

ADVANCE MANUAL

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## 1. INTRODUCTION

1. Your primary function as Advance Man is to serve as the personal representative of the candidate in the advance planning of all facets of his visits to a given area. It is your further function to be on the scene both before and during the time of the visit to insure that all details pertaining to the visit are carried out as planned and in a way that will make the trip one of maximum effectiveness.

2. You are responsible for maintaining local contact and for the development of the program and activities for the candidate and his party during the time they are in your area.

The success of the candidate's appearance will depend on the advance preparation.

It will be appreciated if you will make a special point of checking every one of the applicable items in this manual to make certain that the local committees have the situation well in hand.

3. Do not grant interviews or issue any press releases or announcements. Publicity stories should be released through local committees. Local committees should NOT advise press of the arrival of the Advance Man. If they do then be a good fellow and say as little as possible to the press.

4. Cooperate with the candidate's security personnel on the scene at all times.

5. Under no circumstances give a copy of this mem orandum to the local committees or anyone else. Instead, pick out the pertinent portions which are applicable to the particular visit and go over them with the local people in charge. (Of course not with this manual in hand)

If by the time of your first "advance", you don't have the complete outline of your duties and responsibilities memorized and in your head coupled with a generous dose of common sense to make discreet and diplomatic exceptions to the general rules then you shouldn't be an advance man. Performed properly, with tact and diplomacy toward the local committee, but with 100% dedication to obtain what the candidate needs, you will be making a real contribution to American political action at it's best and win or lose a quiet sense of pride in your contribution will remain with you the rest of your lives.

## 2. GENERAL POLICY

1. You must always bear in mind that your responsibility is to the candidate. At all times this responsibility supercedes your responsibility to the local committee or anyone else. Often the wishes of the local committee will be in conflict with the needs of the candidate, and your job is to effect a compromise satisfactory to all, if possible, but, in any event, never one which is unacceptable from the standpoint of the candidate.

2. The Washington Office Tour Director will help you in every way possible to smooth our differences. If you reach an impasse - refer the problem to the Washington Tour Director immediately by phone.

However, when the candidate is in a state for an extended stay, instead of contacting the Washington Tour Director, contact the chief advance man in the state. The state wide chief advance man will also make your advance assignments within the state.

3. Once the candidate arrives where you are, your orders come directly from the "advance aide" traveling with the candidate, or the "state-wide advance man" - headquarters will advise. As soon as the candidate leaves, your authority reverts back to the chief state wide advance man. However, on isolated candidate visits to a state (where there is no statewide chief advance man), as soon as the candidate departs, authority shifts from the candidate's "advance aide" back to the Washington Tour Director.

Think first of the media!

### CHAPTER III

#### SCHEDULE

In order to really appreciate your function as an advance man, it is first necessary to understand the overall type of schedule the candidate requires.

1. Exposure of the candidate to the voter's mind has to be the ultimate objective whether the exposure is in the flesh, or via TV, radio or the newspapers. If a national candidate did six speeches a day, six days a week to an audience of 5,000 per speech, just under 1.5 million people would see him out of a total vote of about 70 million voters during a two-month campaign. The crowds exposed to him in the flesh would be at least 75% loyal adherents, which means the candidate, after this exhausting grind has an opportunity to convert roughly 25% of 1.5 million voters, or 375,000 voters out of 70 million, i.e., 0.05% of the nation's voters. Therefore, the sheer logic of these statistics indicate that the candidate reaches the voters via (1) Network TV (2) the wire service reporter (AP and UPI) (3) syndicated columnists (4) local TV and radio, and (5) local newspapers, in about that order. Exposure of the candidate to all five of these media is infinitely more important than exposure of the candidate in the flesh to audiences of whom only 25% at best can be converted. Hence, your job is to expose the candidate to these five media, and where there is a crowd required, it must be large to influence the media favorably.

2. But what about motivating the local political workers? Yes, this has to be done, but it can most effectively be accomplished by private meetings between the key responsible and effective politicians in each state and the candidate, not large, exhausting hand shaking receptions.

Therefore, the schedule will be arranged to:

1. cover important localities
2. generate major daily news
3. get intensive coverage in depth by the five basic media already mentioned.
4. provide (probably only one per day) large public meetings with intense effort to obtain a large crowd to generate excitement and stimulation among the supporters, but most important to let this crowd serve as a newsworthy event (backdrop) for the news media to report.
5. private meetings (at most once a day and maybe less often) with the key effective political leaders and opinion makers.
6. leave adequate staff time for preparing issues, evaluating the opponent's positions and time for phone calls.
7. a physical and political necessity - adequate periods for rest and eating.

To bring all the above into focus more clearly, below is the schedule in terms of average day's contents of national campaigning. (Also see sample detail schedule like each of you will make up in the back of this manual).

### AVERAGE DAY'S CONTENTS

Start at 9:00 AM - finished by 10:00 PM.

Work 5 or 6 days a week.

Spend two hours on public events

- 1 hour on private meetings
- 2 hours for rest and writing and staff
- 2 hours for meals
- 2 hours for travel
- 1 hour for phone calls - more whenever possible
- $\frac{1}{2}$  hour briefing for travelling press (all press conferences cleared with headquarters)
- $1\frac{1}{2}$  hour TV taping

*2 hours staff time every day*  
*Allow some preparation time before major events*

The central point of scheduling is that campaigning is symbolic, i.e., it is not what the candidate actually does as much as what it appears he does. This means the image the voter receives via the various media is the key point since the vast majority of the voters never see the candidate in the flesh. Therefore, the candidate makes one, or perhaps, at the most, two national news leads a day, plus local "splash news" wherever he visits. Keep this point in mind and use it as an argument with the local committee that expect the candidate to do numerous events because all that does is fuzz up the news leads and exhaust the candidate.

## CHAPTER IV

### GENERAL STANDARD OPERATING PROCEDURE (Follow in order listed)

1. The itinerary and instructions will be furnished from the New York Tour Desk. You will be supplied with a contact sheet (including Secret Service agent) and pretty complete listing of events the candidate will undertake, with approximate times.

2. Get in touch by phone with the local contacts and let them know when you will be arriving, length of stay, etc. Then contact the other members of your team assigned by the Tour Desk and coordinate your arrival. Then advise the Secret Service agent of your arrival. Advise the New York Tour Desk, as soon as you arrive, of your hotel and phone number. You should plan about a two day visit on your first advance, which will be ten days to two weeks before the candidate arrives. Between the two visits stay in touch by phone to make sure everything is under control.

3. Meet first with your local key political contact - usually one man, never a large meeting where it is difficult to make decisions. Check general preliminary plan with him for overall OK. Determine any potential complications from the local key political contact before meeting other workers who will become involved. Keep in touch with him as plans are developed and settled. Remember, 99% of politics is good communications -- keep the key people informed at all times. Lay out tentative time schedule for candidate's visit. But never commit yourself to this schedule until it is approved by the Tour Desk.

4. Meet with local committee and set up chairmen for the following committees, where required:

- ✓ Publicity
- ✓ Physical press facilities
- ✓ Airport/Railroad arrival facilities
- ✓ Invitation Committee
- ✓ Telephone campaign
- ✓ Transportation and Baggage
- ✓ Hotel Arrangements
- ✓ Meeting arrangements and program for main public rally

5. At the same time that you lock in the chairman for each committee, make sure that the rally man is with you to lock in the separate chairmen that he requires. These rally chairmen may include:

- A. Airport/Railroad arrival - decorations, bands,

etc. This function is not to be confused with the advance man airport/railroad station arrival chairman whose responsibility it is to maintain physical control related to the position of the crowd, security (with the Secret Service agent), etc., at the airport.

B. Motorcade route decorations chairman -- bands along the route at various intersections, confetti drops, sparklers, or flashlights (at night), etc. This function is not to be confused with the advance man's transportation chairman who is responsible for the route, recruiting all cars and drivers (exclusive of candidate and security cars which are the responsibility of the Secret Service).

C. Decorations chairman -- that is, for the rally hall, hotel arrival, etc. This is not to be confused with the advance man's meeting arrangements and program chairman who is in overall charge of the hall where the rally will be held, including the precise program, introduction of VIPs, introduction of the candidate, etc.

D. Publicity chairman who is in charge of getting out the handbills, posters, printed announcements, etc. This is in no way to be confused with the advance man's publicity chairman whose job it is to promote the candidate's visit via the various local media, nor the advance man's physical press facilities chairman who is in charge of all arrangements for the visiting national press and the local press.

6. Go over the entire route of candidate on a dry-run basis and make sure the Secret Service agent approves all movements of the candidate. ✓

7. Draw up an exact schedule for entire visit with all details included and clear it with the New York Tour Desk.

8. Arrange to maintain regular telephone contact with overall chairman and key political contact (see #3 above).

9. Be prepared to guide party through the visit, maintain schedule, meet emergencies, handle local committee contacts for party and be sure everything proceeds as planned. ✓



## CHAPTER V

### BEFORE YOU GO ON THE ROAD

Before you go on an assignment, you will be supplied with:

A. An extremely rough tentative schedule but with firm departure and arrival times by the New York Tour desk.

B. The name and phone number of the one key political contact that you should call, and informing him:

1. Exactly what time and on what flight you will arrive and informing him that you do not want any press present when you arrive, nor even an announcement that you are coming;
2. Ask him to make your hotel reservations;
3. Set up a private meeting stressing that you wish to have a meeting just with him alone to establish a rough schedule before meeting with other members of his group;
4. Let him know that he should recruit to meet with you (right after your first private meeting) the key chairmen that will be needed, such as:

Publicity  
Physical press facilities  
Airport/railroad facilities  
Invitations committee  
Telephone committee  
Transportation  
Hotel/Motel arrangements  
Meeting and Program arrangements

It cannot be over-emphasized how important it is to meet with one key man rather than a large group when you make your initial contact because it is impossible to get decisions made with too large a group. At the same time you must give the local key contact warning to recommend the various chairmen so that you can move quickly to get the whole operation organized immediately after your first private meeting with the key political contact.

C. The name of the advance Secret Service agent you will be working with and where to meet him.

D. The names and phone numbers of the key political contacts which you can make after your arrival in the State, such as:

1. GOP State Chairman ✓
2. National Committeeman ✓
3. National Committeewoman ✓
4. Elected officials in the State, such as Governor, Senators, Congressmen (particularly the Congressman in the District where the event will take place).

5. The State Chairman of the United Citizens for Nixon. The structure of organization will vary from state to state. In some states there will be one overall Citizens for Nixon Chairman, and where this is the case, he should definitely be contacted. In other states, the United Citizens for Nixon movement will be a vertical organization, i.e., Doctors for Nixon, Barbers for Nixon, etc. This, of course, is an impossible task for the advance man to make contacts, and the Tour office, where possible, will give you the names and phone numbers of the key Citizens for Nixon people in the city where the candidate will appear.

6. In addition, there have been during the pre-convention period Nixon State Chairmen whose responsibility it was to line up Delegates to the Republican National Convention. Where these men and women still function in an official role during the fall campaign, they become a necessary contact the advance man must make.

7. Young Republicans state or local chairmen (This may include a TAR (Teen Age Republican) organization. In this category have the advance man doing the rally make the direct contact because he will be the one that will be utilizing the volunteers from these organizations. But if you work an advance without a rally man, then make sure and contact YRs and TARs yourself since they are good source of workers.

8. Women's Federation state/local chairmen

- E. A personal staff identification badge and lapel identification pin
- F. An air travel card supplied by the Republican National Committee
- G. A telephone credit card supplied by the Republican National Committee
- H. Expense account forms supplied by the Rep. Nat'l. Committee
- I. A car rental card supplied by the Republican Nat'l. Committee
- J. Glossy prints and biographies of the candidate and his family, to be given to the local publicity chairman for placement in the newspapers to promote the candidate's visit.
- K. A "Nixon Staff" baggage tag to be used on the few occasions that you travel on the press plane after a candidate's event if you are headed for your next advance assignment in the same direction the candidate is travelling.
- L. Thank you note forms - both VIP and general Thank you note forms
- M. The name and phone number of the team, if any, who will be working with you so that you can (before your arrival in the city where the event will take place) make contact to coordinate your arrival. Note names and home phone numbers can be found in the back of this manual. An attempt will be made to make pairing of advance men who will work several assignments together as a team.
- N. Mortorcade windshield identification stickers
- O. Call John Davies (212) 661-6400 or Bob Passwaters (213) 621-1255 and give a rough schedule so that he makes contact with the local telephone company to give you the phone service required for the candidate, his staff and the press.

## CHAPTER VI

### THE FIRST HALF DAY ON SITE

Immediately upon arrival, please do the following, i.e., in the first half-day:

A. Contact the Tour Office - 212-661-6400, and inform them of your local telephone number

B. Make sure that the team meets so that you are together in all meetings in the early phases of the operation so that each is completely informed on the candidate's schedule, routes, etc.

C. The team should meet alone with the key political contact. He will probably have come to the airport to meet you.

D. Phone the Secret Service Man, let him know that you are in town and set up a tentative time to go over the route with him and the various chairmen for each committee. You must have complete agreement with the Secret Service agent on every movement the candidate makes - not just the obvious travelling routes, but the details of the candidate's movement at each building - such as to and from press conferences, private meetings, etc., in the hotel - every single movement. Should a serious impasse develop, then refer your problem to the Tour office for solution. Actually, there should be no problem.

E. Meet jointly with each of the chairmen of the various committees that you will need. Simultaneously, the rally man will obtain his chairmen for each rally function.

F. By this time a rough schedule should have been agreed upon. But you will find in all likelihood that there is really less time available than the local committee has led you to believe, i.e., they are not familiar with the time required at the airports to unload the airplane, nor are they thinking of driving times under the traffic conditions that will occur at the time the candidate visits, etc. Therefore, carefully go over all locations with the overall chairman and the chairmen required for each segment of the operation and time the routes and familiarize yourself in detail with all locations. The Secret Service man must accompany you at this time so that he is aware of all the physical movements that you plan for the candidate and you have his approval.

