

Richard Nixon Presidential Library  
Contested Materials Collection  
Folder List

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>No Date</u>	<u>Subject</u>	<u>Document Type</u>	<u>Document Description</u>
34	5	8/2/1972	<input type="checkbox"/>	Campaign	Memo	From Higby to Strachan RE: talking paper for the Ehrlichman political action group. 3 pgs.
34	5		<input checked="" type="checkbox"/>	Campaign	Report	Talking paper for Ehrlichman political group. 2 pgs.
34	5	7/17/1972	<input type="checkbox"/>	Campaign	Memo	From Hainsworth to Dent RE: Texas. 1 pg.
34	5	7/14/1972	<input type="checkbox"/>	Campaign	Memo	From Hainsworth to Dent RE: California. 4 pgs.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>No Date</u>	<u>Subject</u>	<u>Document Type</u>	<u>Document Description</u>
34	5	7/28/1972	<input type="checkbox"/>	Campaign	Memo	From Malek and Magruder to MacGregor RE: Staffing of Command Post Off Convention Floor. 3 pgs.
34	5		<input checked="" type="checkbox"/>	Campaign	Other Document	Handwritten notes (author unk) RE: Camp Session. 2 pgs.
34	5	7/12/1972	<input type="checkbox"/>	Campaign	Other Document	State Chairman meeting agenda, Mayflower Hotel. 1 pg.
34	5	7/12/1972	<input type="checkbox"/>	Campaign	Other Document	From CRP RE: State Chairman Meeting, the Mayflower Hotel. 2 pgs.
34	5	7/12/1972	<input type="checkbox"/>	Campaign	Other Document	State Chairman Meeting Agenda, The Mayflower Hotel. 1 pg.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>No Date</u>	<u>Subject</u>	<u>Document Type</u>	<u>Document Description</u>
34	5		<input checked="" type="checkbox"/>	Campaign	Other Document	Handwritten notes (author unk) RE: Cal - FM. 1 pg.
34	5	7/18/1972	<input type="checkbox"/>	Campaign	Memo	From Malek to Strachan RE: State budgets. 20 pgs.
34	5	7/21/1972	<input type="checkbox"/>	Campaign	Memo	From Malek to MacGregor RE: Establishment of Educators and Teachers for the Re-Election of the President. 2 pgs.
34	5	7/17/1972	<input type="checkbox"/>	Campaign	Memo	From Strachan to Malek RE: RNC Convention Delegates. 1 pg.
34	5	6/22/1972	<input type="checkbox"/>	Campaign	Memo	From Flemming Mitchell RE: liaison with the Governor's Association, the Senatorial Campaign Committee and the Congressional Campaign Committee. 7 pgs.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>No Date</u>	<u>Subject</u>	<u>Document Type</u>	<u>Document Description</u>
34	5	7/10/1972	<input type="checkbox"/>	Campaign	Memo	From Malek to MacGregor RE: Voter Bloc/Citizen's Activities. 4 pgs.
34	5		<input checked="" type="checkbox"/>	Campaign	Other Document	Handwritten notes (author unk) RE: Fred La Rue. 2 pgs.
34	5		<input checked="" type="checkbox"/>	Campaign	Other Document	Handwritten notes (author unk) RE: Ken Cole/Ed Harper platform. 1 pg.

THE WHITE HOUSE

WASHINGTON

August 2, 1972

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR: GORDON STRACHAN  
FROM: L. HIGBY L

I talked to Bob about the subject raised in your political matters memo and the subsequent talking paper you did for the Ehrlichman political action group.

1. First of all you should know that the rules question has been settled. This was the primary purpose of meeting.

G → H  
on phone  
call  
to L  
8/3

2. With regard to George Wallace, we are still trying to figure out who should be the contact here, but the point was made strongly that Ed Harper should not be in the business of calling up people and telling them to call George Wallace. We'll have to check the contact question again. Bob is trying to work this out, but part of it involves negotiation with Connally and the President.

G → JGM  
8/3

3. With regard to the convention spokesmen question, it has clearly been decided that Klein will not be a convention spokesman and this point has been made to MacGregor.

in 8/3

4. With regard to Malek going to California, unfortunately it is too late to do much about this. It is important, however, that we get a follow-up report from Malek.

