Example of Presidential options utilizing "check-off" blocks

#### RECOMMENDATIONS

That you withhold announcement of your space program decision until after you have reviewed the report recommendations specifically in the context of the total 1971 budget problem.

Approve

Disapprove

That you ask the Cabinet and perhaps the NSC to consider the Space Task Group report during October or November and advise you of their views on its recommendations, so that you will have those views in mind during your budget decisions.

Approve

Disapprove

That you consider meeting with Tom Paine and me (Mayo) after I have had an opportunity to discuss with him the lower cost program option I have described above. Your meeting could be planned for December and could serve as the final step in your decision process on the NASA 1971 budget. At that time, it is essential that you specify program content as well as budget guidance in order to help maintain effective fiscal control of the program.

\_\_\_ Approve

Disapprove

That your space program decisions be announced in the State of the Union address, the budget message, or a special message to the Congress in the spring of 1970.

Approve

Disapprove

#### THE WHITE HOUSE

WASHINGTON January 9, 1970

MEMORANDUM FOR:

TOM WHITEHEAD DARRELL TRENT DAN HOFGREN WILL KRIEGSMAN

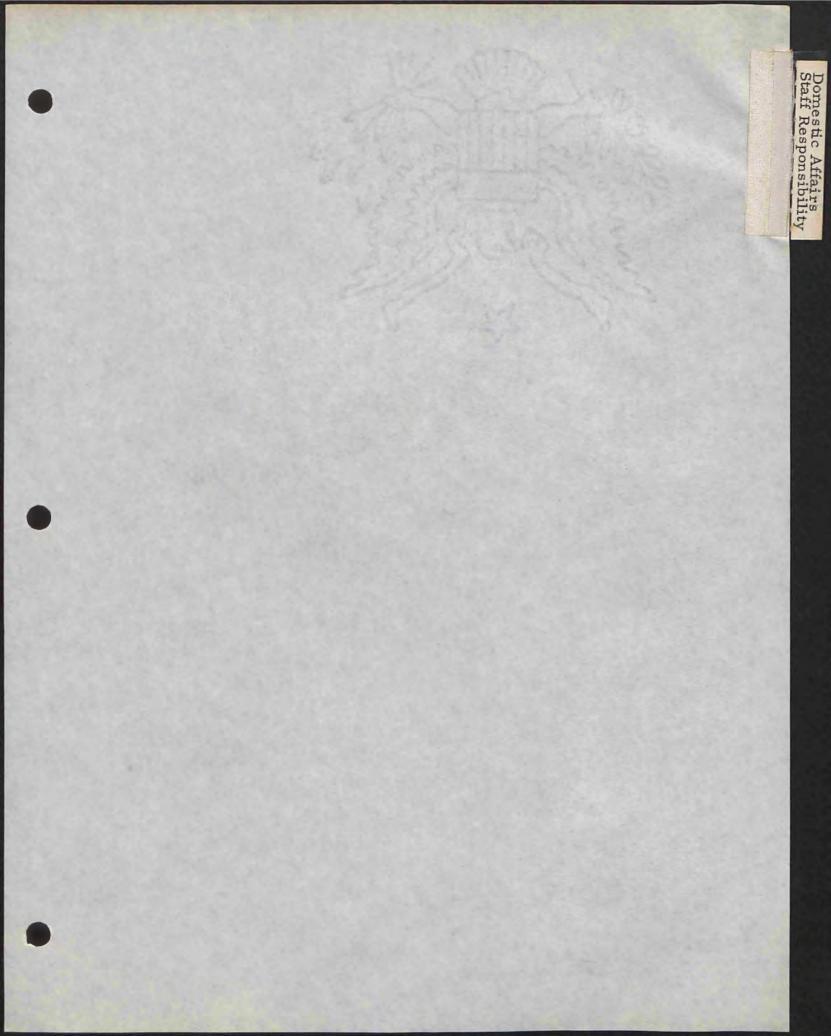
FROM: JONATHAN ROSE

Enclosed is a copy of a book distributed to the domestic affairs staff concerning procedures to be followed in preparing memoranda for the President. As you know, our staff has both domestic policy and personnel responsibilities. On domestic policy matters memoranda should be prepared to the President for Flanigan's signature, and in addition a brief cover memorandum to the President stating in one or two sentences the subject matter and approving Peter's recommendation with respect to it should be prepared for John Ehrlichman's signature. On personnel matters no cover memorandum for John Ehrlichman's signature is necessary.

If you or your secretaries, after having reviewed this material, have any questions about it, please give me a call.

a: make a copy of this for you & Judy & return to re-

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# PETER FLANIGAN Assistant to the President

# DEPARTMENTAL/AGENCY RESPONSIBILITIES

Department of Commerce Department of the Treasury Council of Economic Advisers Bureau of the Budget

#### SCIENTIFIC AGENCIES

Atomic Energy Commission National Aeronautics and Space Administration National Aeronautics and Space Council National Science Foundation

#### INDEPENDENT ADMINISTRATIVE AGENCIES

General Services Administration Office of Emergency Preparedness (Except DTM) Selective Service System Tennessee Valley Authority Small Business Administration Office of Science and Technology Export-Import Bank

## INDEPENDENT REGULATORY AGENCIES

Civil Aeronautics Board Federal Communications Commission Federal Maritime Commission Federal Trade Commission Federal Power Commission Interstate Commerce Commission Securities and Exchange Commission Federal Home Loan Bank Board Federal Reserve Board Backup Kriegsman Kriegsman Kriegsman Whitehead