G. At some point, usually early in the visit, the question of financing the candidate's visit must be discussed in detail with the local political contact. It must be left up to your judgement as to when to bring this matter up, but essentially the following needs to be achieved early:

1. Unlike the Presidential primaries, Mr. Nixon is now the candidate of the Party and, therefore, the entire cost of the operation is to be billed to the local committee. This would include the overnight stay in the hotel/motel of the candidate and his staff which could easily cost \$2000;

2. Costs of all posters, placards, confetti, balloons, etc., which could come to another \$1200;

3. Spot TV, radio and newspaper advertisements which can come to \$4000 (see Chapter XI, Section C on Advertising);

4. Rental of the hall which could come to \$2000;

5. Facilities for the press, such as 3 TV monitors and 10 manual typewriters in the press room at the hotel/motel and sandwiches and refreshments for them, plus the possibility of box lunches on the press buses enroute and the cost of renting the press buses all of which could come to \$500.

The press, however, pay for their own hotel/motel costs and any meals they wish to buy in the hotel. Phone and Western Union services for the press are provided (with rare exception) as a public service by the phone companies. Should you get into a serious controversy over the costs of the candidate's visit, please refer the problem to the Tour Office.

## CHAPTER VII

### PHILOSOPHY OF ORGANIZING THE CANDIDATE'S VISIT (including his staff, national and local press)

To do your job effectively, you must develop a split personality by giving meticulous attention to the detail planning of the five major events connected with the candidate's visit. They are:

- 1.. The arrival and reception of the candidate, his staff and the national press at the airport/railroad station;
2. Transportation of the candidate, his staff, the national press, including TV gear, local press and local VIPs throughout the entire time from when the candidate arrives until he leaves;
3. Hotel/motel accommodations for overnight or rest stops for the candidate, his staff and the national press;
4. Meetings and other functions that the candidate may attend, i.e., rally, press conference, luncheon, meeting with newspaper publishers and editors, TV studio appearances, color drop-bys;
5. The departure of the candidate, his staff and the national press.

Most of the remainder of this manual is directed to a detailed discussion of these five basic events, so keep this basic five-point organization in mind.

## CHAPTER VIII

### ARRIVAL AT AIRPORT/RAILROAD STATION

Airport receptions and the crowd-building technique.

1. It is vitally important that the largest possible crowds be encouraged to meet the candidate when he arrives at the airport.
2. Outlying Republican and volunteer organizations should be encouraged to hire buses and bring in groups of people. Discourage printed signs and welcoming signs which are obviously mass-produced.
3. Use of noise-makers, bands, college students and Young Republican groups, as well as Boy and Girl Scouts in uniforms should be encouraged.
4. Insist on having at least one band - a good high school band (or even a rock and roll group) is preferable - at airport receptions. No cheerleaders - the candidate's appearance itself will cause plenty of favorable reception.
5. Have the committee contact all the local civic clubs and other organizations and invite them to be represented. Also, suggest that schools be dismissed so that pupils and teachers can attend, emphasizing to the school authorities the value to the pupils in participating in and seeing a Presidential campaign.
6. A telephone campaign is essential (see details of how to run a telephone campaign in Chapter XI, Section B). Although the visit is, of course, being made in connection with a partisan organization in a political campaign, you will find that many civic and other non-political organizations, as well as schools, will be willing to cooperate in making it possible for people to turn out at the airport to see the candidate. No harm can be done by contacting them, and there is always the possibility of their interest and cooperation.
7. Church groups and Junior Chamber of Commerce and business organizations should be contacted in this regard. Also, by having groups such as Boy Scouts and Girl Scouts as honor guards, it is possible to encourage the attendance of their parents. The same applies to a high school band.

The enclosed diagram outlines the essential elements of an airport arrival. These include:

The use of 4 of your local chairmen

1. Airport Arrival Chairman
2. Physical press facilities Chairman
3. Transportation and Baggage Chairman
4. The Chairman that the rally man is using for color (bands, Nixonettes, etc.).

*Kope for Airport Arrival*

A. Old-Type Airport with Fence

1. The candidate, his staff and some press will travel in a chartered Boeing 727 jet with a second Boeing 727 jet for additional press. We may at times use a third plane. The press plane always lands ahead of the candidate's plane by 10 minutes or so. You must first work with the local airport manager and Secret Service agent for clearance for parking of the aircraft, location for the crowd and parking of the motorcade on the airport apron and exit of the motorcade from the apron.

2. The candidate's aircraft should be parked in close proximity to the crowd with the candidate exiting from the front of the aircraft, followed by his staff.

The press exits from the rear door of the candidate's aircraft and from both exits of the press plane. Often the candidate will wait until the press has exited from both aircrafts so that they are in a position to cover the arrival. The national press will be escorted by the travelling press aides to the roped-off press section on the apron. Many national press may elect to walk from the plane directly to the press buses.

3. The advance man should bring the greeting committee on to the apron through a controlled security entrance so that the candidate can meet the committee when he deplanes. The location of the greeting committee and the press area is shown on the enclosed diagram. The names and addresses of the greeting committee must be given to the Secret Service agent at least 24 hours before the candidate arrives. The local press must be given credentials (see Chapter XV on Credentials and Identification). If they are not, the Secret Service will not allow them on the apron. *Have greeting committee lined up as in schedule*

4. As the staff deplanes (while the candidate meets the greeting committee and the local press) try to pass to each staff member a list of hotel/motel room numbers. This list should include all staff, but should not include the candidate's room number or the Secret Service room (see Chapter X on hotel/motel accommodations for more details).

5. Simultaneously, the local press should be allowed on the apron through a controlled security entrance and the local physical press facilities chairman should check credentials to allow only the press on to the apron and guide them to the roped-off press area.

The only other people who would be allowed on the apron are the Western Union runner and the drivers of the motorcade cars and baggage trucks who should stay in their vehicles and not wander around on the apron once the candidate arrives.

On occasions, it is alright for the band or bands to be allowed on the apron if they have a particularly colorful dance or drum majorette routine to go through. But, in general, it is best to put the band behind the airport fence. They add to the size of the crowd. Should you decide to put a band, Nixonettes, etc., on the apron, then clear with the Secret Service.

6. Normally, the candidate, after meeting the greeting committee, and talking to the local press (this is not a press conference but simply a "press availability" for a few moments when the airplane arrives), will work his way along the fence shaking hands with the crowd. As the candidate works the fence, Chapin will be reasonably close to him but the advance man should keep his distance, using this time to fill in the Tour Manager on the late-breaking details.

The AP and UPI photographers and the three network camera crews and the Nixon TV crew will, by previous arrangements between Ron Ziegler and the Secret Service, be allowed to work along the fence with the candidate, and this will be a routine SOP arrangement since all these people will be known to the travelling Secret Service agents.

But, handling of the local press may be a difficult problem for you. The Secret Service may not wish to let the local press simply leave the press area and work the fence with the candidate. Instead, only the key local newspapers and key local TV stations may be allowed to work the fence, and the names of these people must be pre-arranged and cleared by the local Secret Service Agent working with you and your local physical press facilities chairman.

7. Have a baggage cart placed near the fence with a cordless microphone on a stand or lavolier, and an adequate public address system. The point is that then the candidate has the option to informally stand on the baggage cart and make a few remarks if he wishes to. Under no circumstances build an actual platform because this locks the candidate into making a speech at the airport. However, if the event is a "prop stop", i.e., the only visit to the location and no trip into the city is planned, then a platform is expected with a set-up at the airport for the stage and press area just like an indoor rally (see Chapter XI, Sections H and I).

8. As shown on the diagram, the crowd should be confined to a small area behind the fence. The reason for this is that you can have, say, a very good crowd of 2-3000 and if they are allowed to string along the fence, they will be only one or two deep and this results in the appearance of a thin crowd in the view of the camera lens. The point is that they should be at least ten deep or deeper in the field of the camera view. Only after you have filled up one area behind the fence should you allow an overflow into the second area behind the fence, as indicated on the enclosed diagram. Be sure to provide an elevated platform for the press so they can see and photograph the whole crowd and the candidate.

9. The physical press facilities chairman also has some key functions at the airport arrival. These include:

A. A bank of ten telephone booths with a prominent sign over them saying "Press Phones". These phones are for the press to file any story, either on the airport arrival or to finish filing a story from the last campaign stop. The cost of installing these phones (with rare exception) is donated as a public service by the phone company.

Don't locate them between the candidate and the people.

B. A Western Union runner must be on the airport apron with a sign that says "Western Union that can be easily seen in the crowd so that the press can give him any copy they have written on the plane which they wish to have filed.



In addition, there will be a Western Union man who travels with the candidate who will facilitate arrangements for the press.

- C. On the press buses there should be in quantity: (for the press)
1. A copy of the most recent local newspaper
  2. A fact sheet on the city and state which should include:
    - a. Presidential results of the 1960 and 1964 elections;
    - b. Complete Senatorial and gubernatorial results of the last election;
    - c. Registration figures for the state;
    - d. Chamber of Commerce-type information on the city and state being visited;
    - e. and, if a long motorcade is planned without a meal stop, a box lunch should be on each seat of each press bus.

D. He should be instructed to help get the national press and local press on the press buses and at the same time meet the candidate's press aides.

E. In addition, the advance man should be careful to instruct the physical press facilities chairman that his function is logistics and that he should not indulge in discussion of issues with the press.

F. The local physical press facilities chairman should make sure that only the travelling Associated Press (AP) and United Press International (UPI) wire service reporters are allowed in the wire service car in close proximity to the candidate in the line-up for the motorcade.

G. He should make sure to assist TV crews in expediting their equipment into the press bus at the rear of the motorcade. This is particularly essential if the schedule involves the candidate going directly from the airport to a rally hall or to a press conference because they need as much lead time as they can get to have their cameras set up and, as a result, they may wish to go ahead of the motorcade.

H. One last point you should be aware of at an airport is that the Secret Service will have a stand-by room somewhere in the airport terminal. The purpose of this room will be in case of security emergencies or an emergency which requires the candidate to get to a telephone on matters connected with national interest. Therefore, please be sure that you know exactly where the room is, because, if an emergency did develop you would want to move the candidate on your plan into the candidate's car, whereas the agent would be headed in the opposite direction with the candidate to the stand-by room. This flap can be avoided by just knowing from the Secret Service agent where this stand-by room is located.

### Transportation Chairman

He must have the entire motorcade lined up properly on the apron of the airport with all drivers in their cars. In addition, he should have an assistant supervise the unloading of baggage and moving the baggage trucks to the hotel/motel as soon as possible. The Transportation Chairman should then ride on the press bus. He arranges for the necessary help to quickly unload baggage from the plane onto the trucks and to quickly distribute it at the hotel.

### Airport Rally Chairman

All local color, bands, Nixonettes, etc., are his responsibility.

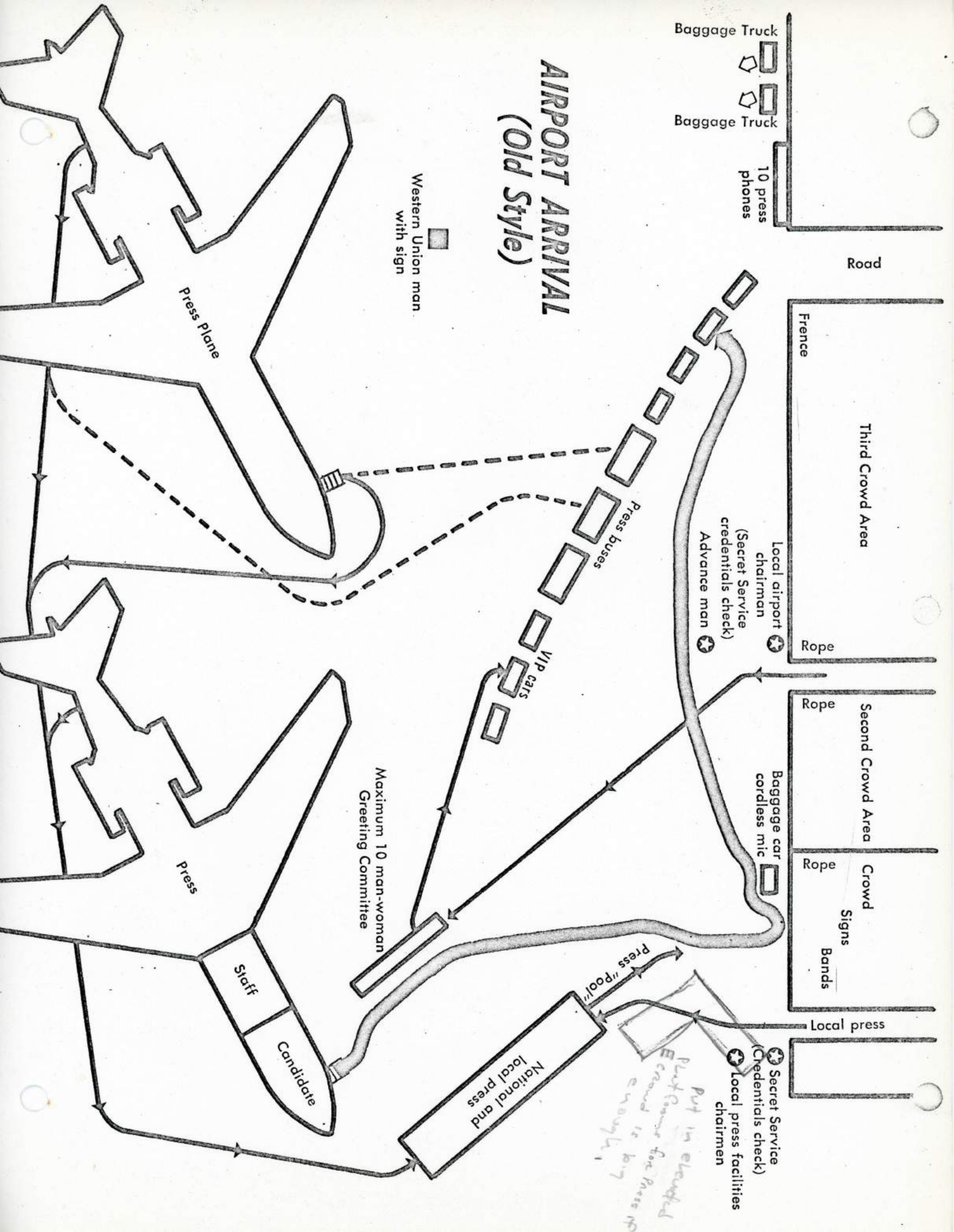
### B. ARRIVAL - MODERN AIRPORTS

A variation of airport receptions is the enclosed diagram using modern airports where there is no standard fence, and the passengers deplane through a chute directly into the terminal.

