and his staff -- are doing. Also, it will give the press a sounding board and might tend to diffuse some of the criticism.
- c. Membership should be limited to no more than five or seven persons drawn from the following areas:
 - 1. Persons covering the White House who are personal friends. This could only consist of one or two people.
 - 2. Former associates at NBC (one or two).
 - 3. Former press secretaries (one, if possible).
 - 4. Newsmen who formerly covered White House who you know well. (one or two)
 - 5. Close friends whose judgement you trust. (one)

List should be discussed with staff before final selection to insure best candidates. Names will not be disclosed publicly.

V. Press Office assistance for state dinners should cease. Mrs. Ford's Press Office should handle entire event.

- a. Arranging coverage of these dinners takes up a large amount of time that could be better spent on West Wing problems.
- b. Dinners require staff member (usually Bill Roberts) to wear a tux to each event, even though he is never invited to any of the festivities and usually can't leave before 1:00 a.m.
- c. Press coverage is limited to a pool and the East Wing can handle it with a minimum of effort.
- d. The Press Office does all the work for the arrival ceremony.

VI. Press Secretary should operate with self-imposed limits on certain areas of discussion.

- a. Press Office prides itself on being responsive, but we may be too responsive.
- b. Too many White House reporters depend solely on the briefings for their livelihood, so they will try to get all their answers from the Press Secretary.
- c. With the frequency of Presidential Press Conferences, Press Secretary should make greater use of phrase: "That's something you'll have to ask the President about."
- d. Reporters will accept a shut-off comment such as: "That's not a subject that I will discuss from this podium." At the best, they will have a story that you refused to discuss it, but at worst, a misstatement, may force us to issue a clarification that compromises an Administration policy or initiative.
- e. There is no way the Press Office can answer all the questions posed, so Press Secretary should not worry about not engaging in a particular line of questioning.
- f. Answers to questions that are developed during the briefing should contain all relevant information -- or held until conclusion of briefing. (John Connally visit is case in point.)

V. Other items that need to be discussed:

- a. Resolution of NSC-Press Office contact situation.
- b. A replacement for Ed Savage. (Press is complaining that they have no one to talk to for foreign policy background).
- c. Daily announcements should be xeroxed for lower press office personnel.

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

June 26, 1975

MEMORANDUM TO RON NESSEN

FROM: JACK HUSHEN ~~with~~

SUBJECT: Topics for Discussion at Camp David

As I mentioned the other day, our operation seems to have hit a flat spot in our relations with the press corps. This is due to a variety of factors, to which both sides have contributed, but a summer offensive might serve to convince the newsmen that we really are trying to assist them. I have set forth in outline form some ideas which I think have merit in this area. Also enclosed in this memo are some items for discussion about the internal operation of the office.

1. Briefings should start at 10:30 a.m. and should be held every day except when the President is travelling.
 - a. Reporters are never sure just when the briefing will start even when we tell them in the morning. And, when it slips past noon, they really get irritated because their time is being eroded by what they think is an inconsiderate Press Secretary -- and they don't like it.
 - b. Late briefings reduce coverage of Administration positions because afternoon papers do not makeover like they used to and second day stories are usually very abbreviated because of the play given by evening TV news shows and morning papers.
 - c. After nine months as Press Secretary, you have a solid foundation of knowledge about Administration positions. Therefore, you really need very little preparation, but when you finally brief, you are about as well prepared as the President is for one of his press conferences. Too much staff time is spent anticipating questions that never get asked -- as you know and complain about. If a question were to come up during the early briefing that you weren't ready for, you could easily say that you

didn't have time to check it. We have a good record for responding to left-over questions before the day is out.

- d. You do not need to see the President before you brief, primarily because you are well versed on Administration positions. On days that you were not able to see the President before briefing, you would have a natural fall-back position on certain questions: You'd like to check with the President before responding to a particular question. As it is now, we have no fall-back position because we supposedly have anticipated every question, talked with all senior aides and had a lengthy discussion with the President.
- e. Don Rumsfeld may be in favor of fewer briefings, but nothing gets the press corps' back up quicker than the feeling that you are ducking them. Our image as an open administration has been fading, partially due to the strong impression that the President's communicator would rather not communicate, given a half-way legitimate excuse to cancel a briefing. The press' image of you as their lever into the Presidency and the White House is under attack and needs shoring up. The benefits of not briefing do not begin to match the eroding of the office's reputation, to say nothing of how it reflects on the President.
- f. On days when a press conference is scheduled, or other events are crowding up the schedule, Bill Greener (or myself) could be the briefer. The newsmen would automatically know that the news quotient would be reduced and therefore would cut off the briefing quicker, but by having a deputy available, it would at least allow for housekeeping questions -- which are important to the wires and the regulars.
- g. By starting at 10:30, you'll find that most reporters are even less prepared than they are at 11:30. For one thing, they won't have time to sit around the briefing room reading the Post and the Times for an hour waiting for the Press Secretary. We can probably do a better job of anticipating their questions under that kind of schedule than we do now.