Trent Trent Rose Kriegsman Trent Whitehead Freeman

Trent Whitehead Trent Rose Kriegsman Trent Hofgren Freeman Freeman

# INTERAGENCY COORDINATING COMMITTEES

Office of Special Representative for Trade Negotiations

Freeman

#### PETER FLANIGAN (continued)

#### **BOARDS AND COMMISSIONS**

#### Backup

Ash Commission

Atlantic-Pacific Interoceanic Canal Study Commission Automotive Agreement Adjustment Board Foreign Claims Settlement Commission of the U.S. Federal Deposit Insurance Corporation International Telecommunications Satellite Consortium (INTELSET)

Joint Committee on the Coinage United States Tariff Commission Renegotiation Board Director of Telecommunications Management Trade Expansion Act Advisory Committee President's Committee on Consumer Interests International Atomic Energy Agency International Telecommunications Union Corporation for Public Broadcasting Federal Radiation Council National Commission on Product Safety

#### ISSUES

Inflation Draft Reform Tax Reform Vatican Banking and Currency Exports **Consumer** Affairs Oil Import Program Administration Personnel Recruitment Tariffs Census Stockpiles Small Business Science Policy Economic Growth **Minority Business Disaster** Relief

Hofgren Rose Freeman Freeman

Whitehead Freeman Rose Whitehead Freeman Rose Kriegsman Whitehead Whitehead

#### JOHN C. WHITAKER

# Deputy Assistant to the President for Domestic Affairs

#### DEPARTMENTAL/AGENCY RESPONSIBILITIES

Department of Agriculture

Department of the Interior (Except Bureau of Indian Affairs) Department of Commerce (Economic Development Administration) • Army Corps of Engineers Economic Development Administration

Farm Credit Administration

#### SCIENTIFIC AGENCIES

National Council on Marine Resources and Engineering Development

#### INTERAGENCY COORDINATING COMMITTEES

Water Resources Council

#### BOARDS AND COMMISSIONS

Appalachian Regional Commission Ozarks Regional Commission New England Regional Commission Delaware River Basin Commission Public Land Review Commission Marine Science Council National Water Commission Interstate Commission on Potomac River Basin

#### ISSUES

Environment Land Use Conservation Rural Development Farm Policy Air Pollution

# EDWARD MORGAN

Deputy Assistant to the President for Domestic Affairs

# DEPARTMENTAL/AGENCY RESPONSIBILITIES

Department of Health, Education and Welfare Department of Labor Office of Economic Opportunity Veterans Administration

# BOARDS AND COMMISSIONS

National Labor Relations Board National Mediation Board President's Advisory Committee on Labor Management Policy Administrative Conference of the United States Railroad Retirement Board Federal Metal and Non-Metallic Mine Safety Board of Review Federal Coal Mine Safety Federal Labor Relations Council Federal Mediation and Reconciliation Service

#### ISSUES

Hospital Construction Food and Nutrition - Hunger Welfare Reform Unemployment Insurance Manpower Training Veterans Programs Labor Management Relations Social Security Health Insurance Public Health Service Education Physically Handicapped Revenue Sharing

# LEONARD GARMENT Special Consultant to the President

# DEPARTMENTAL/AGENCY RESPONSIBILITIES

Department of State (Cultural)

Department of the Interior (Bureau of Indian Affairs) Department of Commerce (Office of Minority Business Enterprise) Civil Rights (All Departments and Agencies) National Goals Research Staff

# BOARDS AND COMMISSIONS

Civil Rights Commission Equal Employment Opportunity Commission President's Committee on Equal Opportunity in Housing President's Council on Youth Opportunity Indian Claims Commission

National Foundation on the Arts and the Humanities

1. National Endowment for the Arts

2. National Endowment for the Humanities

3. Federal Council on the Arts and Humanities

Commission on Fine Arts

Smithsonian Institution

Board of Trustees of Joseph H. Hirschhorn Museum and Sculpture Garden

National Council on Indian Opportunity

#### ISSUES

Civil Rights Youth Minority Groups Cultural Affairs The Arts Voluntary Action National Youth Policy Individual Freedom Voting Rights Aging Women's Rights and Responsibilities Minority Business

## HENRY C. CASHEN

Deputy Assistant to the President for Domestic Affairs

#### DEPARTMENTAL/AGENCY RESPONSIBILITIES

Department of Housing and Urban Development Department of Transportation Post Office Department Civil Service Commission Library of Congress Federal Aviation Agency

## BOARDS AND COMMISSIONS

National Transportation Safety Board Pan American Railway Congress Association Post Office Advisory Board President's Commission on Postal Organization President's Commission on Urban Housing

#### ISSUES

Postal Reform Mass Transportation Air Transportation Model Cities Low-Income Housing National Urban Policy Highway Safety Urban Renewal Miami Jetport Trucks - weights and sizes

## EGIL KROGH, JR.

Deputy Assistant to the President for Domestic Affairs

#### DEPARTMENTAL/AGENCY RESPONSIBILITIES

Department of Justice Department of Defense (Civilian) Department of State (Domestic) District of Columbia Department of the Treasury (Law Enforcement) Supreme Court