All the same principles are involved. The "fence" becomes the guard rail where the passengers normally check in past the ticket counter. The main problem is to establish an exit from the area where the candidate greets the crowd (and for the press) back to the apron to board the motorcade. There may be situations where no such exit exists. Only if this is the case will the candidate be walked through the terminal to join the motorcade parked in front of the terminal rather than on the apron.

Modern airport receptions are to be discouraged. Instead, go to an open apron part of the airport and set up oil drums filled with water and tied with two strands of rope which become your "fence". Select this location carefully with the concurrence of the airport manager and the Secret Service. Once you have built your own "fence", the procedure is identical to old-type airport arrivals previously described.

# AIRPORT ARRIVAL (Old Style)



Baggage Truck  
Baggage Truck  
10 press phones

Road

Fence

Third Crowd Area

Local airport chairman  
(Secret Service credentials check)  
Advance man

Rope

Rope

Second Crowd Area

Rope

Crowd

Signs  
Bands

Local press

Secret Service (Credentials check)  
Local press facilities chairmen

*Put in elevated platform for Press pool crowd is big enough!*

Western Union man with sign

Press Plane

Press buses

VIP cars

Maximum 10 man-woman Greeting Committee

Press

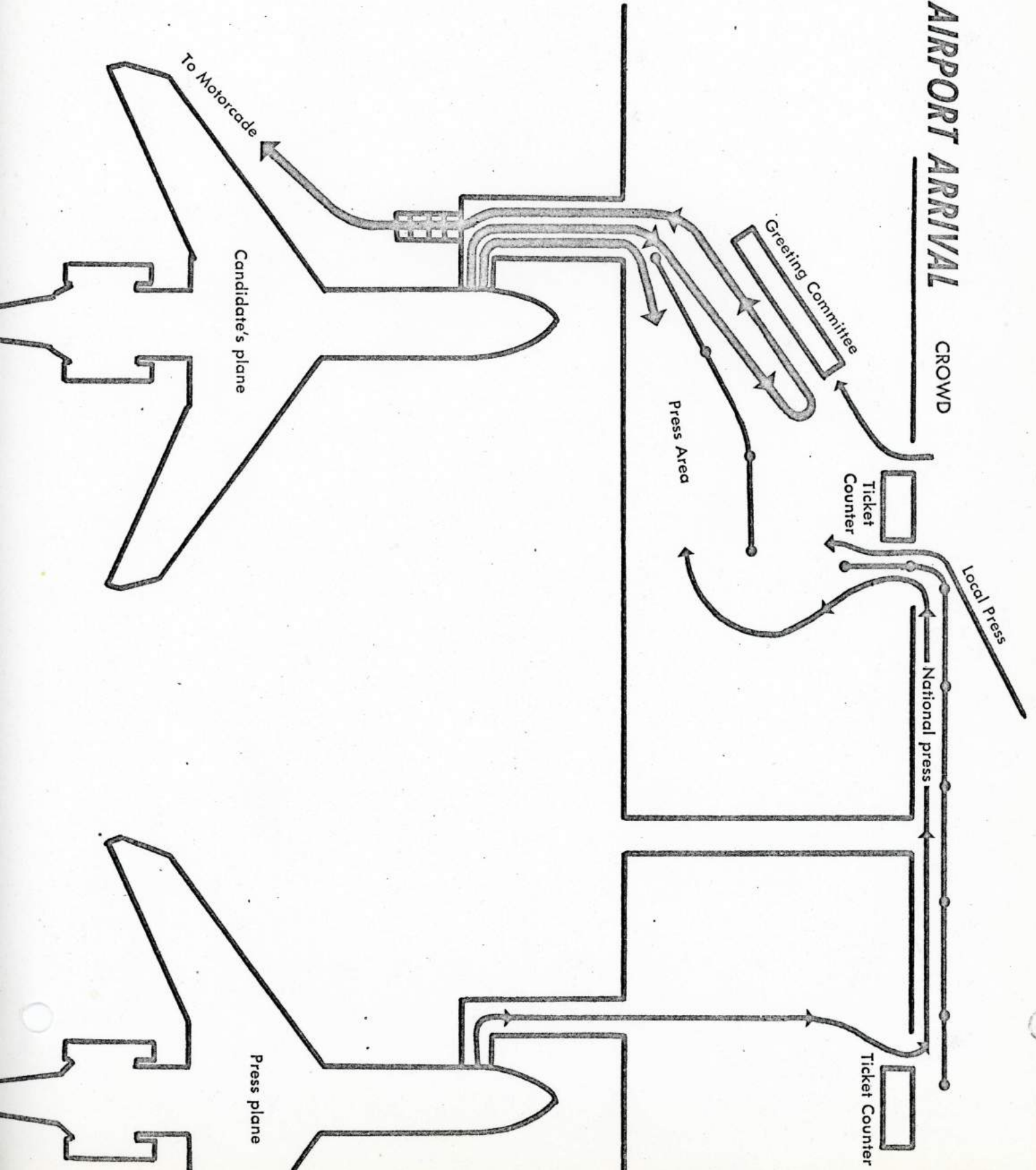
Staff

Candidate

National and local press

# MODERN AIRPORT ARRIVAL

CROWD



### C. RAILROAD STATION AND TRAIN ADVANCING

There are, of course, a number of special requirements involved in advance arrangements for the train. In general, train stops will fall into three categories:

1. Whistle-stop -- speech from rear platform of train
2. Off-train station rally -- speech from railroad station or platform built near train tracks.
3. Off-train, downtown rally -- motorcade from train to auditorium or other point for speech.

Other than the general provisions covered below, an off-train downtown rally is set up about the same as a regular campaign stop from an airplane. The train pulls into the station and the party moves to cars to drive to the hotel or meeting place. The station should, of course, be decorated and there should be a crowd and a band -- just as at an airport.

#### Off-train station rallies:

The train should stop at a pre-determined point so that the official party can move from the rear car to the platform as quickly as possible. The candidate will leave the train and take his place on the platform as soon as the train stops. He should be introduced as quickly as possible -- get the preliminary program over before the train arrives and have the band play to fill the interval.

There must be a press section with tables, phones, etc., the same as at an ordinary rally. Be sure that the members of the press are able to move from their cars at the forward part of the train back to the press tables.

At conclusion of speech, the party will return directly to the train and leave for the next stop.

#### Whistle-stops:

These will be the most frequent train stops and require some special arrangements. The train should be stopped so that the rear platform is in the best position for the candidate's speech. This is done, with the cooperation of local railroad people, by placing a stake at the point where the engineer is to stop the engine -- calculating the length of the train from there back to the speaking point. Your job is to decide on position of rear platform. RR men will do the rest.

Location should be determined on the basis of the best place to assemble a crowd.

The rear platform of the train will serve as the speaker's platform -- and the local MC should be prepared to step right up onto this platform to introduce the top dignitaries. Then the top state or local candidate should introduce the candidate -- who will come out to the platform from the door to his car.

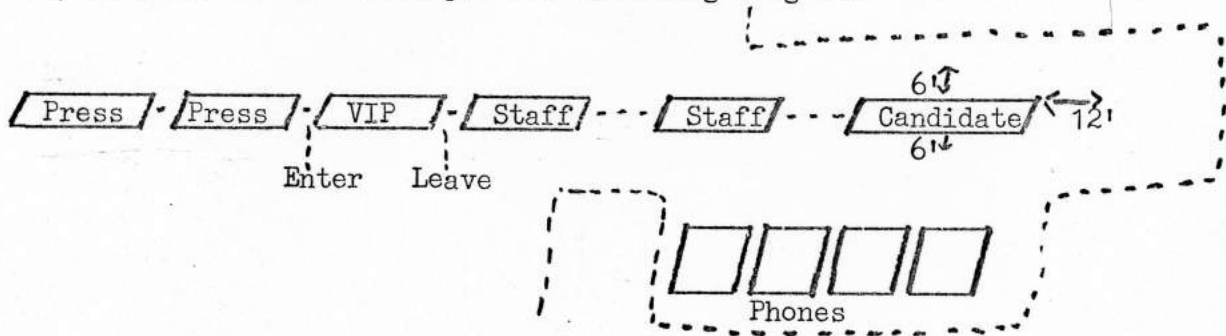
The number of candidates and officials to be introduced should be held to an absolute minimum. Do not go below candidates for Congress. If there is a Republican mayor, he should be introduced, or perhaps serve as MC.

The group to be introduced should wait at the foot of the steps to the rear platform and as each name is called, the individual goes up on the platform, waves, then down the other side. Only two or three people should remain on the platform when the candidate comes out to speak. There isn't room for any more.

Immediately at the conclusion of the speech, the train will pull out -- so any presentations should be made before the speech, as soon as the candidate comes out.

There should, of course, be a band and decorating in the area.

For safety of the crowd, it is essential to provide rope barriers around the rear car of the train per the following diagram.



The rope across the back is, of course, a drop line -- and is put in place as soon as the train has pulled into position - before the crowd is allowed to fill in behind the train on the tracks. There must be a 6-foot lane kept clear on both sides of the rear car for its full length - and a 12-foot area kept clear behind the rear of the train.

Local railroad officials will generally be happy to provide ropes and stanchions for the above purpose.

No press tables are required. The press will stand inside the secured area. Phones should be provided within easy access -- either LD terminal on tables alongside the train forward of the rear car or pay booths in the same location, or both.

Advancing for whistle-stops is generally simpler than for regular rallies since no motorcades or hotels are involved. Be sure, however, that the location for the stop is carefully selected; that the publicity is given great emphasis; and that everything is done to insure a big crowd and lots of color. All the basic crowd-building ideas should be used.

The train will carry its own PA and speaker system -- so this does not need to be provided on the ground.

General Provisions:

It is customary on the campaign train to let a group of dignitaries from stop B board the train at stop A and ride into their area with the candidate. A VIP lounge car is provided for this purpose. The group to board the train must never total more than 40 persons. This will include some state officials who will ride all the way through their state. Clear with the office before setting a number to board at any stop.

The local committee must provide numbered credentials to those who are to board the train. They will also have to provide one-way transportation to the preceding stop. It should be clearly understood in advance that only those with proper credentials and only the number approved will be permitted to board. Refreshments will be available to travelling VIPs. Have a local committee member check the VIPs on.

Basic contact with the railroad is the station-master at each stop.

CHAPTER IX

TRANSPORTATION OF CANDIDATE, STAFF AND PRESS

Transportation of the candidate, his staff, the national press, including TV gear, local press and local VIPs throughout the entire time from when the candidate arrives until he leaves is your responsibility and a gigantic undertaking.

The basic motorcade is outlined in the enclosed diagram. This includes the following elements (each vehicle to be marked with the blue and white sticker on the lower right-hand portion of the windshield - stickers are provided in the advance man kit): *stickers front + back windows*

Police escort

Cycles, cars or both; whether there is an escort, and what kind it is, is usually determined by the Secret Service and the local police. If your desires are asked, indicate you are only interested in sufficient escort to insure an orderly motorcade that will move on time;

ADVANCE CAR

*Sticker "A"*

*Never (our responsibility)*  
Almost always provided by the Secret Service with their driver. Check to be sure they are providing it. If local police regulations or other reasons prevent this from being done you should secure a police car and driver. It must be a driver who is familiar with the route because he's driven a dry-run. If no police car is available use an ordinary automobile. The Tour Manager uses the front-right seat and the Advance Man uses the rear-right. No other passengers.

Sticker "L"

Lead Security car: Provided by Secret Service and occupied by them. Dwight Chapin rides in rear.

Candidate's Car: Provided by Secret Service and manned by them. RN and PN only, unless approved VIP is specifically approved for invitation.

Sticker "F"

Follow-up Security car: Provided and occupied by Secret Service.

Sticker "1"

Wire Service Car: Passengers: Driver, candidate's press aide and only two reporters: (1) United Press International (UPI) and (2) Associated Press (AP). Car marked "Wire Service Car" on lower right-hand corner of the windshield.

Stickers "2" & "3"  
Photo-Film  
Photo-Still

Photo Convertibles: These convertibles with drivers follow the wire service car in the motorcade at all times, whether occupied or not.



Stickers "4"  
"5"  
"0"

Press Buses: These press buses are required to transport national and local press, candidate's staff, local press facilities chairman, local Western Union runner and the candidate's second press aide who should ride in the front of the first press bus in the motorcade. (You will have to plan on transporting about 115 bodies in buses unless otherwise advised).

*Must be high speed buses. - air conditioned Greyhound if possible*

Stickers "7"  
"8"  
"9"

The VIPs in a motorcade are a real problem. VIPs should not ride with the candidate and any exceptions to this must be cleared with the Tour Office. Ideally, the press buses should be as close to the candidate as possible.

The motorcade cannot have more than 3 VIP cars. Therefore, as a strict rule only one VIP car can ride in front of the press bus and the other 2 VIP cars behind the press bus. Actually, what we would like is to have all 3 VIP cars ride behind the press buses. This is going to be a real problem for you because if you put one VIP car in front of the press buses and the other 2 VIP cars behind the press buses, then you get caught up in the problem of who goes in the VIP car in front of the press buses.

One workable alternative to this problem is to convince the local people that the motorcade is not really a parade and if they have a problem in reducing the number of VIPs to the point where they will fit in three cars, it is probably better to convince them that they should all ride in one of the press buses. Emphasize that no one is going to see them any way, as the motorcade is not conducted in a parade-like atmosphere. This suggestion, however, will not work when you are dealing with a Governor or a Senator. And when you have a high statewide officeholder like a Governor or a Senator, you can probably get away with putting them in the VIP car in front of the press buses and put other VIPs in the 2 cars behind the press buses.