- h. In conclusion, I think you would score solid points by announcing that you have adopted an earlier and daily briefing schedule. If we are the open Administration we say we are, let's be out there every day finding out what's on the public's mind.

II. Briefings should be made available to all networks for audio taping, but Press Office permission must be obtained before airing actualities.

- a. The use of actualities will put more Presidential positions and statements on the air in the words we want to use even though it will be in the Press Secretary's voice. This is an area that is ripe for exploitation.
- b. Virtually every radio station in the country subscribes to one of the nine network news services which cover the White House full time: ABC, CBS, NBC, Mutual, Westinghouse, Storer, UPI Audio, AP Radio
- c. Networks must understand in advance that while the entire briefing may be taped, nothing could be aired without the express permission of the Press Secretary. This would have to be an iron-clad agreement because there will be times when the nets really want to air something that makes the White House look like it is run by bumbling amateurs, and they will have to accept our decision without a lot of argument.
- d. This could be the forerunner of a similar program for video coverage. We are also missing the boat in this area, but not as much as the radio actualities.
- e. It would give the Administration a better chance to market its other spokesmen -- the Lynns, Zarbs, Simons, Cannons, etc. who, for the most part, labor in anonymity. They could take a more active role in the briefings.
- f. As we get into the campaign, we will be looking for ways to market our message free -- due to the strictures of the Campaign Act. Radio actualities are an excellent way of doing this.

III. Improve information liaison within Press Office and between Press Office and other key departmental spokesmen.

- a. The lower press office is less knowledgeable about White House activities now than it was two months ago, which reduces its usefulness.
- b. The reason most of the phone calls go to upper office is that newsmen quickly learn who has information to impart.
- c. A remedy for this situation would be to divide up areas of responsibility so that the entire professional staff is more involved in White House activities. This made a significant improvement in the flow of information at the Justice Department when this type of operation was set up there. Where possible, the specific individual will act as a spokesman for the White House in that area.
- d. Assign responsibility to certain upper staff members for talking daily with press spokesmen at Defense and State to stay more on top of problem areas and breaking news stories.
- e. Personnel actions should be discussed informally with staff members before being announced generally. The more the action affects the whole staff, the more the whole staff should be consulted. -- or advised privately -- before the final decision is made. This can be a real morale builder, if handled properly.

IV. The Press Secretary should form his own "kitchen cabinet" or "transition group" to obtain a different perspective than the staff can supply.

- a. The Press Office seems to be slowly moving away from press corps, and such a move should tend to reverse that direction. The meeting with the newsmen after the Vladivostok trip, for instance, was of immense benefit in restoring the office's credibility with the press corps.

- b. The Press Secretary will get a better idea of the job that he -- and his staff -- are doing. Also, it will give the press a sounding board and might tend to diffuse some of the criticism.
- c. Membership should be limited to no more than five or seven persons drawn from the following areas:
 - 1. Persons covering the White House who are personal friends. This could only consist of one or two people.
 - 2. Former associates at NBC (one or two).
 - 3. Former press secretaries (one, if possible).
 - 4. Newsmen who formerly covered White House who you know well. (one or two)
 - 5. Close friends whose judgement you trust. (one)

List should be discussed with staff before final selection to insure best candidates. Names will not be disclosed publicly.

V. Press Office assistance for state dinners should cease. Mrs. Ford's Press Office should handle entire event.

- a. Arranging coverage of these dinners takes up a large amount of time that could be better spent on West Wing problems.
- b. Dinners require staff member (usually Bill Roberts) to wear a tux to each event, even though he is never invited to any of the festivities and usually can't leave before 1:00 a.m.
- c. Press coverage is limited to a pool and the East Wing can handle it with a minimum of effort.
- d. The Press Office does all the work for the arrival ceremony.