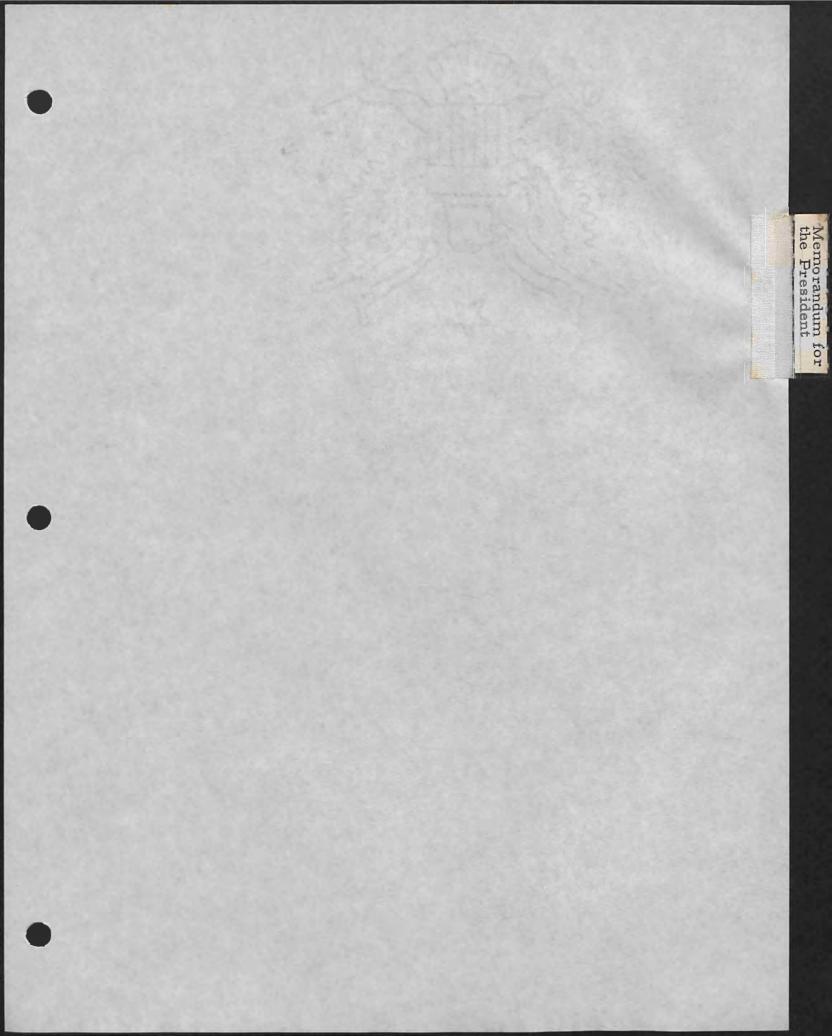
Tax Court of the United States

#### BOARDS AND COMMISSIONS

Commission on Obscenity and Pornography Subversive Activities Control Board Civil Defense Advisory Council General Advisory Committee on Arms Control and Disarmament Agency General Advisory Committee on Foreign Assistance Programs National Committee on Causes and Prevention of Violence District of Columbia Redevelopment Land Agency National Capital Planning Commission Temporary Commission on Pennsylvania Avenue Washington Metropolitan Area Transit Authority Washington Metropolitan Area Transit Commission National Capital Housing Authority Commission on Political Activities of Government Personnel Commission on the Revision of Criminal Laws of D.C. National Commission on Reform of Federal Criminal Laws

#### ISSUES

Law and Order Drugs Civil Defense Legal Questions Conflict of Interest Governmental Regulations Immigration, Naturalization, and Citizenship Prisoner Rehabilitation Electoral Reform Judiciary



MEMORANDUM FOR THE PRESIDENT Prepared for John Ehrlichman's Signature

- -- Should have attached a COVER MEMORANDUM FOR MR. EHRLICHMAN from a Domestic Assistant.
- -- Should contain necessary background information and staff comments, and should rarely be more than one page.
- -- Should have an "ACTION" or "INFORMATION" designation typed in the upper right hand corner with a short, descriptive Subject heading directly underneath.
- -- If the recommended "ACTION" requires a signature, the "Recommendation" paragraph should be: "That you sign the memorandum/letter at Tab A which provides, et cetera."
- -- If the recommended "ACTION" does not require a signature, the "Recommendation" paragraph and check-off blocks should be as specific as possible for the President to indicate his wishes. Sometimes these blocks include:

Approve

Disapprove

See Me

but should be altered to be as precise as possible as to the action desired.

-- Should be on White House letterhead with an original and multicolor manifold set (yellow, green, 2 whites).

-- Should have any attachments tabbed and referred to.

-- Should have any signature items at Tab A.

-- Should not be dated until signed by Mr. Ehrlichman.

# ACTION

Subject

# MEMORANDUM FOR THE PRESIDENT

(STAFF COMMENTS)