← Behind 2<sup>nd</sup> Photo car  
Sticker "H & H"

Staff Station Wagon or Car: This is a staff car to be assigned to Larry Higby. The staff car or station wagon can follow right along as part of the motorcade or, if there is a requirement to move out fast into the town on some particular errand, then the car can go ahead of the motorcade with a police escort.

Back-up Security Car:

Always at the end of the motorcade; this vehicle is supplied by the Secret Service.

Baggage Trucks:

Not numbered since the vehicle is never part of the motorcade. As soon as the press plane lands (before the candidate's plane arrives) one baggage truck should be brought to the press plane and begin unloading. The other baggage truck should be brought up to the candidate's plane as soon as possible. Please request via the Secret Service a motorbike escort for the vehicles.

Sticker "Staff"

Two stand-by cars with drivers - These cars, for the use of the staff may not be used. But when they are needed, they are really necessary. They will move separate from the motorcade.

Stickers:

TV-ABC  
TV-NBC  
TV-CBS  
TV-Staff  
TV-Express  
TV Equipment Van

TV Station Wagons - These are station wagons and one Econ-o-van with drivers. They are not in the motorcade. If we have our own crew they use the "staff" wagon. Ron Ziegler will assign the users of these vehicles.

The following cars and drivers are not the responsibility of the advance man:

LEAD CAR  
CANDIDATE'S CAR  
SECURITY FOLLOW-UP CAR BEHIND THE CANDIDATE  
BACK-UP SECURITY CAR - THE FINAL CAR IN THE MOTORCADE -

A POLICE CAR

These cars will be selected and driven and tightly controlled by the Secret Service. All other cars are the responsibility of the advance man working through the Transportation Chairman.

The cars should all be in good running condition, clean and should be carefully pre-checked. Be sure the gas tanks are full. Use four-door sedans. Do not let VIPs ride in convertibles.

Please do not use brand new cars. Instead, use cars with at least 1000 miles on them. New cars create a number of problems including overheating, insurance problems, etc., and the fact that they have not been sufficiently checked out and broken in means more chance of mechanical failure.

## Drivers

Drivers for the cars under the advance man's control should be young people familiar with the local area and entirely capable of handling an automobile in traffic and motorcade formation. Paid professional drivers, such as off-duty policemen, are preferable to volunteers.

Each driver should be at the wheel of his automobile - with motor running and headlights on - at least 15 minutes before scheduled departure time. This is necessary even if the drivers have to leave a meeting or rally before it is concluded in order to arrive at their designated station. Have cars at airports 45 minutes before arrival time of the candidate and the same applies for departure from hotel/motel in the morning.

The drivers must leave the keys in their cars at all times. The keys should never be removed. This is necessary because we may have to get into the trunk of the car - or move it should the driver forget his orders and not remain with the car.

The Transportation Chairman - or someone designated by him - must be with the cars at all times during the entire period of the visit. This is because it is sometimes necessary to make a quick change in plans and we must have a pre-determined point of contact.

All of the drivers should stay together - and if they go into a meeting or to eat - they should keep their location known to you or to the man remaining with the cars so they can be quickly located if necessary.

Parade-type motorcade:

If a publicized motorcade route with large crowds is planned (and this must be approved by the Washington Tour Office and the Secret Service), there should be a sound truck out well ahead of the motorcade -- about 15 minutes before the expected arrival - to notify the people that the motorcade is coming. But no sound truck, people marching, horses, etc., are allowed immediately in front of the motorcade because the Secret Service will veto it.

Also, the route should be thoroughly publicized. (But for security purposes, do not publish in the newspaper the entire route from the airport to the hotel but only the actual part of the route when you anticipate a crowd. Remember that security is difficult in the sparsely-populated areas between the airport and the more densely-populated suburban areas, and you can't raise a crowd in the sparsely-populated areas anyway, so don't publicize this part of the route and create a security problem).

Be sure to make a dry run over the entire route taking into consideration actual conditions that will occur at the time of the event. Do not rely on local estimates of driving time or mileage. In 99% of the cases it takes longer than the local committee estimates. Make a handy map and have it with you at all times, so you have your routes "down cold".

Special tips:

Please pay great attention to "docking" the motorcade at hotels and rally sites and making sure that the motorcade is well prepared to depart for the next stop. This is a very serious problem and a motorcade can easily get scrambled up so badly on docking that you will spend the next half-hour straightening it out and getting ready to move on when the candidate is ready to go.

Also keep in mind when the motorcade arrives at a site where the candidate is going to speak that it is vitally important to dock the motorcade so that both the candidate and the press have easy access through the crowds to the speaking area. An alternate docking area at all stops must be privately planned between the Secret Service agent and you at each stop. This could be for security reasons or political problems (such as pickets).

### Motorcade Communications

The Tour Director in Car A, the candidate's personal aide in Car L, and the candidate's press aides in buses are all in touch by walkie-talkie (see enclosed diagram).

In addition, the Secret Service and police are in communication on their own channel.

Hence, there are independent political and security communication systems and in the event of a conflict on movement of the motorcade, it can be resolved from both a political and security viewpoint by the Secret Service agent and the Tour Director in the Advance car (car A) and the Secret Service agent and the candidate's personal aide, Dwight Chapin, in the Lead car (car L).

SS A ADVANCE  
SS L LEAD SECURITY

SS RN  
*(Family car)*

SS F FOLLOW-UP SECURITY

Bell Tel I WIRE SERVICES

US 2 PHOTO

US 3 PHOTO  
H+H

US 4 BUS

US 5 BUS

US 6 BUS

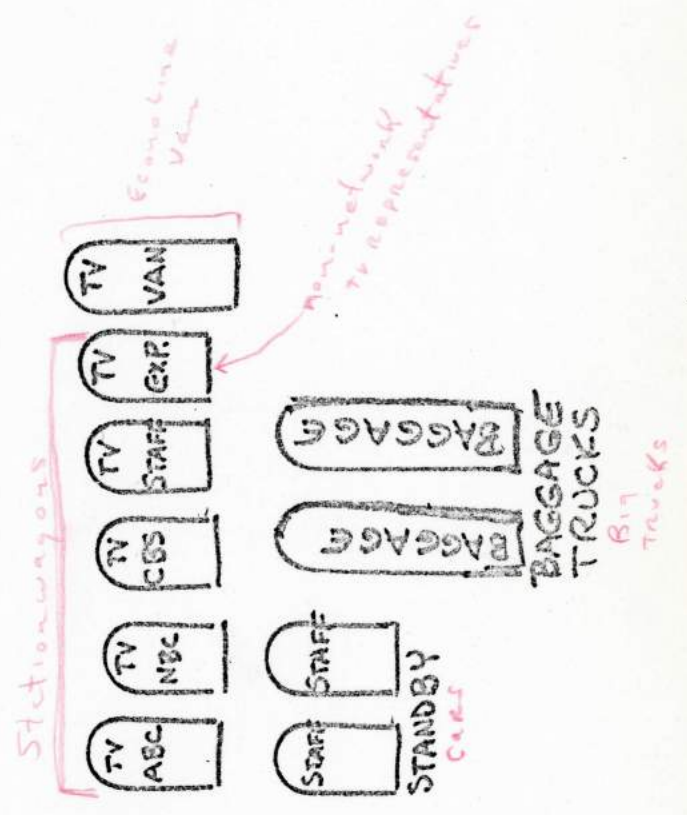
US 7 VIP

US 8 VIP

US 9 VIP

US 10 W/H

H+H STAFF  
POLICE



CHAPTER X

HOTEL/MOTEL ACCOMMODATIONS FOR CANDIDATE, STAFF  
AND PRESS

The enclosed diagram shows the outline set-up for an overnight stay. The main principles involved are (1) to put all the staff and the candidate in one corridor secured at both ends and as far away from the elevator as possible. If in a motel, try to put all the staff and the candidate on some floor other than the first floor where there is better security. (2) The press should be put on any floor except the candidate/staff floor.

A. The candidate and his wife should have two adjacent rooms with a parlor (suite) as far from the elevator (security and noise), staff room and staff lounge as possible.

B. In close proximity to the candidate put Dwight Chapin's room.  
John Davies should be near Mrs. Nixon's room.

C. The Secret Service office must not be close to the candidate, because when they are on duty they will physically be standing in close proximity to the candidate's room.

D. Make the staff office as large a room as possible and keep it a considerable distance from the candidate's room. In the staff room there should always be a Xerox machine and (mimeograph machine.) Three tables should be set up so that three secretaries can work simultaneously. The staff will bring their own typewriters. now in  
Tower  
Office

E. There should also be a staff lounge, i.e., a small room for the staff to relax. Any buffet service should be here, not in the office.

F. Make the candidate's personal secretary's (Rose Mary Woods) room a suite where possible because most of the knowledgeable local politicians will wish to spend some time visiting with Rose and she, therefore, needs a reception area. ✓

G. There will be a candidate's chief political aide traveling at all times. Please have a VIP parlor which is strategically located near the political aide(s)' room (s) as far as possible from the candidate so that they can receive many of the local politicians. Have Bar ✓

H. Every member of the travelling staff must be registered in advance, and their hotel keys should be in their doors. In addition, on each staff member's door there should be attached a sign with their name on it. Also place at several locations within the candidate/staff corridor a list with the room numbers together with the name of each staff member. Do not include on this list the name or room number of the candidate, the candidate's wife or the Secret Service office. ✓

I. Secret Service will allow no VIPs in the candidate/staff corridor without a staff member coming to the security desk for identification purposes.

To repeat what has been said under the airport arrival (Chapter VIII, Section A) do your best as each staff member deplanes to give them another copy of the room list. This way we have it covered across the board so that they should have no trouble immediately going to their respective rooms.

J. Copies of the most recent local newspapers should be placed in each staff member's room and the candidate's room, and additional papers should be provided as they are issued during the stay. Do your best to find some large metropolitan dailies like the New York Times, Los Angeles Times, Chicago Tribune to place in the candidate's room and the candidate's press aides' rooms. It is best to let this be a function of your local hotel chairman rather than your physical press chairman. It really makes little difference which chairman does it as long as the job gets done.

K. Arrange for the hotel/motel to give fast laundry and valet service. Have it available for late evenings where possible.

L. Arrange for the hotel/motel to give fast food service. The travelling staff occasionally orders meals before evening rallies so that the meals are ready to eat in their rooms when the rally is over. Therefore, advise your hotel chairman to make sure the kitchen staff is ready for a heavy load of food service, usually between 9:30-11:00 p.m.

M. In the morning provide a continental breakfast of coffee, rolls and juice in the staff lounge.

N. Prior arrangements must be made with your Transportation and Hotel Chairmen so that when the baggage arrives from the airport, it is moved directly to the rooms, both in the cases of the staff and the press. The advance man has no responsibility for the candidate's and the candidate's wife's baggage. This will be handled by the Secret Service.

O. All staff baggage will be marked "Nixon Staff". All national press will be marked with a tag labeled "Press". In addition, most press and staff bags will have their name on the other side of the tag. Any baggage that is not marked should be held at the Bell Captain's desk to be claimed by the owner. Please instruct hotel/motel bellboys not to write room numbers on luggage tags as they will be used for the entire tour and for many hotels and motels.

P. Hotel/motel registration of the press. The hotel/motel reservations clerk will receive (hopefully 24 hours in advance of the candidate's arrival) a night letter from the candidate's Director of Communications office in New York indicating the names and affiliation of each member of the travelling press, and this number could easily run to 90. You should work with the reservations clerk and make sure that every one is pre-registered with the affiliation of his paper so that the hotel/motel can invoice the press directly for their hotel/motel bills.

*Get names of press from Deskmen*

*work out gratuities for bellboys for carrying  
Baggage.*



Tour Office

- 1) IBM Electric Typewriter with Paper
- 2) Sturdy Table
- 3) Page System (People to run page 2 hrs/day)
- 4) Telex
- 5) mimeograph

When the party arrives, you should have in the lobby of the hotel/motel in an area where you do not expect a crowd, a desk with a prominent sign on it saying "National Press Hotel Registration". At this desk should be a man who hands a hotel room key to each member of the press as he asks for it. Do your best to keep all the press on one or two adjacent floors in the hotel/motel and under no circumstances put them on the same floor as the candidate and his staff.

Keys in envelopes

B. TRAVELLING STAFF

It is a constant problem for the advance man to know exactly the number and names of the travelling staff for each visit. So a firm rule will be to always get five more rooms in the secure candidate/staff corridor than the number of people mentioned below. The second firm rule will be to have 3 rooms, if possible, suites, on the same floor or a floor in close proximity to the candidate/staff floor. These suites are for VIPs which will be cutting in and out of the tour on a very irregular basis. We have in mind such people as Governors, Senators and high level authorities on various issues who may join the campaign trail for a few days.

The "hard core" travelling group will consist of the following:

- |                 |                                |
|-----------------|--------------------------------|
| RN              |                                |
| PN              |                                |
| Rose Mary Woods | Candidate's personal secretary |
| Dwight Chapin   | Candidate's personal aide      |
| John Davies     | Mrs. Nixon's personal aide     |
| Bob Haldeman    | Chief of Staff                 |
| Larry Higby     | Haldeman's aide                |
| John Ehrlichman | Tour Director                  |
| Vern Olson      | Assistant Tour Director        |
| Shelley Scarney | Secretary                      |
| Marge Acker     | Secretary                      |
| Jeanette Lerner | Secretary                      |
| Linda Underwood | Secretary                      |
| James Keogh     | Dir., Research and Writing     |
| Pat Buchanan    | Research and Writing           |
| Ray Price       | Research and Writing           |
| William Safire  | Research and Writing           |
| Martin Anderson | Research and Writing           |

- |                         |                |
|-------------------------|----------------|
| Lt. Gov. Bob Finch      | Political Aide |
| Cong. Melvin Laird      | Political Aide |
| Senator Thruston Morton | Political Aide |
| Charles McWhorter       | Political Aide |
| Richard Moore           | Political Aide |
| Robert Ellsworth        | Political Aide |
| Frank Shakespeare       | TV/Advertising |
| or                      |                |
| Len Garment             | TV/Advertising |

*Bryce Hanlow*  
Ron Ziegler  
Bruce Whelehan  
Alan Woods

Edward McDaniel  
Ben Follmer  
Gorman or Oberg

*Marvin Sneed*

*Jack Caulfield*

~~Raye~~  
Press Secretary  
Press Aide  
Press Aide  
Secretary  
Secretary  
Public Address and Sound expert  
Western Union  
Masseur  
Baggage expediter  
Radio-Telephone operator  
Doctor  
Airline Representative  
*Staff Security man*

Some of the rooms should be in the secured corridor; others should not be there. (see diagram on next page).