VI. Press Secretary should operate with self-imposed limits on certain areas of discussion.

- a. Press Office prides itself on being responsive, but we may be too responsive.
- b. Too many White House reporters depend solely on the briefings for their livelihood, so they will try to get all their answers from the Press Secretary.
- c. With the frequency of Presidential Press Conferences, Press Secretary should make greater use of phrase: "That's something you'll have to ask the President about."
- d. Reporters will accept a shut-off comment such as: "That's not a subject that I will discuss from this podium." At the best, they will have a story that you refused to discuss it, but at worst, a misstatement, may force us to issue a clarification that compromises an Administration policy or initiative.
- e. There is no way the Press Office can answer all the questions posed, so Press Secretary should not worry about not engaging in a particular line of questioning.
- f. Answers to questions that are developed during the briefing should contain all relevant information -- or held until conclusion of briefing. (John Connally visit is case in point.)

V. Other items that need to be discussed:

- a. Resolution of NSC-Press Office contact situation.
- b. A replacement for Ed Savage. (Press is complaining that they have no one to talk to for foreign policy background).
- c. Daily announcements should be xeroxed for lower press office personnel.

June 27, 1975

AGENDA ITEMS TO BE DISCUSSED
AT CAMP DAVID

For Saturday morning at the opening meeting, I would suggest you make the following points:

Contrary to any thoughts anyone might have at the meeting or anything anyone might have read about this meeting, the purpose is threefold:

1. To do what we can to improve the operation of the Press Office. We are doing better than ever before and I think we are on a plateau and able to make some really big jumps in the coming months. I might add jumps for the better. We can provide for the public and the President a better flow of information, and it is my aim to see that we do it.
2. It is a chance for us to get to know each other in a social way much better, and you can be sure you will be provided the time and opportunity for that activity.
3. I know we have been spending some long hours and we will continue to spend long hours over the next coming months, so we can now spend some time with our families and relax a little.

Agenda Items

1. Communications between offices *30 mins*
2. Scheduling of news conferences and speeches *15 mins*
3. Upcoming campaign and responsibilities *30 mins*
4. Ways to combat attempts to portray the President as anti-jobs and anti-people. *30 min*

Saturday Afternoon Agenda Items

1. Ways to improve the daily press briefings
2. Do we need regular late afternoon staff meetings (not total staff but those dealing with the media)
3. ~~Ceremonial arrivals at the White House and presidential feelings toward practice and rehearsals of appearances.~~



Sunday Morning Agenda Items

1. Are there ways to improve the late hours and duties in the office on some rotational schedule. ✓

2. ~~How will the press information committee be handling press information, releases, etc.~~

3. Staffing on trips ✓

4. With the political becoming more and more dominant, is our philosophy still to try to avoid being PR salesmen in favor of emphasizing transmission of information.


5. Ways and means of emphasizing the news summary. ✓

Vacations, staff meetings, Meet here again.



THE WHITE HOUSE
WASHINGTON

June 26, 1975

MEMORANDUM FOR: BILL GREENER
FROM: BOB MEAD 
SUBJECT: Camp David Information

As requested, here follows information pertaining to Camp David and the upcoming weekend:

Our arrival will be in a 1971 Mercury Cougar (green), Virginia license BJY 547 at approx. 9:00 p.m. At this time, Mr. & Mrs. Hushen will ride with us.

Agenda Area

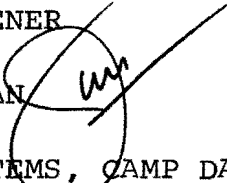
1. Communication between offices
2. Scheduling of news conferences and speeches
3. Ceremonial arrivals at the White House
4. Upcoming campaign and responsibilities
5. Presidential feelings toward practice and rehearsal of appearances.

TAB B

THE WHITE HOUSE

WASHINGTON

June 25, 1975

MEMORANDUM TO: BILL GREENER
FROM: JIM SHUMAN 
SUBJECT: AGENDA ITEMS, CAMP DAVID MEETING

Following are points I would like us to discuss at the staff conference this weekend:

1. Ways the Press and Communications Officers can combat attempts to portray President Ford as anti-jobs and anti-people, attempts which the Democrats, Labor and others are now beginning. (Perhaps a Presidential TV appearance or interview on the first anniversary of the Ford Administration, which would allow the President to state the humanistic philosophy behind his specific programs. And/or more effort when we announce vetoes or proposals to stress how they would help people, rather than abstract ideas such as "fiscal responsibility."

2. The News Summary and how it could be improved to be more useful.

TAB C

June 26, 1975

MEMORANDUM FOR: BILL GREENER

FROM: BILL ROBERTS

RE: AGENDA SUGGESTIONS FOR CAMP DAVID MEETINGS.