#### RECOMMENDATION

That you sign the memorandum/letter at Tab A which provides, et cetera OR

Approve

Disapprove

See Me

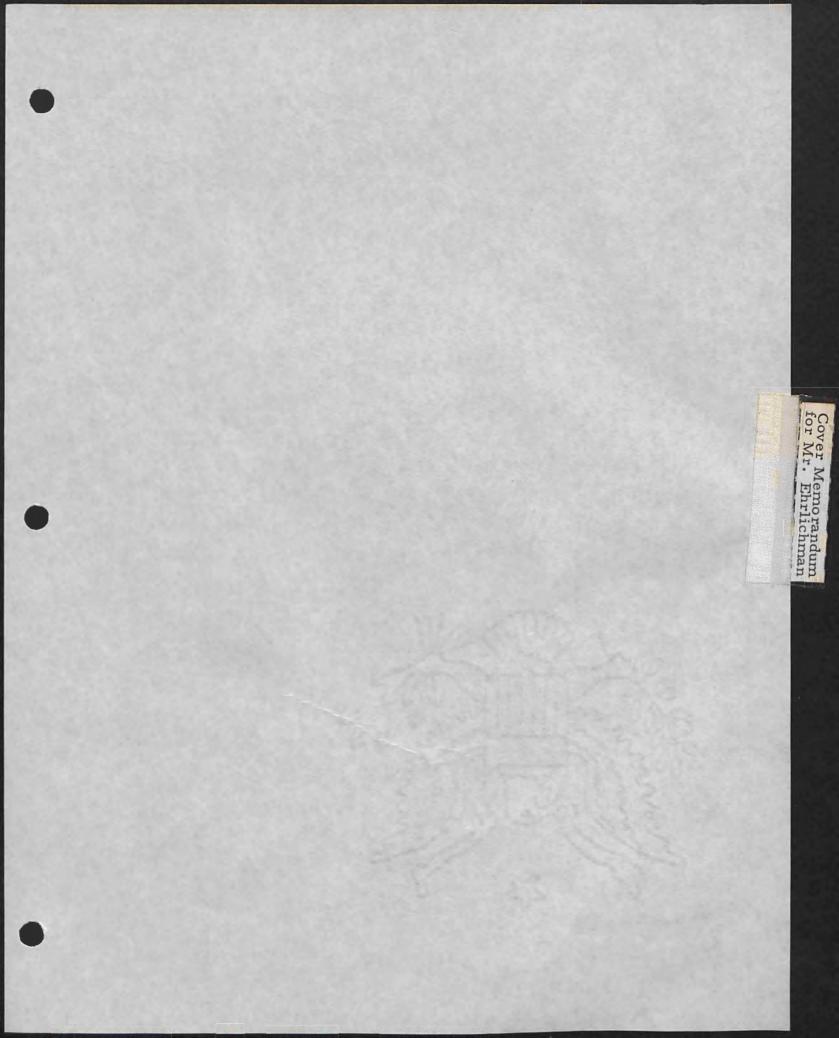
John D. Ehrlichman

# INFORMATION

Subject

# MEMORANDUM FOR THE PRESIDENT

John D. Ehrlichman



COVER MEMORANDUM FOR MR. EHRLICHMAN From Domestic Staff for MEMORANDUM FOR THE PRESIDENT

- -- Should be as brief and concise as possible, consistent with the complexity of the problem.
- -- Should explain the reason for the MEMORANDUM FOR THE PRESIDENT, noting important background information and staff comments.
- -- Should have an "ACTION" designation typed in the upper right hand corner.
- -- Should end with a "Recommendation" paragraph:

"That you sign the MEMORANDUM FOR THE PRESIDENT"

- -- Should have supporting documents with the MEMORANDUM FOR THE PRESIDENT tabbed and identified.
- Should be dated.

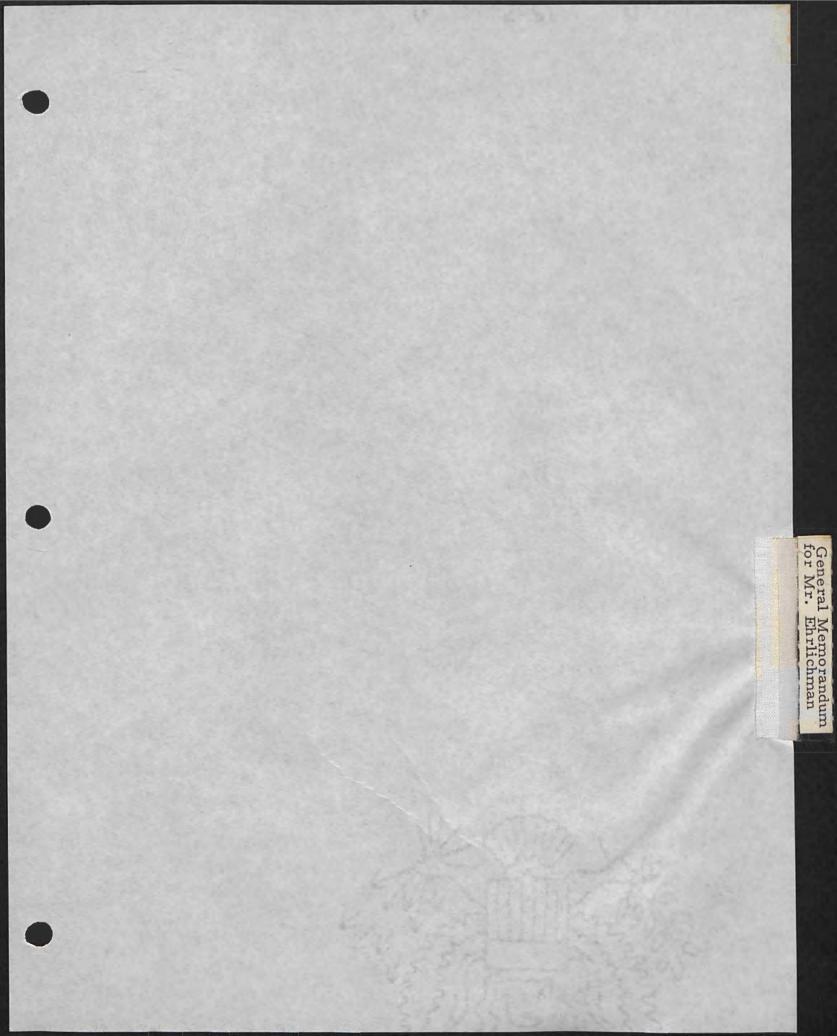
(date)

ACTION

STAFF COMMENTS)

RECOMMENDATION

That you sign the MEMORANDUM FOR THE PRESIDENT.