The rooms for the Secret Service when they sleep are not in the candidate/staff corridor and are not your responsibility. The Secret Service advance agent will make reservations for all travelling Secret Service.

Reservations for the airline crew on the two Boeing 727s are also not your responsibility. The airline representative working in the Tour Office will make their reservations at a hotel/motel close to the airport.

Room reservations for press are your responsibility. Start the campaign by blocking 90 rooms for press.

STANDARD ROOM ARRANGEMENT

RN

RN SUITE

RN

DAVIES  
 [ EHRlichMAN  
 OLSON  
 ADVANCE MAN  
 KEOGH  
 PRICE  
 SAFIRE  
 ACKER  
 LERNER  
 STAFF LOUNGE  
 UNDERWOOD  
 Security Checkpoint □  
 Reception Room

Secured

CHAPIN  
 [ HALDEMAN  
 HIGBY  
 ADVANCE MAN  
 BUCHANAN  
 ANDERSON  
 \_\_\_\_\_ R&W  
 \_\_\_\_\_ R&W  
 ROSE WOODS SUITE  
 OFFICE  
 SCARNEY

IF NECESSARY → FINCH  
 THESE CAN BE → MORTON  
 ON A DIFFERENT → Ellsworth  
 FLOOR ↓  
 SHAKESPEARE  
 Masseur  
 WHELHAN  
 Secretary  
 Secretary

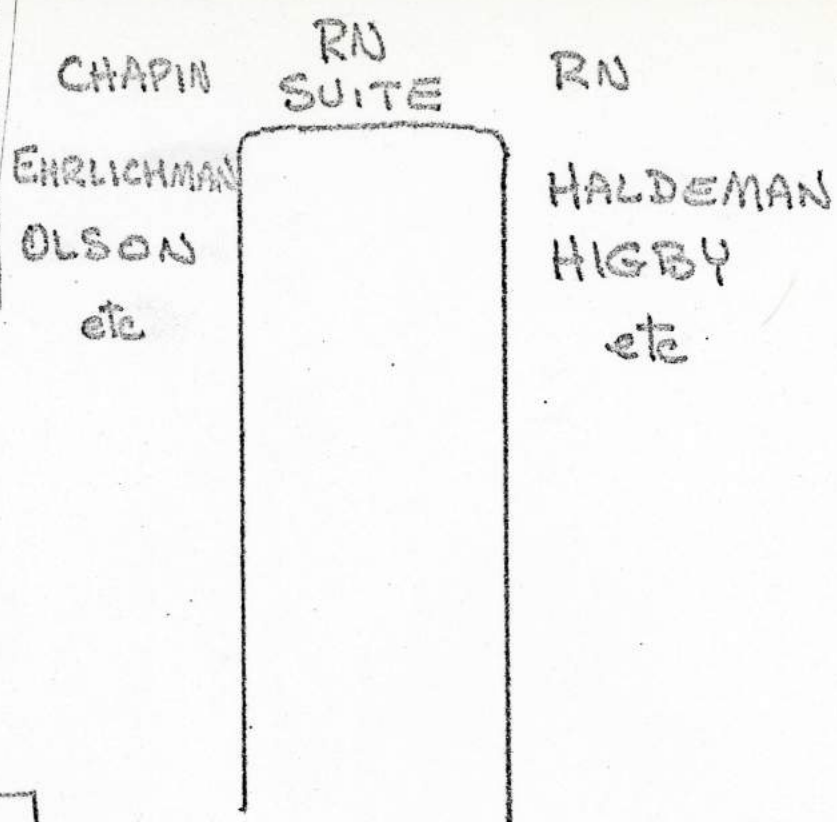
Unsecured

□ ELEVATORS  
 □ LAIRD  
 MOORE  
 McWHORTER  
 GARMENT  
 Doctor  
 ZIEGLER  
 A. WOODS

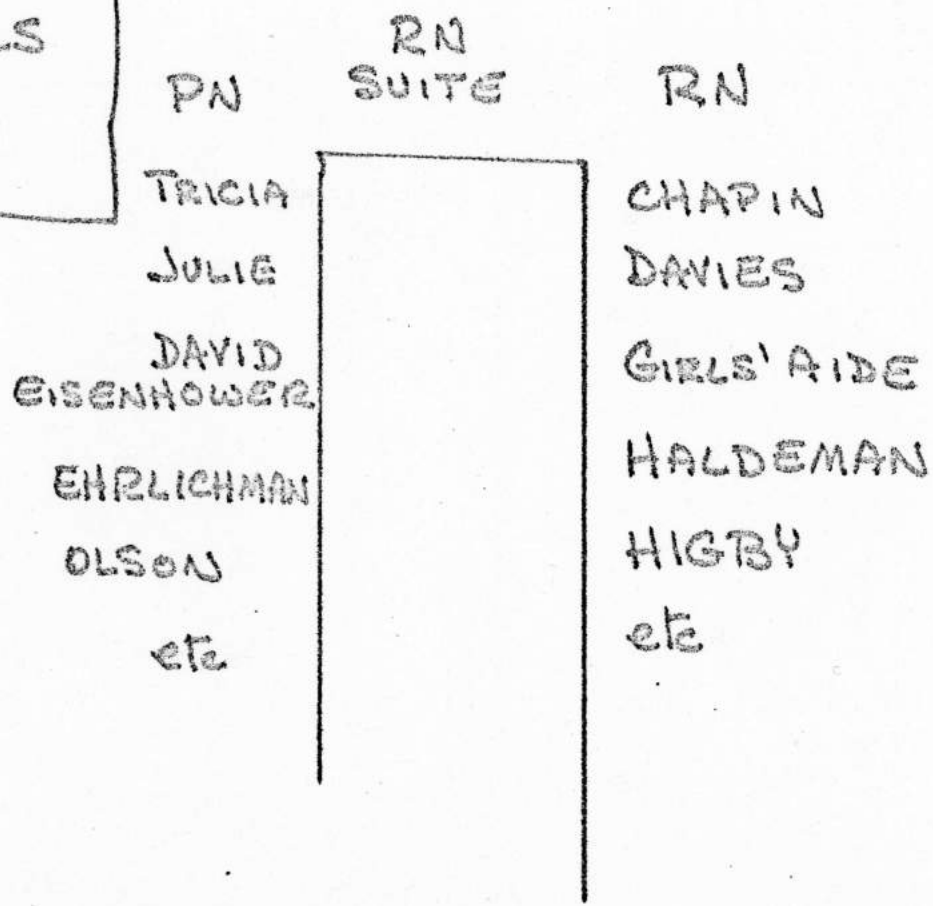
Rest of Staff  
 ✓

Rest of Staff  
 ✓

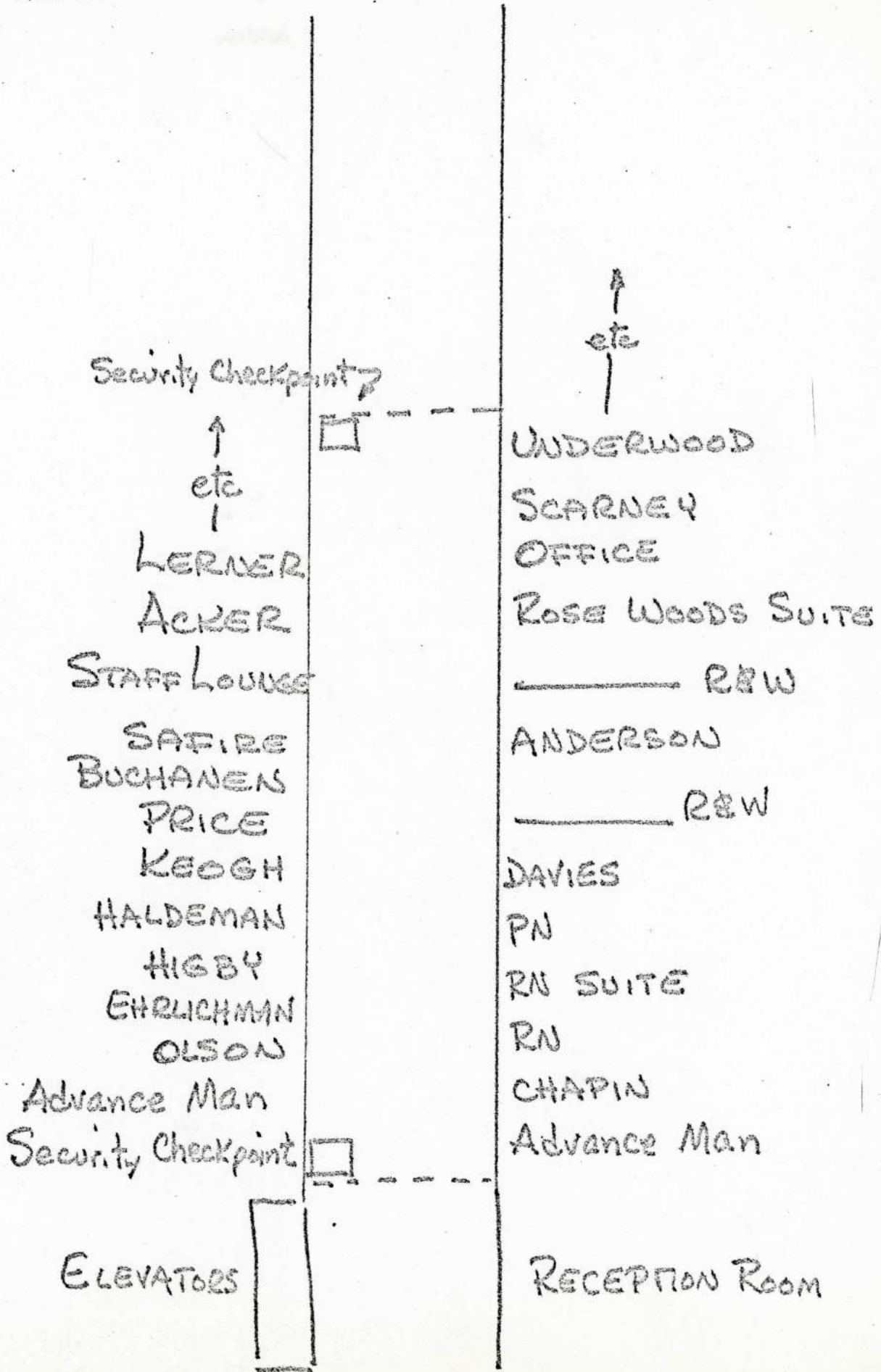
STANDARD  
PLAN IF  
MRS. NIXON  
NOT WITH  
THE TOUR



PLAN WHEN  
MRS. NIXON  
AND THE  
NIXON GIRLS  
ARE WITH  
THE TOUR



ORIGINALLY PLANNED  
WHERE RN SUITE  
IS NOT AT END  
OF THE HALL



### C. PRESS CONFERENCES

If a press conference is to be held, it will almost always occur in the hotel/motel and, therefore, the detailed instructions relative to press conferences are indicated below.

1. There never will be a press conference scheduled without the approval of the Tour Office.

2. The room should be very large, holding at least 200 people comfortably (see enclosed diagram). This is one case where, if the room is not full, we are better off. No one is allowed in this room except people with proper press credentials, and the physical press facilities chairman must have a checkpoint on the door leading to the press conference. The Secret Service will also have a checkpoint on this door and if credentials (see Chapter XV on Credentials and Identification) are not in order, they will not be admitted. None of the local political people are to be admitted and the Secret Service will not allow admittance to anyone without press credentials unless you have already submitted to them a list of people such as, say, a Governor, or a Senator or a State Chairman; this list is to be given to the Secret Service at least 24 hours before the event and should include their name, address and title.

3. The room must not be warmer than 55°F. This is no problem in late October -- just open the windows an hour before the press conference begins. It will be a problem during most of the campaign, so turn the air conditioners up as high as possible. To keep a cool room is another reason to get as large a room as possible. A small room full of press with TV lights will heat up very quickly.

4. The candidate will use a <sup>36" Podium with single mic</sup> ~~stand-up single microphone~~ with a bridge so that all media plug into the bridge. The stand-up mike is SOP at all appearances with a watch and a small metal type clipboard attached to the stem in case the candidate wishes to read a prepared statement (see Chapter XIV on Sound for details).

5. The candidate should be on a riser about 3 feet high. The TV platforms, as in the case of a rally or other public appearance, should be placed 25 feet from the candidate with the TV cameras at the same height as the candidate's eyes. Therefore, the TV platforms should also be about 3 feet high (see Chapter XIII on TV and Lighting for details).

6. Under no circumstances put the TV platforms ahead of the writing press, so that it would appear that an order of priority is being established by us as to which media is most important. This can be handled by simply having the first rows of chairs for the writing press less than 25 feet from the candidate as shown in the enclosed diagram.

7. No one should be on the platform where the candidate answers questions. The one possible exception would be one of the candidate's press aides. If it looks like you may have a Governor, Senator or other dignitary around, be sure to provide a seat for him and direct him to it, but his seat should not be on the platform with the candidate.

8. A suitable curtain backdrop appropriate for TV must be erected behind the candidate. This is the same type of backdrop that is used for rallies and all public appearances (see Chapter XIII on TV and Lighting for details).