Per your memo, here are a few suggestions as to agenda items at Camp David:

A. DAILY OPERATION OF THE PRESS OFFICE

1. How can we improve methods of circulating and exchanging information among members of the Press Office Staff?
2. Do we need regular--or even daily--late afternoon staff meetings?
3. Is it possible to have a rotation schedule for late hours duty in the Press Office, and for home telephone duty every night, rather than just on Sundays?
4. Would it be worthwhile to transcribe and circulate in the Press Office Ron's "informal" briefings--which usually aren't transcribed?
5. Would it be possible to compile a daily list of every release and item of information put out by the Press Office, with copies circulated through the Press Office and Senior Staff?

B. LONG RANGE PRESS OFFICE OPERATIONS

1. How will the Press Office coordinate its operations with the Presidential Campaign Committee in handling press information, speech texts, releases, etc., and on political trips?
2. How will the Press Office operate in coordinating with the Republican National Committee after the Convention?
3. With the prospect of more ~~trips~~ frequent trips, is the traveling Press Office overstaffed, or understaffed? (On both domestic and overseas trips?)
4. With the political becoming more and more dominant, is our philosophy still to try to avoid being PR salesmen, in favor of emphasizing transmission of information?

TAB D

THE WHITE HOUSE
WASHINGTON

June 26, 1975

MEMORANDUM TO RON NESSEN

FROM: JACK HUSHEN ~~just~~

SUBJECT: Topics for Discussion at Camp David

As I mentioned the other day, our operation seems to have hit a flat spot in our relations with the press corps. This is due to a variety of factors, to which both sides have contributed, but a summer offensive might serve to convince the newsmen that we really are trying to assist them. I have set forth in outline form some ideas which I think have merit in this area. Also enclosed in this memo are some items for discussion about the internal operation of the office.

1. Briefings should start at 10:30 a.m. and should be held every day except when the President is travelling.
 - a. Reporters are never sure just when the briefing will start even when we tell them in the morning. And, when it slips past noon, they really get irritated because their time is being eroded by what they think is an inconsiderate Press Secretary -- and they don't like it.
 - b. Late briefings reduce coverage of Administration positions because afternoon papers do not makeover like they used to and second day stories are usually very abbreviated because of the play given by evening TV news shows and morning papers.
 - c. After nine months as Press Secretary, you have a solid foundation of knowledge about Administration positions. Therefore, you really need very little preparation, but when you finally brief, you are about as well prepared as the President is for one of his press conferences. Too much staff time is spent anticipating questions that never get asked -- as you know and complain about. If a question were to come up during the early briefing that you weren't ready for, you could easily say that you

didn't have time to check it. We have a good record for responding to left-over questions before the day is out.

- d. You do not need to see the President before you brief, primarily because you are well versed on Administration positions. On days that you were not able to see the President before briefing, you would have a natural fall-back position on certain questions: You'd like to check with the President before responding to a particular question. As it is now, we have no fall-back position because we supposedly have anticipated every question, talked with all senior aides and had a lengthy discussion with the President.
- e. Don Rumsfeld may be in favor of fewer briefings, but nothing gets the press corps' back up quicker than the feeling that you are ducking them. Our image as an open administration has been fading, partially due to the strong impression that the President's communicator would rather not communicate, given a half-way legitimate excuse to cancel a briefing. The press' image of you as their lever into the Presidency and the White House is under attack and needs shoring up. The benefits of not briefing do not begin to match the eroding of the office's reputation, to say nothing of how it reflects on the President.
- f. On days when a press conference is scheduled, or other events are crowding up the schedule, Bill Greener (or myself) could be the briefer. The newsmen would automatically know that the news quotient would be reduced and therefore would cut off the briefing quicker, but by having a deputy available, it would at least allow for housekeeping questions -- which are important to the wires and the regulars.
- g. By starting at 10:30, you'll find that most reporters are even less prepared than they are at 11:30. For one thing, they won't have time to sit around the briefing room reading the Post and the Times for an hour waiting for the Press Secretary. We can probably do a better job of anticipating their questions under that kind of schedule than we do now.

- h. In conclusion, I think you would score solid points by announcing that you have adopted an earlier and daily briefing schedule. If we are the open Administration we say we are, let's be out there every day finding out what's on the public's mind.

II. Briefings should be made available to all networks for audio taping, but Press Office permission must be obtained before airing actualities.