# GENERAL, MEMORANDUM FOR MR. EHRLICHMAN From Domestic Staff

- -- Should be as brief and concise as possible, consistent with the complexity of the problem--rarely more than two pages.
- -- Should have an "ACTION" or "INFORMATION" designation typed in the upper right hand corner.
- All "INFORMATION" items for Mr. Ehrlichman must be summarized first by the Domestic Staff in outline form.
- -- Should have a "Recommendation" paragraph for all "ACTION" memoranda.
- -- If the recommended "ACTION" requires a signature, the "Recommendation" paragraph should be: "That you sign the memorandum/letter at Tab A, et cetera.
- -- If the recommended "ACTION" does not require a signature, the "Recommendation" paragraph and check-off blocks should be as specific as possible for Mr. Ehrlichman to indicate his wishes. Sometimes these blocks include:

Approve

)

Disapprove

See Me

but should be altered to be as precise as possible as to the action desired.

- -- Should have supporting documents tabbed and identified.
- -- Should have any signature items at Tab A.

-- Should be dated.

(Date)

### INFORMATION

(Date)

ACTION

## STAFF OPINION

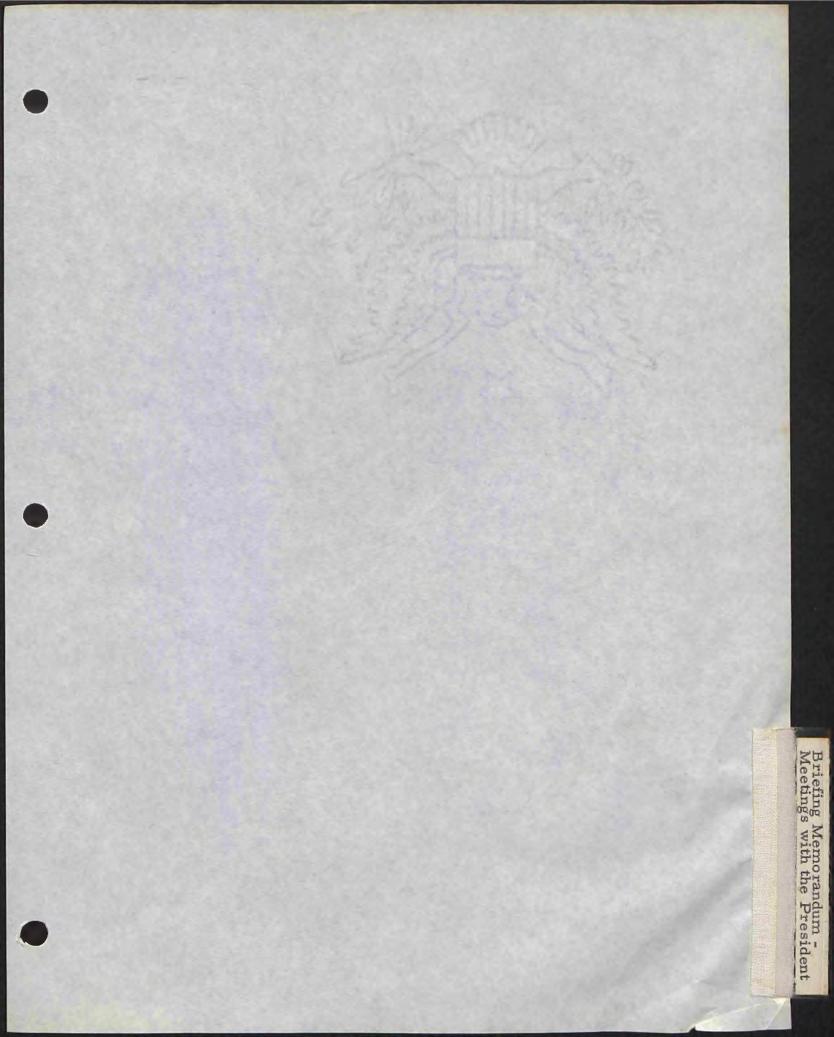
# RECOMMENDATION

That you sign the attached memorandum/letter at Tab A, et cetera OR

Approve

Disapprove

See Me



BRIEFING MEMORANDUM for Meetings WITH THE PRESIDENT

- Purpose is to insure that the President has the information required so that his meetings are as productive as possible.
- Suggested format allows enough flexibility for just about every type of meeting. All the points of content will not be applicable for each meeting. Rather these points should serve as a check list when preparing the brief.
- Must be sure that on substantive issues the recommendations of all pertinent staff and Cabinet members are reflected in the recommended response for the President; and that the President has the thinking of his top advisors on each point of discussion.
- Should have attached a MEMORANDUM FOR THE PRESIDENT for Mr. Ehrlichman's signature.
- -- Should be accompanied by a brief COVER MEMORANDUM FOR MR. EHRLICHMAN from the Domestic Assistant, not repeating information, but listing additional points that Mr. Ehrlichman should be aware of.

#### **Presidential Meeting Examples:**

Groups

Cabinet Rural Affairs Council Urban Affairs Council Environmental Quality Council Cabinet Committee on Economic Policy

White House Staff - Pat Moynihan

Executive Office of the President - Robert Mayo

John Ehrlichman

Cabinet and Sub-Cabinet Groups and Individuals

Non-Governmental Groups and Individuals

# MEMORANDUM FOR

#### THE PRESIDENT

#### SUBJECT:

Meeting with (Name of Individual or Group) September 26, 1969 (Date) 10:00 a.m. (20 minutes) (Time meeting starts and duration of the President's participation)

### I. PURPOSE

This should be a brief, concise statement setting forth the purpose of the meeting and indicating who requested the meeting. (One sentence).

## II. BACKGROUND

A. Any general background information pertaining to the meeting which you feel the President should be aware of, should be stated <u>briefly</u> and concisely in this section. If it is felt that a more detailed briefing is required it should be attached as a Tab.