#### D. PRESS ROOM

Also in the hotel/motel will be the working press room. Where possible this should be a large room capable of accommodating up to 200 people on the lobby or mezzanine floor and should include the following:

1. Four long working tables with pencils and paper on the tables.
2. 25 long distance telephones and 5 local coin-operated phone lines.
3. 3 TV monitors. Insist upon 3 TV monitors. The reason for this is that there is often simultaneous broadcasting of the news shows on CBS (Cronkite), NBC (Huntley-Brinkley), ABC (Robert Young). Also, the 3 network TV crews want to see their shows.
4. At least 2 Western Union teletype machines and a Western Union representative so that the press can immediately file their copy from the press room. It is not good enough to say the Western Union office is "right down the street" -- the tickers must be in the press room.

This room must be manned by the Western Union representative and the local physical press facilities chairman, or his designated representative, through the entire time of the candidate's visit. Since this can often be a 12-24 hour period, the physical press facilities chairman may have to work out several shifts of personnel so that the press room is always manned. Also shifts of Western Union representatives may be required for a long visit.

5. Ten manual typewriters. These should not be high quality electric typewriters, but manual - for "hunt-and-peck" operations which the press is more familiar with.

6. Food and refreshments. Always have some beer, soft drinks and coffee available and a good supply of sandwiches. Remember that individual national press people will be up against varying deadlines so that you can never assume that, for example, because a meal is supplied, say, at a dinner speech the candidate plans to make, that any particular member of the press will go to that dinner to have his meal, because he simply may have to stay behind to meet a deadline.

E. HOTEL/MOTEL ARRIVAL - CROWD-BUILDING TECHNIQUES

1. Suggest to Young Republicans and other groups that it would be advisable to get some of their people and signs away from the airport as soon as possible after the arrival ceremonies so they can reach the hotel/motel where the candidate is staying in advance of his arrival and be on hand to welcome him there.
2. At some points it will work out to arrange some off-beat activity at the scheduled time of arrival at the hotel/motel which will stimulate additional public interest so that a crowd will gather.
3. It's a good idea to have a small band or bagpipe player or other noise-makers at the hotel/motel to stimulate a gathering of a crowd.
4. Keep in mind that spontaneous crowds at unexpected points, or in unexpected types of activity, are very helpful in building the overall impression of excitement and interest in the visit. (Unexpected means that you expect it but it is not on the press schedule).
5. The use of a sound truck with music in the area immediately around the hotel/motel will also help to bring people in to join in the welcoming.
6. Put flyers in each hotel/motel guest's box indicating arrival time of candidate.



## F. HANDSHAKER RECEPTIONS

In the national campaign there will be very few, if any, handshaking receptions. But should they occur, they will usually be held in the hotel/motel and can be added to the responsibilities of your local hotel/motel chairman. The procedure is outlined in the enclosed diagram.

The main features are:

1. Put the candidate on a platform, the height of which is a function of the size of the crowd; for example, about 3 feet high for a crowd of 200-300 and up to 5-6 feet high for a crowd of 1000 or so.
2. Near the platform, but not on it, should be a stand-up mike which can be put quickly on the platform if the candidate cares to make any remarks.
3. There should be runways to and from the platform. Runways with rubber carpeting are better than steps on which someone might fall down and hurt himself.
4. In front of the candidate's platform should be a roped-off area for the press and if there is to be a "picture-taking session", we should have two photographers and a photo-identification man who coordinates the picture with the name of the person whose picture has just been taken.

The entrance to this press area must be secured by your local physical press facilities chairman and the Secret Service will also make a press credentials check at this point.

5. The key to a good reception line is to have the area roped off as shown in the enclosed diagram. Make the aisle coming to the platform only 3 feet wide to encourage people to line up single file. Make the exit aisle from the platform also only 3 feet wide so that people do not bunch up in the aisle and stand there after they have shaken hands with the candidate and therefore clog up the exit aisle.
6. If there is a bar in the reception room, make sure that it is at the opposite side of the room from the candidate and does not interfere with the traffic moving in the entrance or exit areas.
7. Make sure there is a backdrop 15 feet high with a TV-type curtain material behind the candidate (see Chapter XIII on TV and Lighting for details).
8. Work out an entrance and exit area for the candidate so that he does not have to wade through the crowd in the reception area.

CHAPTER XI

*2 Phoner by Sound operation  
for Ed McDaniels*

PUBLIC MEETINGS

The key thing you must remember is that if there is a crowd present and all else fails, the meeting still can be a success. However, even if technically the advance is perfect, yet there are a few seats empty, the meeting is a total failure. Therefore, the most critical decision to be made in any advance situation is to pick the proper-sized hall.

Generally, this hall should never exceed 5000-7000 capacity even in a large city and should not exceed 2500 capacity in a town of less than 100,000 people. When in doubt, the rule is to always go for the smaller-sized auditorium that is available. A good advance man develops a sixth sense on how well the local organization is "turned on" and usually knows what kind of crowd will show up.

Please keep in mind that in the large cities, with great effort and great expenditure of funds in advertising, etc., it is certainly possible to fill halls that hold 8000, 10,000 and even 15,000 but don't forget the central point: we are using the crowd as a backdrop for the media to report. Therefore, enthusiasm and a packed house is the important thing. For example, 6000 overflowing a place that holds 5000 is much more impressive than, say 11,000 in a hall that holds 12,000.

The crowd-building technique for your main meeting is, therefore, most important, and the backbone of crowd-building in order of priority are:

- A. Invitations
- B. Telephoning
- C. Advertising

A. INVITATIONS

Invitations should be formally printed, giving them a "personal touch". Sample message would be:

The New York Nixon for President Committee  
Cordially invites you and your family  
To hear  
an address by  
The Honorable Richard M. Nixon  
at  
Rochester War Memorial Hall  
Rochester, New York  
7:30 p.m.  
Saturday, October 12, 1968

Always use a mailing list that is a hard core Republican list. The use of telephone books is highly expensive and not an effective list.

Where there is time, the addresses should be handwritten so that it has a personal touch. This could involve easily 100 women volunteers.

Returns you can expect are of the ratio of 1-10. In other words, if you have a hall that holds 5,000, you will go a long way toward filling it by sending out 50,000 invitations if the list you are using is a hard core Republican list.

You will find the cost including stamp, invitation printing and envelope, and assuming volunteer help to address the envelopes, will come to 10¢ per invitation.

### B. TELEPHONE CAMPAIGN

Telephone procedure - cheaper than invitations and almost as effective.

1. Organize a telephone campaign to turn out the crowd for every public meeting. Do not let the local chairman allow the calls to be made from the party workers home. Instead, centralize the operation in one room with numerous phones so the operation can be well supervised to insure the maximum number of completed calls. The local chairman will often want to use a brokerage house phone after hours - it is no good - you need the phones 9:00 a.m. to 9:00 p.m.
2. Start the campaign four days before the meeting (any earlier and the telephone message may lose its impact). Run four, three-hour shifts, i.e., 9 a.m. to Noon, Noon to 3 p.m., 3 p.m. to 6 p.m., and 6 p.m. to 9 p.m. A minimum of 15 phones should be used and many more if there are enough volunteers to make it practical. Have a supervisor for each shift.

#### General Telephone Campaign Checklist To Review In Detail With Your Telephone Chairman

- A. Call every Republican voter. If there are no prepared telephone lists and it is impossible to obtain them, then use the telephone book--something is better than no telephone campaign at all. If you are short handed, call only exchanges in districts where we have the registration with us.
- B. Make sure volunteers are recruited during your first advance visit. The local telephone campaign chairman should supply as many volunteers as possible and the number recruited, as a practical matter, determines the number of telephones that should be installed. Volunteers should have directions to locate the telephone headquarters, a sample message, and if necessary, arrangements should be made to transport the volunteers to and from telephone headquarters.
- C. Do not expect a volunteer to work more than one shift of three hours, because the work is quite arduous.
- D. Provide a supervisor for each shift.
- E. Give each shift a quota of calls to make and instruct them to deliver the message with a minimum of conversation.

- F. Casual visitors to the telephone headquarters should be discouraged and only those having direct business with the callers should be admitted to the telephone room.
- G. Have light refreshments (sandwiches, coffee, etc.) available for the volunteers.
- H. Avoid press coverage of the telephone activity.

#### Telephone Headquarters Checklist

- A. Ask the telephone company to assign numbers not in sequence to the telephones to be used by the volunteers. Also, ask the telephone company not to put the assigned numbers on the dial of the telephones used, and to keep those numbers unlisted. The numbers of the phones used should be given only to the shift supervisors. These measures are intended to prevent the phones from being tied up by persons outside the operation, and to guard against volunteers making unauthorized long distance calls from those phones.
- B. Contact the telephone company early enough to insure installation of your phones well in advance of the four day period before the meeting.
- C. Have extra phones installed for incoming calls and for regular use. The numbers of these phones should be listed and furnished to all volunteers for family and business contact purposes.
- D. If possible, sheets of sound-absorbing material should be installed at the front and sides of each phone. Such a measure, although a slight extra expense, will make a significant contribution to the efficiency of your phoning operation.
- E. Make sure the supervisor of each phoning shift knows whom to contact at the phone company if trouble should develop with the mechanical operation of the phones.
- F. The suggested message to be delivered by the volunteers should be fastened near the phone. In addition, the same message should be printed in large letters at several locations in the telephone room on the walls. Make sure of its accuracy.

*Let Participants  
Coordinate the  
Phones*

#### Notes on Message Preparation

- A. The message should be short (not more than 30 seconds). Remind the volunteers that their job is not to have a conversation but to deliver a message. They should finish the call in one minute or less.
- B. The message should be positive. Mention the organization calling, the candidate, when and where the meeting will be held, and any added attraction and repeat the main facts.

Sample Message:

"This is Jane Jones of the Roanoke United Citizens for Nixon Committee calling. Richard M. Nixon speaks Friday night at 8 P.M. in the Roanoke Municipal Stadium. We invite you and your friends to see Mr. Nixon at the Roanoke Municipal Stadium, also, see Ray Bolger (\*) in person, honoring Richard Nixon's only appearance in Roanoke, 8 P.M., Friday at Roanoke Municipal Stadium. You are invited. There is no charge, and plenty of free parking space."

\*Insert name of local national celebrity, crack high school drill team, sports figure, etc.

With a minimum of conversation, plus dialing time, one call should be completed every minute, i.e., each volunteer should complete 60 calls per hour. Therefore, for example, with an efficient 15 telephone operation, 12 hours per day, it is practical to complete 10,800 telephone calls per day, or 43,200 calls in the four-day campaign. Anything less than a 15 phone, well disciplined operation is not productive. Often a fifty-phone operation delivering over 140,000 messages in four days is easily obtainable if each advance man effectively puts the technique across and sees that the telephone campaign is well implemented by the local telephone chairman. Please adopt the telephone campaign as standard operating procedure for every meeting of the campaign.

Running a telephone campaign is "a real drag", but it is absolutely, repeat, absolutely essential.

C. ADVERTISING CAMPAIGN

All advertising costs to build crowds must be borne by the local committee. Should you have difficulties on this, phone the Tour Office. The candidate's staff man on advertising problems is John B. Schlaes, Nixon for President Committee, 450 Park Avenue, New York 10022 (212) 661-6400. Feel free to contact John with your problems.

212-249-4065  
Home

The below

information on advertising is simply of a background nature. The advance man should immediately think of advertising when he has a large hall to fill and feels he cannot fill it by the cheaper and more effective invitation and telephone campaign approach to the problem. Do your best, as a general rule, to get \$4,000 in advertising from the local committee. Then contact John Schlaes to get it produced and placed.

1. Newspapers - Dailies and Weeklies *Need 10-12 days lead time*

You can normally only use weekly newspapers if you have a good deal of "lead" time. Most weeklies publish on Wednesdays or Thursdays. They also need two days to process the ad. Therefore, if you have an event on Wednesday, you will have to make sure that the ad is in to the paper on the previous Tuesday.

Daily newspaper schedules vary. Some require material a day previous to an event and some two days previous.

All newspapers will require payment for ads prior to the date of publication. This is standard for political advertising.

Which newspapers do you buy and with what frequency?

You will first have to determine the number of people you need for an overflow crowd and the impact you need from the advertising you will employ (radio and TV). In many large metropolitan areas the only weeklies you might use would be suburban papers.

In the medium-size towns, such as Portland, Oregon, you probably should include suburbs and surrounding towns within a radius of 25 miles.

In small towns such as Cedar Rapids, Iowa, you probably should include every town in a 50-mile radius.

Daily newspapers are extremely useful. You can use these if the event is taking place anywhere within a 100-mile radius of the paper's origin. Its impact area depends, obviously, on its area of circulation.

Frequency and size of the ad is important in regard to dailies too.

Generally, an ad never needs to be larger than 3 columns by 9" and indeed shouldn't be too much smaller. 3 columns by 9" is 378 inches. You probably would run the ad for two days, preferably on page 3, 5 and 7, in the lower right-hand corner. But make sure when asking for that position you don't end up paying a larger cost for the desired position (fixed position).

In particularly critical situations, or if you don't have other means of advertising, you may want to run the ad for the three days previous to the event. Ads can cost from 6¢ a line to \$1.86 a line, depending on the area.

## 2. Radio

Radio is also a very effective means of rally advertising if utilized properly.

In some areas you will find there are more radio stations available for your use than there are newspapers.

The most effective times to advertise on radio is in what is known as "prime drive times". This can vary per station. Generally, this time is from 7 a.m.-9 a.m. and 4 p.m.-6 p.m.

In the event it is an area like New York City, you would not want to use all of the 12 stations available, but probably should settle for three of four stations that are most popular. Remember, the cost of advertising on a large metropolitan station can be extremely expensive.

Also, in a city like New York, again, don't forget the suburban population and the suburban stations available - inexpensively.

In a city like Portland, Oregon, you will probably - as in newspapers - use a few Portland stations and increase the number of suburban stations, as well as stations in outlying towns.

If the event is in a small town, you will want to use the station in the town where the event is taking place, and the stations in all surrounding towns within driving distances.

You will generally need no more than 7 of the 10-second spots a day, split between morning and evening prime times. You would most likely run them for two days, but three if there are circumstances which call for it.

A spot should be no longer than 10 seconds, unless there is a specific point you want to get across - then 30 seconds.

Also, specify that the local announcer should read it on the air live. You don't have time or money for producing a spot on tape.

