

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 *Jon*

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.

*Eva: make a copy of this for
you & Judy & return to me.*

100-510-
50-
3-247



December 15, 1969

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

Backup
Kriegsman
Kriegsman
Kriegsman
Whitehead

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

Trent
Trent
Rose
Kriegsman
Trent
Whitehead
Freeman

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

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

	<u>Backup</u>
Ash Commission	
Atlantic-Pacific Interoceanic Canal Study Commission	Hofgren
Automotive Agreement Adjustment Board	Rose
Foreign Claims Settlement Commission of the U. S.	Freeman
Federal Deposit Insurance Corporation	Freeman
International Telecommunications Satellite Consortium (INTELSET)	Whitehead
Joint Committee on the Coinage	Freeman
United States Tariff Commission	Freeman
Renegotiation Board	Rose
Director of Telecommunications Management	Whitehead
Trade Expansion Act Advisory Committee	Freeman
President's Committee on Consumer Interests	Rose
International Atomic Energy Agency	Kriegsman
International Telecommunications Union	Whitehead
Corporation for Public Broadcasting	Whitehead
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

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

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.

THE WHITE HOUSE
WASHINGTON

ACTION

Subject

MEMORANDUM FOR THE PRESIDENT

XX
XX
XX
XXXXXXXXXXXXXXXXXXXXXXXXXXXX.

XX
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XX

XX
XX

XX
(STAFF COMMENTS)
XX
XX.

RECOMMENDATION

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

_____ Approve

_____ Disapprove

_____ See Me

John D. Ehrlichman

THE WHITE HOUSE
WASHINGTON

INFORMATION

Subject

MEMORANDUM FOR THE PRESIDENT

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XXXXXXXXXXXXXXXXXXXXXXXXXXXX.

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XX.

John D. Ehrlichman

Cover Memorandum
for Mr. 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.

THE WHITE HOUSE
WASHINGTON

(date)

ACTION

MEMORANDUM FOR JOHN EHRLICHMAN

FROM: //

SUBJECT: //

XX
XX
XX
XX.

XX
XX
XX
XX

XX
(STAFF COMMENTS)
XX
XX.

RECOMMENDATION

That you sign the MEMORANDUM FOR THE PRESIDENT.

General Memorandum
for Mr. Ehrlichman

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.

THE WHITE HOUSE

WASHINGTON

(Date)

INFORMATION

MEMORANDUM FOR JOHN EHRLICHMAN

FROM: //

SUBJECT: //

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XXXXXXXXXXXXXXXXXXXXXXXXXXXX

XX
XX

THE WHITE HOUSE

WASHINGTON

(Date)

ACTION

MEMORANDUM FOR JOHN EHRLICHMAN

FROM: //

SUBJECT: //

XX
XX
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.

XX
XX
XX

STAFF OPINION

XX
XX

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

THE WHITE HOUSE

WASHINGTON

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.

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 beneficial for the President to make reference to during the meeting would be set 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.

- C. Any particular administration programs or policies which you feel it would be beneficial for the President to bring up during the meeting should be set 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.

Briefing Memorandum -
Meeting with Mr. Ehrlichman



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

Non-Governmental Groups and Individuals

THE WHITE HOUSE

WASHINGTON

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.

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 beneficial for the President to make reference to during the meeting would be set 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.

- C. Any particular administration programs or policies which you feel it would be beneficial for the President to bring up during the meeting should be set 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.

Letters for the
President's Signature



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

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

THE WHITE HOUSE
WASHINGTON

Dear //:

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XXXXXXXXXXXXXXXXXXXXXXXXXXXX.

Yours sincerely,

John D. Ehrlichman
Assistant to the President
for Domestic Affairs

Name
Address
City, State