B. This section should also include a listing of all participants in the meeting and a brief identification of each.

C. If the President should be aware of any current personal matters pertaining to any of the participants, these items would be brought to his attention in this section.

## III. ACTIONS REQUIRED

A. If there are going to be any physical actions required on the part of, or special instructions for the President they should be set forth in this section. (This section will not be applicable unless there is going to be some sort of ceremony or presentation).

# IV. POINTS OF DISCUSSION

A. The major points of discussion which you expect to be brought up during the meeting should be listed and briefly explained in this section.

### RECOMMENDATION

For each point of discussion you should include a recommended response for the use of the President identifying by name whose recommendation it is.

B. If you feel that the President requires a more in-depth briefing on the background or on the substance pertaining to any particular point of discussion this information should be included as a Tab and referred to as such.

RECOMMENDATION

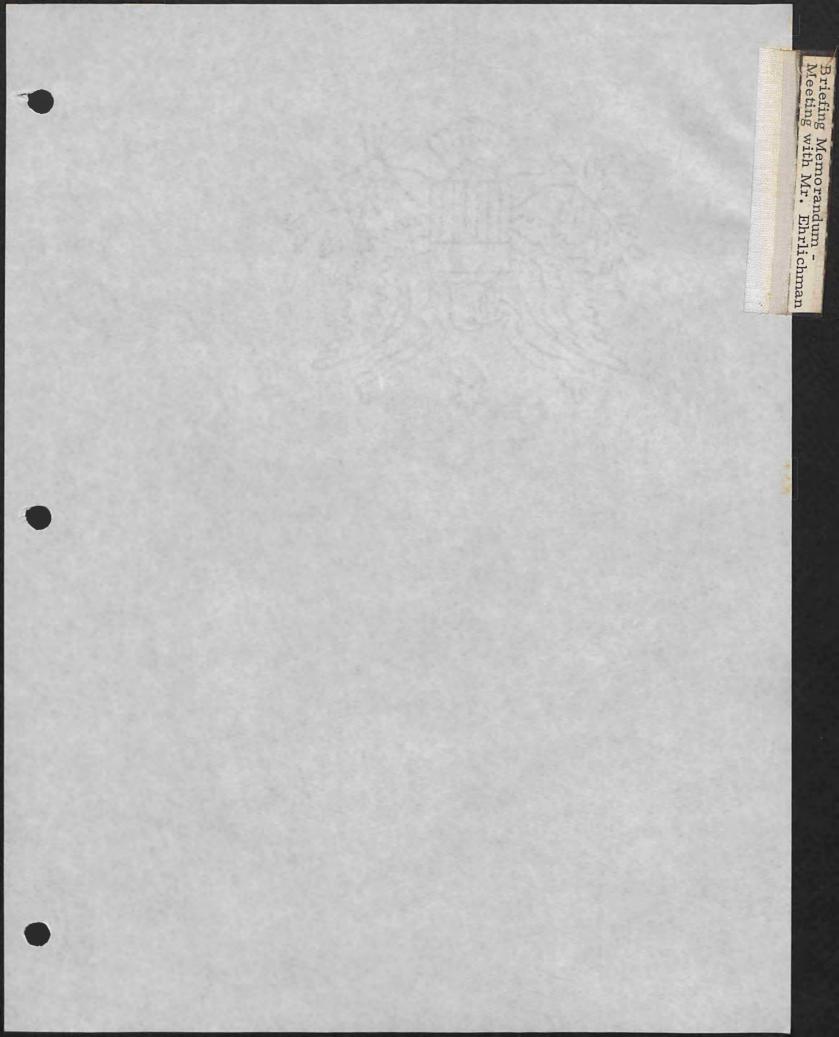
It is the responsibility of the individual preparing the brief to insure that the recommendations of all pertinent staff and Cabinet members are reflected in the recommended response for the President. Once again, on particularly/ involved issues you may wish to attach a more detailed explanation as a Tab.

# V. OTHER POINTS YOU MAY WISH TO RAISE

- A. Any personal matters pertaining to any of the participants in the meeting which you feel it would be benefical for the President to make reference to during the meeting would beset forth in this section.
- B. Any additional talking points concerning the subject matter of the meeting which you feel should be brought up or emphasized by the President would be listed in this section.

- Any particular administration programs or policies which you feel it would be beneficial for the President to bring up during the meeting should beset forth in this section. When necessary detailed background information should be attached so the President has the opportunity to brief himself prior to the meeting. (This information should be attached as a Tab).
- D. Any subjects or areas which the President should be careful to avoid would be presented in this section.
- E. Any matters which you feel would prove beneficial for the President to ask the participants to comment on should be proposed in this section.

с.



BRIEFING MEMORANDUM For Meeting with MR: EHRLICHMAN

 Should be prepared by a Domestic Assistant from the format used by the President

Ehrlichman Meeting Examples:

Ehrlichman Staff

White House Staff

Cabinet or Sub-Cabinet Groups and Individuals

2

Non-Governmental Groups and Individuals

#### MEMORANDUM FOR

#### THE PRESIDENT

SUBJECT:

Meeting with (Name of Individual or Group) September 26, 1969 (Date) 10:00 a.m. (20 minutes) (Time meeting starts and duration of the President's participation)

# I. PURPOSE

This should be a brief, concise statement setting forth the purpose of the meeting and indicating who requested the meeting. (One sentence).

- II. BACKGROUND
  - A. Any general background information pertaining to the meeting which you feel the President should be aware of, should be stated briefly and concisely in this section. If it is felt that a more detailed briefing is required it should be attached as a Tab.
  - B. This section should also include a listing of all participants in the meeting and a brief identification of each.
  - C. If the President should be aware of any current personal matters pertaining to any of the participants, these items would be brought to his attention in this section.