Costs can range from \$3.00 a ten-second commercial to \$20 a ten-second commercial, depending upon the area.

### 3. Television

Television should be used only if you have an exceedingly large hall to fill or no other media available which would be effective, such as no daily paper or weekly paper.

Using TV embodies giving the station a script for the local announcer to read (as on radio) and a slide. A slide would have the picture of the candidate and the time and place of the event.

Nevertheless, TV is expensive. From \$30.00 a ten-second spot to \$500 a ten-second spot, depending on the area. The production of the slide can be difficult, also; however, some stations will produce it for you.

If you use TV, 5 to 7 spots a day in prime time, with maybe one near Noon hour can be effective. TV can be used as much as three days previous to the event.

The above discussion presupposes that you will be forced to implement these plans to produce the advertising yourself. This most probably won't be so.

All the aforementioned points intend to do is hopefully give you somewhat of a background as to how rally media plans are developed, so that you may either direct someone's effort or do it yourself.

The contention is you will not have to do it yourself, but that you or the person you designate will be able to call New York to plan the plan developed and implemented for you.

Notwithstanding, it is hoped that an appendix to these notes will be given to you soon, pointing out exact procedures as to how media and production procedures can be readily implemented for rally advertising.

For all events, advertise times one-half hour before the real time of the event so you are sure the crowd is there when the candidate arrives.

#### D. PUBLICITY CHAIRMAN

This man is distinct and separate from your physical press facilities chairman. The Publicity Chairman's job (and hopefully he is a trained newspaper man) is to promote the candidate's visit via newspaper, radio and television. That is, get as many stories as possible to build up the candidate's visit. You will find that news stories will assist you in building your crowds.

In your advance man's kit are glossy pictures and biographies of the candidate and his family which should, of course, be given to the Publicity Chairman to release to the newspapers and TV stations.

In order to generate stories, the following thoughts may be of assistance:

1. A splash announcement that the candidate is coming to town.
2. A story on some of the details of his visit.
3. A story on all of the details of his visit.
4. Pictures of local workers; for example, decorating the hall, making home-made signs, Nixonettes making Nixon dresses, etc.
5. A story fitting the geography of this visit into his whole schedule; that is, you can give out the candidate's schedule before and after his visit to the site where you are advancing.
6. Should a parade-type motorcade be planned, then the route should be published in the paper with a map after carefully clearing it with the Secret Service (see page 23 for more details on security related to parade-type motorcades).

In other words, drag it out for as many new news leads as you can figure out.

#### E. OTHER CROWD-BUILDING TECHNIQUES FOR RALLIES

1. Stuff guest boxes of all major hotel with flyers announcing the rally site.
2. Posters in as many business establishment store fronts as possible.
3. Flyers to hand out at cashiers in cafeterias, supermarkets, etc.
4. Flyers in cars in parking lots. Concentrate in suburbia supermarkets where Republican votes are, and in large downtown parking lots so the message reaches the businessmen likely to respond.
5. Organize buses from outlying areas. Really do this in detail. Assign quotas of buses to each outlying area and get a large contributor to underwrite it.



6. Get schools to bus in groups. This is particularly effective for boarding schools for evening events.

7. Have several bands and have contests during the pre-program period before a rally. Have judges, prizes. Their parents will often come to see them perform.

8. Line up local type celebrity entertainment on the program, including sports figures.

#### F. THE PHYSICAL SET-UP FOR RALLIES

*2 Phones for McDaniel's  
by sound set-up  
Have mc mention name of  
Band with RN on Platform*

The enclosed diagram details the main points to keep in mind for any public meeting site.

1. Dock motorcade so that the candidate has access to a holding room and the press has access to the press area immediately in front of the stage where the candidate will appear. You will, of course, work this out with the concurrence of the Secret Service agent, and an alternative arrival site known only to you and the Secret Service will always be agreed upon. The purpose of this alternate could be strictly a matter of security or it could be a political problem, i.e., a nasty picketing situation that might develop in the last  $\frac{1}{2}$  to one hour before the candidate arrives at the rally site.

2. The candidate will come to the speaking platform from the holding area in one of three ways:

- A. A walk-on from the side of the stage
- B. A walk-on directly behind the stage through a curtain
- C. A long walk-on from the opposite end of the auditorium

Obviously, in the case of the walk-on directly to the stage from the side or through a curtain you will not be with the candidate. Should he do a walk-on from the far end of the hall, always stay a good 100-feet ahead of him so that you will not get in the field of the still photographers or TV cameras. The Field Tour Director will follow your movements to the stage area and the candidate will follow the Field Tour Director. Make the walk-on aisle narrow (about 4 feet wide) so that the crowd gets into the camera field.

#### G. Pre-Program and Candidate Introduction

If the detailed pre-program has not already been phoned to the Tour office, then the details of the pre-program should be typed and given to John Ehrlichman and Dwight Chapin to place in the candidate's hotel/motel room before the rally.

The Pledge of Allegiance and other candidates' speeches are often scheduled as a "warm-up", but try to work the committee toward a more enthusiastic pre-program with band music, voices for Nixon choir, and celebrities.

Please let the committee work out the question of who introduces the candidate, but clear the selection with the Tour office. Where possible try to pick a well known citizen who will appeal across the board to Republicans, as well as Democrats and Independents.

pre-program. This is absolutely mandatory when the candidate's remarks are on live TV.

The candidate prefers to be on the stage for 5 minutes, or so, before he speaks. This means a short introduction for the walk-on, seating the candidate, then the introduction. More on this sticky problem later.

#### H. PLATFORM AREA

The candidate (as you face the stage) will sit on the first seat to the left of the podium (stand-up microphone). The seat directly behind the candidate must always be reserved for a Secret Service agent. The candidate's wife will sit directly to the right of the podium and the seat behind her will always be reserved for a Secret Service agent. All platform guests must have a badge with his name and "platform guest" on it; the name and address of each person allowed on the stage must be given to the Secret Service agent 24 hours before the event and there will be no last-minute clearances. It is as simple as this--if the Secret Service agent does not have the platform guest's name, he does not get on the stage.

The candidate normally does not use a podium. Instead, he uses a single stand-up microphone (note that one microphone is achieved by the use of a bridge system - see Chapter XIV Sound) and the sound man will carry with him a watch and a small clipboard which will be attached to the stick of the microphone. The watch is very important for the candidate's timing, particularly if he is doing a live TV address, and the clipboard must be available should the candidate wish to make a particular prepared statement. However, normally the candidate does not use a podium because he speaks without notes. This may give you some difficulty with other speakers speaking at the rally, before the candidate speaks, who can only speak from a prepared statement and would want to use the podium. In these cases, have a regular podium off to the side for other speakers to use.

Behind the podium an aisle 15 feet wide must be roped all the way to the back curtain. This serves two functions - (1) security and (2) to be sure that no one is moving behind the candidate while he is speaking to detract from the TV picture. The curtain behind the candidate must meet all requirements for TV (see Chapter XIII on TV and Lighting).

#### I. PRESS AREA

At least three rows of press tables, i.e., enough to accommodate up to 150 national and local press, should be arranged immediately in front of the platform, and on tables there should be 25 long distance phone lines, 5 local call telephone lines and a Western Union representative. The Western Union may wish to supply a teletype machine to place in this area. Do not allow this because the teletype is too noisy and interferes with the candidate's speech. You should, however, encourage the Western Union to put a teletype at least 200 feet away from the candidate, so that he cannot hear it and his microphone will not pick up any of the feed-back.

~~The candidate's speech must be recorded on a Norelco type 45-minute tape plugged into the bridge (see Chapter XIV Sound). This tape should be given to Ron Ziegler by the advance man as soon as the speech is finished.~~

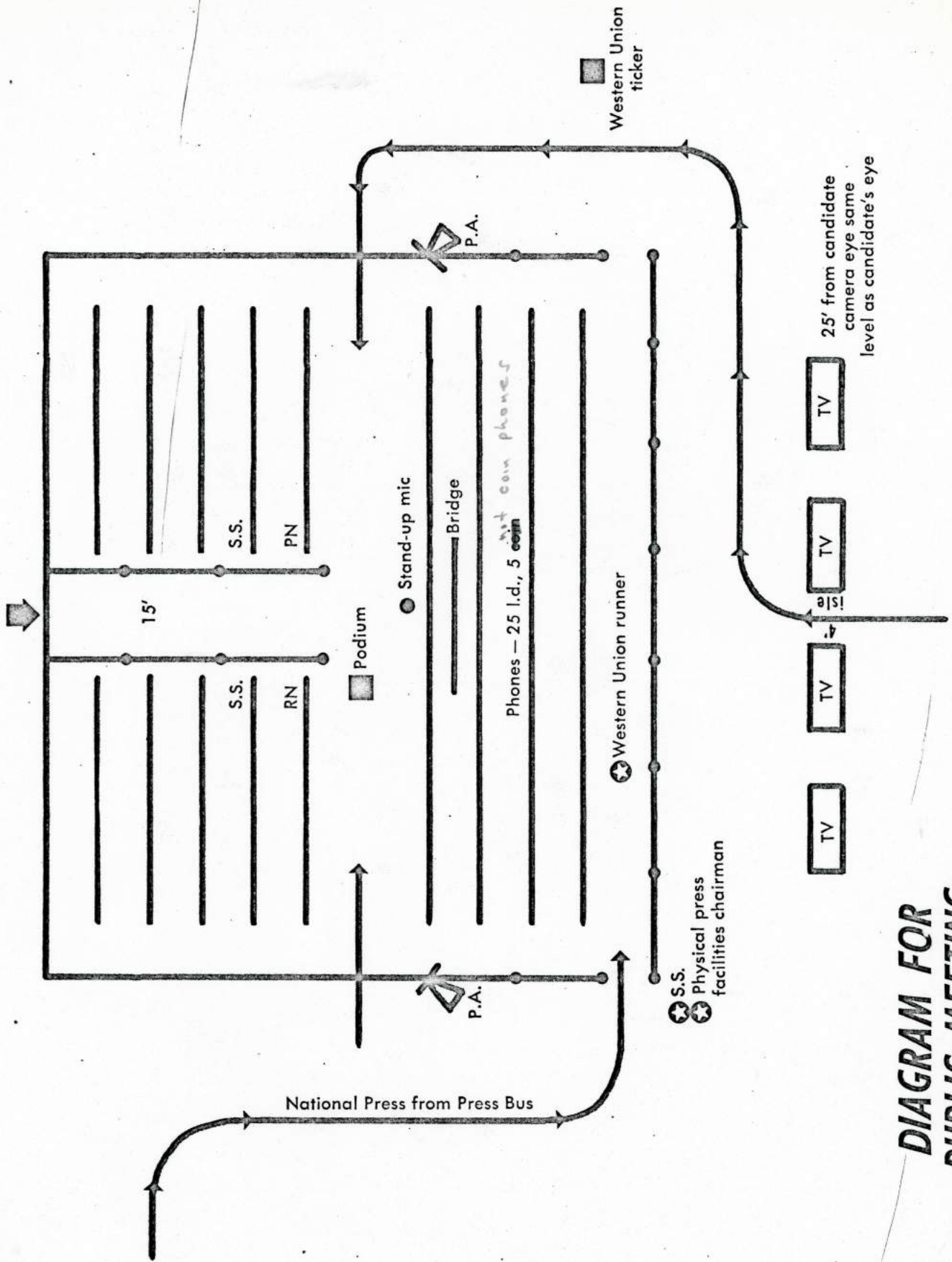
The entire press area must be roped off with only one exit -- this is the same opening that is used to move the press into this area. No one is allowed in this area unless they have press credentials. The Secret Service will make sure this happens. But, in addition, your local press facilities chairman should man this position, or have someone working under him to man this position at least one hour before the candidate speaks. This is necessary because there will be considerable pressure from early arrivals at the hall (including political VIPs who did not get a seat on the platform) to sit in this area, and they are not allowed to sit in this area.

At the meeting site more than anywhere else in the operation, the rally man comes into play and he will handle decorations, balloons, confetti, etc. A separate copy of the rally manual is being made available to each advance man to familiarize himself with these techniques. Study it carefully because there will be occasions when you will be a rally man, and you will have to manage the rally operation yourself.

As in the case of the entrance to the hall, you must work out at least one alternative exit that is known only to you and the Secret Service agent (security, pickets, etc.). Also, you will find, if you have developed overflow crowds (and this is SOP for every event), there may be a second smaller hall in the auditorium where an overflow crowd is seated. Never commit in advance for the candidate to go to this area after he has finished his main speech. But, instead, while the candidate is making his main speech, check out the overflow hall and make sure there is sizeable crowd and only then come back to the Tour Director and make a recommendation as to whether there is a large enough crowd for the candidate to come to the overflow hall and make a few remarks.

On departing the hall the candidate never tries to walk back through the main crowd and out of the auditorium. Instead your departure is always through the back of the auditorium to the street. This means that if you have arrived at one end of the auditorium and the candidate has done a long walk-on to the opposite end of the auditorium to the stage, then while he is speaking the entire motorcade must be moved around to the back entrance of the auditorium.

Also keep in mind that your job is also to plan the exit route for the press from the press area in the auditorium back to the press bus without forcing them to push their way through the crowds.



**DIAGRAM FOR  
PUBLIC MEETING**

DEPARTURE PROCEDURE

After a rough evening drill, there is a tendency to relax and let down -- don't!! It is just as rough the next morning.

Each day's press schedule and detailed staff schedule will begin with a time for "baggage call". A baggage expediter will travel with the candidate at all times, and he will attempt to take some of the baggage-handling burden off of the hands of the advance man. However, during the shake-down period of September, it is essential that the advance man pay particular attention to the baggage problem.

He should organize bellboys so that at the time of the baggage call, bellboys are admitted to the candidate/staff corridor to collect all baggage. The same procedure applies on departure as it does on arrival as far as the Secret Service is concerned. This means that the names and addresses of all bellboys allowed into the candidate/staff corridor must first be cleared by the Secret Service. Therefore, the advance man should advise the Secret Service agent to clear 5 bellboys into the candidate/staff corridor. Another 5 bellboys should assist the press and the Secret Service has no responsibility for this - it is the advance man's job.