- a. The use of actualities will put more Presidential positions and statements on the air in the words we want to use even though it will be in the Press Secretary's voice. This is an area that is ripe for exploitation.
- b. Virtually every radio station in the country subscribes to one of the nine network news services which cover the White House full time: ABC, CBS, NBC, Mutual, Westinghouse, Storer, UPI Audio, AP Radio
- c. Networks must understand in advance that while the entire briefing may be taped, nothing could be aired without the express permission of the Press Secretary. This would have to be an iron-clad agreement because there will be times when the nets really want to air something that makes the White House look like it is run by bumbling amateurs, and they will have to accept our decision without a lot of argument.
- d. This could be the forerunner of a similar program for video coverage. We are also missing the boat in this area, but not as much as the radio actualities.
- e. It would give the Administration a better chance to market its other spokesmen -- the Lynns, Zarbs, Simons, Cannons, etc. who, for the most part, labor in anonymity. They could take a more active role in the briefings.
- f. As we get into the campaign, we will be looking for ways to market our message free -- due to the strictures of the Campaign Act. Radio actualities are an excellent way of doing this.

III. Improve information liaison within Press Office and between Press Office and other key departmental spokesmen.

- a. The lower press office is less knowledgeable about White House activities now than it was two months ago, which reduces its usefulness.
- b. The reason most of the phone calls go to upper office is that newsmen quickly learn who has information to impart.
- c. A remedy for this situation would be to divide up areas of responsibility so that the entire professional staff is more involved in White House activities. This made a significant improvement in the flow of information at the Justice Department when this type of operation was set up there. Where possible, the specific individual will act as a spokesman for the White House in that area.
- d. Assign responsibility to certain upper staff members for talking daily with press spokesmen at Defense and State to stay more on top of problem areas and breaking news stories.
- e. Personnel actions should be discussed informally with staff members before being announced generally. The more the action affects the whole staff, the more the whole staff should be consulted. -- or advised privately -- before the final decision is made. This can be a real morale builder, if handled properly.

IV. The Press Secretary should form his own "kitchen cabinet" or "transition group" to obtain a different perspective than the staff can supply.

- a. The Press Office seems to be slowly moving away from press corps, and such a move should tend to reverse that direction. The meeting with the newsmen after the Vladivostok trip, for instance, was of immense benefit in restoring the office's credibility with the press corps.

- b. The Press Secretary will get a better idea of the job that he -- and his staff -- are doing. Also, it will give the press a sounding board and might tend to diffuse some of the criticism.
- c. Membership should be limited to no more than five or seven persons drawn from the following areas:
 - 1. Persons covering the White House who are personal friends. This could only consist of one or two people.
 - 2. Former associates at NBC (one or two).
 - 3. Former press secretaries (one, if possible).
 - 4. Newsmen who formerly covered White House who you know well. (one or two)
 - 5. Close friends whose judgement you trust. (one)

List should be discussed with staff before final selection to insure best candidates. Names will not be disclosed publicly.

- V. Press Office assistance for state dinners should cease. Mrs. Ford's Press Office should handle entire event.
 - a. Arranging coverage of these dinners takes up a large amount of time that could be better spent on West Wing problems.
 - b. Dinners require staff member (usually Bill Roberts) to wear a tux to each event, even though he is never invited to any of the festivities and usually can't leave before 1:00 a. m.
 - c. Press coverage is limited to a pool and the East Wing can handle it with a minimum of effort.
 - d. The Press Office does all the work for the arrival ceremony.

VI. Press Secretary should operate with self-imposed limits on certain areas of discussion.

- a. Press Office prides itself on being responsive, but we may be too responsive.
- b. Too many White House reporters depend solely on the briefings for their livelihood, so they will try to get all their answers from the Press Secretary.
- c. With the frequency of Presidential Press Conferences, Press Secretary should make greater use of phrase: "That's something you'll have to ask the President about."
- d. Reporters will accept a shut-off comment such as: "That's not a subject that I will discuss from this podium." At the best, they will have a story that you refused to discuss it, but at worst, a misstatement, may force us to issue a clarification that compromises an Administration policy or initiative.
- e. There is no way the Press Office can answer all the questions posed, so Press Secretary should not worry about not engaging in a particular line of questioning.
- f. Answers to questions that are developed during the briefing should contain all relevant information -- or held until conclusion of briefing. (John Connally visit is case in point.)

V. Other items that need to be discussed:

- a. Resolution of NSC-Press Office contact situation.
- b. A replacement for Ed Savage. (Press is complaining that they have no one to talk to for foreign policy background).
- c. Daily announcements should be xeroxed for lower press office personnel.