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A. If there are going to be any physical actions required on the part of, or special instructions for the President they should be set forth in this section. (This section will not be applicable unless there is going to be some sort of ceremony or presentation).

# IV. POINTS OF DISCUSSION

Α.

The major points of discussion which you expect to be brought up during the meeting should be listed and briefly explained in this section.

#### RECOMMENDATION

- 2 -

For each point of discussion you should include a recommended response for the use of the President identifying by name whose recommendation it is.

 B. If you feel that the President requires a more in-depth briefing on the background or on the substance pertaining to any particular point of discussion this information should be included as a Tab and referred to as such.

# RECOMMENDATION

It is the responsibility of the individual preparing the brief to insure that the recommendations of all pertinent staff and Cabinet members are reflected in the recommended response for the President. Once again, on particularly involved issues you may wish to attach a more detailed explanation as a Tab.

# V. OTHER POINTS YOU MAY WISH TO RAISE

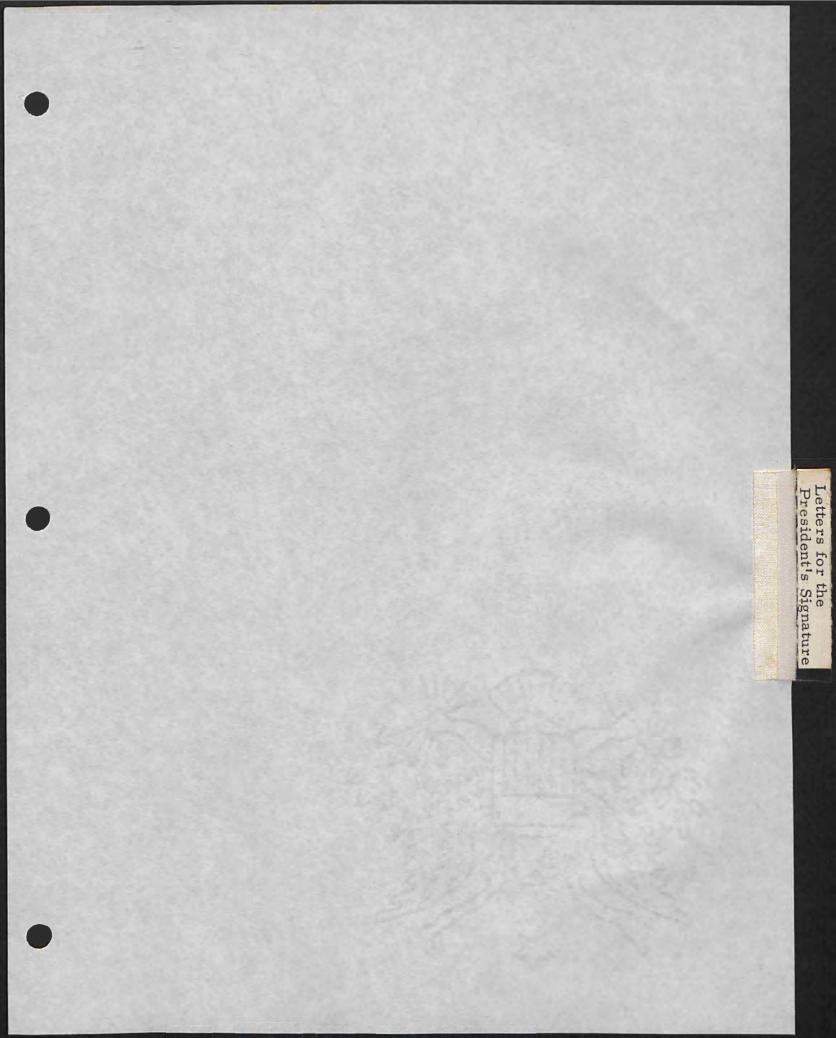
- A. Any personal matters pertaining to any of the participants in the meeting which you feel it would be benefical for the President to make reference to during the meeting would beset forth in this section.
- B. Any additional talking points concerning the subject matter of the meeting which you feel should be brought up or emphasized by the President would be listed in this section.

- Any particular administration programs or policies which you feel it would be beneficial for the President to bring up during the meeting should beset forth in this section. When necessary detailed background information should be attached so the President has the opportunity to brief himself prior to the meeting. (This information should be attached as a Tab).
- D. Any subjects or areas which the President should be careful to avoid would be presented in this section.

- 3 -

C.

E. Any matters which you feel would prove beneficial for the President to ask the participants to comment on should be proposed in this section.



## LETTERS For the President's Signature

- -- Should have attached a COVER MEMORANDUM FOR MR. EHRLICHMAN and a MEMORANDUM FOR THE PRESIDENT prepared for Mr. Ehrlichman's signature. The COVER MEMORANDUM should briefly describe the reason for the letter, noting necessary background information and concluding with a "Recommendation" paragraph: "That you sign the MEMORANDUM FOR THE PRESIDENT."
- -- Letter to be signed should be at Tab A and the incoming letter should be Tab B with any necessary supporting documents at subsequent tabs.
- -- Should have the drafter's name, secretary's initials and drafting date on all carbons.

-- Should not be dated until signed by the President

- Should be typed on AZURE White House stationery and have attached a multicolor manifold set (yellow, green, 2 whites).
- -- Should have addressed envelopes accompany all letters.
- -- Should have the complimentary close: "Sincerely," The President's name should not be typed below the signature space.