It is the responsibility of the staff to place their baggage outside of their doors at the time shown for baggage call. The fact is, however, they are so busy that more often than not their baggage will not be ready. So the advance man should go into each room and make sure all baggage is cleared out and placed in the corridor for the bellboys cleared by the Secret Service to pick up.

The press are supposed to place their baggage outside their door at the time of the baggage call. Again this may not always happen and your hotel chairman should be assigned to make sure all press baggage is moved from their rooms to the baggage trucks as soon after the baggage call time as possible. In this connection you will have assistance from the candidate's press aide, Ron Ziegler.

As soon as all staff and press baggage is assembled and on the baggage trucks, you should have your Transportation Chairman move the baggage trucks immediately to the airport to load the plane. This may include all the TV gear of the three travelling network crews and the TV gear of the travelling Nixon TV crew. The TV gear can be put in the same wagons used to bring the gear in from the airport the evening before.

Make sure your Transportation Chairman is up early and on the job (have his home phone number) because the motorcade must be properly docked and in position to leave the hotel/motel at least 45 minutes before the candidate is actually ready to leave the hotel/motel. The vehicles in the motorcade should be identical to those used on the arrival, including the three political VIP cars. If it turns out there are no VIPs to ride back to the airport, then this is OK - just let the empty cars go to the airport in the motorcade.

After you have properly arranged the motorcade and the baggage trucks have left for the airport, make sure and return to the candidate/staff corridor and make a fast check that no baggage or loose papers have been left behind. You will find that many of the staff are still working and a few bags may be left around in the rooms. Place these bags immediately outside each of the staff rooms and remind the staff that the baggage trucks have already left and it is their responsibility to hand carry any remaining baggage to the motorcade and on to the airport.

You should then proceed to the floor of the hotel/motel where the press are staying and repeat the same procedure. In this connection you will have assistance from the candidate's press aide, Ron Ziegler.

You should also check the press room to make sure none of the press have left any personal belongings in the Press Room.

When the motorcade departs the hotel/motel, the advance man should ride in the A car with the Tour Director; i.e., in the same arrangement utilized for arrival.

Upon arrival at the airport, press will board both the press plane and the candidate's plane. You have nothing to do with assignment of the press to either of these planes. This is Ron Ziegler's job.

You will often find that at the airport there are a large number of police who have been associated with the entire security detail. The candidate will perhaps wish to shake hands with each of them and thank them for their assistance.

As soon as possible, assist the entire staff, the candidate and the press to board and button up the planes for their departures. The candidate's plane always takes off before the press plane. Should your next assignment take you to a city that is in the same direction that the travelling party is going, you may wish to board the press plane and travel to that city. However, reservations will be tight and must be made by checking with the Assistant Tour Director, Vern Olson, the evening before and only he can grant you permission to ride on the press plane.

Should you be riding on the plane you must assign your Transportation Chairman to keep the motorcade assembled on the apron for half an hour after the aircrafts have departed. The reason for this is that an aircraft mechanical failure may require one of the planes to return to the airport and someone must be on hand to assist them. Should you be remaining on the ground you can, of course, assume these duties. In addition, you should make contact directly with the key overall chairman and discuss any follow-up that may be required as a result of the visit.

You should return to the hotel/motel to the candidate/staff corridor and make a thorough check that no personal baggage or papers remain. And if you find anything, it is your responsibility to get this material back to the travelling party via the mails.

As soon as the candidate's plane takes off, phone the Tour Office . If you see that the plane is going to be 15 or more minutes later taking off than indicated on the detailed staff schedule, then phone the Tour Office immediately with your anticipated take-off time because the Tour Office must immediately get in touch with the advance man at the next stop to start to rearrange the schedule based on your anticipated take-off time.

Finally, if for any reason you have not followed the Thank You note procedure (and we can't think of a reason why you could not have done this), make sure and get your Thank You note forms completed and in the mail to New York Headquarters, 450 Park Avenue, New York 10022.

TV AND LIGHTINGPRESS CONFERENCES:

These are the physical elements:

1. Candidate
2. Working Press (printed media)
3. Live Television cameras
4. Film Cameras (Tripod and handheld)
5. P.A. System
6. Lighting

1. Candidate

It is generally accepted that our man works best with only a platform and a microphone. No podium, tables, etc.

The platform should be 14" to 16" high (presuming the working press is seated and the camera platforms are the same height as candidate's platform). If only the candidate is conducting the interview, the platform should be no smaller than 5'x8'. It is most desirable that the platform be carpeted.

The background for the candidate is very important. Hotel ballrooms rarely have acceptable backgrounds. Advance men should supply a background of plain material, not heavily designed, and of a medium shade of color. It should never be black or a very light color or white.

The candidate usually wears a dark suit. We have found that as background a medium blue-gray material looks best. It should not be a very thin silky material. The ideal would be a velour type. It should not be pleated flat or stretched, but hung in neat folds about four inches deep.

The background should be not less than 15 feet from top to floor and no less than 15 feet wide. This is to prevent handheld cameras from shooting off the background when photographing the candidate.

2. Working Press (printed media)

Chairs arranged in a semi-circle (where possible) with no less than five feet from front row to candidate's platform serves to keep the candidate from looking at an acute down angle resulting in poor lighting of the candidate's face.



The platforms for live cameras must be strongly constructed and are most times provided by the crews.

They usually want something about 40 inches high and 40 inches square for each camera, which results in a very acute angle if the cameras are placed too close. Therefore, it is desirable to have the live cameras further back than film cameras.

Usually, the live cameras are set up together in a row, depending on the desires of the crew chief. If the live TV cameras are high enough to clear, they can be placed behind the film cameras. If they have to be placed to the side, try to get live TV to shoot favoring the right side of the candidate.

#### 4. Newsreel Cameras

These should be on a riser about the same height as the candidate and the platforms placed on either side starting in the center.

They prefer to work fairly close to the candidate (about 25 feet).

#### 5. Public Address Systems

Public address systems should be provided so that not only can the candidate be heard by all, but to provide an audio bridging system for both newsreel cameras and radio recorders. The newsreels are used to this.

However, the radio people are using a wide variety of recorders: Japanese, German and American. It is sometimes not possible to have all recorders plugged into an audio bridge (which is merely a multiple plugging device built for this purpose). It then becomes an easy matter for the P.A. man to also supply a small speaker, near the recorders, for the radio people to place the mics in front of, to pick up the candidate's remarks.

The purpose of all this is to enable the candidate to make his remarks in front of one microphone instead of a battery of mics. This makes for a neater picture.

A good P.A. system and a knowledgeable engineer are essential to the technical success of a press conference, or any public speaking engagement.

#### 6. Lighting

Assuming there is no TV advance man, please as diplomatically as possible try to arrange with the TV technicians the following lighting set-up:

In front of the candidate, about 15 degrees from the horizontal above his eye level, place two quartz lights, one on each side and in front of the candidate.

Very important is a back light which shines down on the candidate and is about 4' in back of him and above him. This is primarily to light his shoulders and hair and to reduce shadows.

All lighting should be for color TV and these are 3200 Kelvin color temperature lights.

SOUND

There are two groups who must hear what is said -- the audience and the press. The following are the general guidelines to help you accomplish this:

1. Use a reputable audio-sound company and this can be judged by
  - A. Determine how long they have been in business
  - B. Determine the experience the personnel have had and particularly the personnel who will be working on the appearance
  - C. If the company handles any one of the following, they are probably a good company: Altec, University, Electro-voice, Bogen, Newcomb, Atlas, Collins, McIntosh, RCA.
  - D. That they are planning to have sufficient personnel, equipment and reserve equipment on duty during the appearance.
  
2. Advise the travelling sound man Ed McDaniel (who you will have to call on the tour) or his back-up man in Virginia George Chapin (703) 451-3050 or (703) 354-5981 (home) of the following:
  - A. The name of the firm you are using and the telephone number.
  - B. The general manager, owner or person in charge of setting up the sound for the event.

General recommendations on equipment for outdoor appearances:

There are three parts to a sound system:

1. Microphones (which receive the initial sound)
2. Amplifying unit (pre-amplifier/power amplifier) which, obviously, increases the volume level of the spoken word
3. Speakers which direct the sound after it has been amplified

The minimum requirements are as follows:

1. Microphones - *directional if at all possible*

A. These must be directional pattern microphones (as opposed to non-directional). The point here is that unless you have this type, there is a good chance all background noises, etc., will come through the system. The directional will pick up the speaker only. Your sound company must provide a mike and stand. If they have no directional type of microphone, use the non-directional type but be sure there are no speakers behind the candidate or you will get a feed-back.

Also be sure there are no speakers behind the mike or you will get a feed-back also.

The minimum requirement mike, pre-amplifier and amplifier must be of the low impedance type (50/250 ohms).

Recommended brand names are

Condenser type mike: Altec, Seinheiser, Byers, Sony, Akg, etc.

Dynamic type mike: Altec, Electro-voice, Shure, etc.

## 2. Amplifying systems

This must have at least three low impedance mike inputs so that if any goes bad, you will have other inputs. For small crowds (less than 500) you will need a minimum wattage of 100 watts in the amplifying system. For large places, such as city parks, football fields, baseball parks, large auditoriums, you will need a minimum wattage of 200 watts. Note here that the 200 watts (and even the 100 watts) can be made up by hooking up different power amplifying units such as two 50 watt units and 100 watt unit or two 100 watt units. Do not use units less than 30 watts, and try to use this multipl system so if one goes out, you will have something in reserve.

Recommended brand names are McIntosh, Altec, Newcomb, Bogen, RCA, Collins, etc.

## 3. Speakers

You will need 6 paging horn type (University, WLC or equivalent) speakers for the first 40,000 square feet and 1 for each 10,000 square feet behind that.

Note enclosed sketches.

General recommendations on equipment for indoor appearances:

It is vitally important that for indoor rallies and speeches (this does not include a press conference set-up which is covered in Chapter X) that you advise the travelling sound man or his back-up man of the situation. These men have done this before and they probably know most of the halls in which the candidate will be speaking.

The critical thing here is be sure speakers are not facing the candidate, such as the speakers in the back of a hall or overhead or a scoreboard or in the wall behind the candidate. This will cause no end of feedback problems.

Also be sure to advise who will be handling the sound in the hall because this person may be someone other than an employee of the sound company you have retained. Make a sketch of the sound system in the hall noting type of microphone, including manufacturer's brand name, wattage and manufacturer's style number of amplifying system and number and location of speakers and how they are pointed and give to McDaniel when the plane lands (see page 21).

Sabotaging sound systems is done by: Sticking straight pins in speaker and mike lines and cables, cutting lines and pulling plugs. Therefore, have all cables and lines out of easy reach and set up at last possible practical moment and keep a constant check on system by using it and guarding it.

We do not use "bull-horns", police car loudspeakers, etc. They simply do not do the job.

CREDENTIALS AND IDENTIFICATION

Each advance man will receive an advance man lapel pin which is known to the travelling staff and to the Secret Service. This pin is ordered by the Secret Service and will be given to you after the Advance Man's school.

Press identificationNational press

All national press luggage will have a white tag with green lettering saying "Press". The material of the tag will be such that the name of the press man can be written on the back of the tag. You will find that in spite of precautions hotel/motel bellboys will write room numbers on these tags. Therefore, the material will be such that the writing can be erased to clean off the room numbers and then rewrite the name of the correspondent.

Local press credentials

Your local physical press facilities chairman must give to each member of the local press a tag saying "Local Press". Without this badge the Secret Service will not allow any local press into security areas such as the press section in halls, the apron of airports and press conferences. Ron Ziegler will make up lapel identifications for the national press which say "National Press".

Platform Guest

At all rallies where VIPs are on the platform with the candidate, to facilitate clearance by the Secret Service, they should have a lapel tag showing their name and "Platform Guest".

CHAPTER XVI

OPERATION "THANK YOU"

In the back of this advance manual you will find 2 sets of Thank You note forms entitled (1) "VIP Thank You Note Form" and (2) "General Thank You note form".

As soon as the aircraft arrives, you will give to Linda Underwood the typed or printed, but not hand-written, completed "VIP Thank You note form". Dwight Chapin will be near the candidate at all times and will make notes on any conversations which might improve the Thank you note letters to VIPs. The completed form must be neat and legible!

Even before the party arrives you will mail the completed "General Thank You note form" - typed, printed but not hand-written - to Kay Odell, Nixon for President Committee, 450 Park Avenue, New York, New York 10022.

Each morning the Tour Office will phone Kay Odell and if the "General Thank You note form" has not arrived in New York three days after the arrival of the travelling party, the Tour Office will be on the phone to you pressing for the completed "General Thank You note form". If you reply to the effect that you left a local volunteer in charge of doing it and that he will mail the form to Kay Odell, we know you have "blown it" because you have gone on to the next city and can't control the situation at your previous stop.

Note that both the "VIP Thank You Note Form" and the "General Thank You note form" absolutely must include the following items:

- (1) Full name and address.
- (2) Whether address on a first- or last-name basis - salutation.
- (3) The function the person performed -- for example, on the "VIP Thank You note form" - "overall chairman" and on the "General Thank You note form" - "motorcade driver". Include a phrase personalizing the reference, i.e., "did a great job decorating hotel front".
- (4) The date and type of RN event - such as "Reno, Nevada, evening rally, October 26, 1968".

Again, it cannot be overemphasized that the Thank You lists must be prepared before the candidate reaches town, and the standard objection that there may be a switch in a motorcade driver or even in a VIP's duties is virtually a mistake we will have to live with rather than delay Thank You notes to everybody else connected with the event.

## CHAPTER XVII

### EXPENSES

Republican National Committee expense account forms are enclosed in the back of this manual. Your name and home address must be clearly printed at the bottom of each form and beside your name, your title "Nixon/Agnew Advance Man".

When you use your airline and/or car rental card, receipts must be returned with your expense account in order to obtain approval.

All expense accounts should be sent to Ken Cole, Tour Desk, 450 Park Avenue, New York, New York 10022. and the checks will be mailed from the Republican National Committee to the address listed on the bottom of your expense account, i.e., your home address.