# SAMPLE "PRESIDENTIAL" (small size)

# THE WHITE HOUSE WASHINGTON

# Dear //////:

This letter is on azure stationery which is reserved for the use of the President. Azure stationery is in 2 sizes. The small size is shown here.

Letter should be single spaced: balanced, wide margins (for framing purposes), no erasures or correction tape.

A multicolor manifold set (yellow, green, 2 whites) is always used plus any individual office requirement.

The name and title of the President are not typed on the letter and at least 6 lines are allowed for his signature.

Sincerely,

Name Address City, State Zip

# SAMPLE "PRESIDENTIAL" (large size)

#### THE WHITE HOUSE

WASHINGTON

# Dear //////:

This letter is on azure stationery which is reserved for the use of the President. Azure stationery is in 2 sizes. The large size is shown here. There is plain azure for second and succeeding pages.

Letter should be single spaced; balanced, wide margins (for framing purposes), no erasures or correction tape.

A multicolor manifold set (yellow, green, 2 whites) is used plus any individual office . requirements.

The name and title of the President are not typed on the letter and at least 6 lines are allowed for his signature.

Sincerely,

Name Address City, State Zip

# SAMPLE "PRESIDENTIAL" (large white stationery)

# THE WHITE HOUSE

WASHINGTON

# Dear //////:

There will be times when this paper is used for the President's signature, but the drafter will decide, not the typist.

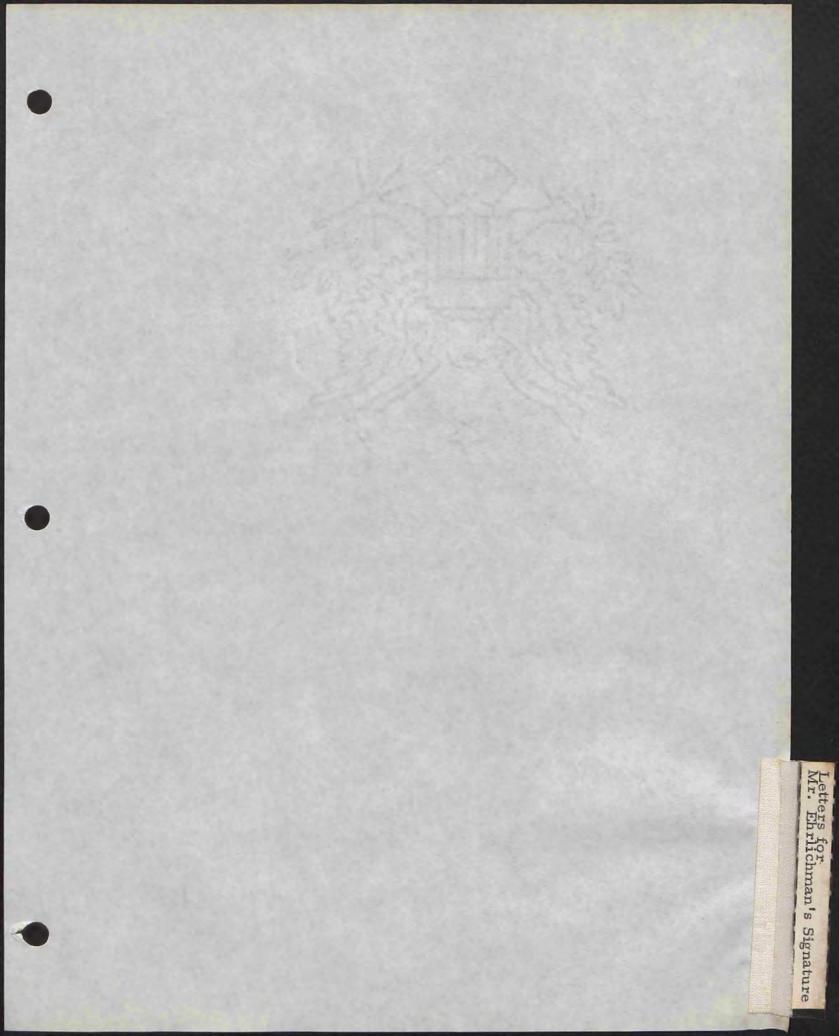
This paper is also used for "identical letters", i.e. Presidential letters to the Speaker of the House and the President of the Senate.

A multicolor manifold set (yellow, green, 2 whites) is used plus any individual office requirement.

The name and title of the President are not typed on the letter and at least 6 lines are allowed for his signature.

Sincerely,

Name Address City, State Zip



# LETTERS For Mr. Ehrlichman's Signature

- -- Should have attached a GENERAL MEMORANDUM FOR MR. EHRLICHMAN from the Domestic Assistant briefly describing the reason for the letter, noting necessary background information and concluding with a "Recommendation" paragraph "That you sign the letter at Tab A. "
- -- Letter to be signed should be at Tab A and the incoming letter should be Tab B with any necessary supporting documents at subsequent tabs. All tabs should be referred to in the GENERAL MEMORANDUM FOR MR. EHRLICHMAN.
- -- Replies to the public on policy issues should not contain a substantive statement, but rather a thank you for the writer's views.
- Should not be dated until signed by Mr. Ehrlichman.
- -- Should be typed on White House letterhead with an original and a multicolor manifold set (yellow, green, 2 whites).
- Should have the drafter's name, secretary's initials and drafting date on all carbons.
- -- Should have addressed envelopes accompanying all letters.
- -- Should have the complimentary close:

Yours sincerely,

John D. Ehrlichman Assistant to the President for Domestic Affairs

# Dear //////////////

Yours sincerely,

John D. Ehrlichman Assistant to the President for Domestic Affairs

Name Address City, State