TALKING PAPER FOR EHRLICHMAN POLITICAL GROUP

Re: General Matters

*✓ Ruler Question  
Statement of Estlin ✓*

*Question*  
1) George Wallace -- Apparently, Ed Harper called Harry Dent on July 27 to ask him to call Wallace and invite him to testify at the Platform Hearings. Dent called Mitchell, who said to wait on the call. Should Wallace be invited to testify at the Platform Hearings? If so, who should call him? John Connally? Harry Dent? Congressman Rhodes?

*✓*  
2) Republican National Convention -- Are the Platform Hearings being arranged for TV coverage? What theme should be used for the Convention? Should Connally appear?

*Question*  
3) Convention Spokesman -- Herb Klein wants to be the chief spokesman at the Convention. MacGregor has said no because most believe it would be inappropriate to have a White House Staff member as the chief Convention/Campaign spokesman. Also, Ann Dore had been selected as the "spokes person" to increase the visibility of women. Should Klein nevertheless be the spokesman?

*✓*  
4) Campaign Kick-Off -- Has it been definitely decided that there should not be a September Campaign Kick-Off in Southern California? Doesn't the poll data indicate we need some high visibility event to improve the President's position in San Diego?

*Question*

5) California - Malek -- There are no Democrats on our Committee, we have no Democratic organization, and we apparently still have Nofziger still running the campaign there. If Malek is not to be the one to review and re-organize the California situation, who is?

6) Polling Data - Platform - Ehrlichman -- Bob Teeter is ready to brief Messrs. Ehrlichman, Cole and Harper on the issue information from Wave II. Would it be useful to have this briefing on the public's perception of the issues before we are locked into the Platform?

7) Local Officials for the President -- The Vice President is concerned that not enough attention is being paid to involving Mayors, County Executives, and other local officials in the re-election of the President effort. Should this activity be run entirely by the Vice President's staff?

GS

7/31/72

TALKING PAPER FOR EHRLICHMAN POLITICAL GROUP

Re: General Matters

- 1) George Wallace -- Apparently, Ed Harper called Harry Dent on July 27 to ask him to call Wallace and invite him to testify at the Platform Hearings. Dent called Mitchell, who said to wait on the call. Should Wallace be invited to testify at the Platform Hearings? If so, who should call him? John Connally? Harry Dent? Congressman Rhodes?
- 2) Republican National Convention -- Are the Platform Hearings being arranged for TV coverage? What theme should be used for the Convention? Should Connally appear?
- 3) Convention Spokesman -- Herb Klein wants to be the chief spokesman at the Convention. MacGregor has said no because most believe it would be inappropriate to have a White House Staff member as the chief Convention/Campaign spokesman. Also, Ann Dore had been selected as the "spokes person" to increase the visibility of women. Should Klein nevertheless be the spokesman?
- 4) Campaign Kick-Off -- Has it been definitely decided that there should not be a September Campaign Kick-Off in Southern California? Doesn't the poll data indicate we need some high visibility event to improve the President's position in San Diego?



5) California - Malek -- There are no Democrats on our Committee, we have no Democratic organization, and we apparently still have Nofziger still running the campaign there. If Malek is not to be the one to review and re-organize the California situation, who is?

6) Polling Data - Platform - Ehrlichman -- Bob Teeter is ready to brief Messrs. Ehrlichman, Cole and Harper on the issue information from Wave II. Would it be useful to have this briefing on the public's perception of the issues before we are locked into the Platform?

7) Local Officials for the President -- The Vice President is concerned that not enough attention is being paid to involving Mayors, County Executives, and other local officials in the re-election of the President effort. Should this activity be run entirely by the Vice President's staff?

GS

7/31/72

THE WHITE HOUSE  
WASHINGTON

July 17, 1972

TO: Harry S. Dent  
FROM: Brad E. Hainsworth  
RE: TEXAS

The Belden Texas Poll taken from 1031 interviews during the period of June 21 to July 1 indicates the President trailing McGovern:

Nixon-Agnew	44%
McGovern-Muskie	51%
Nixon-Connally	45%
McGovern-Muskie	49%

The State GOP Executive Director feels the poll is not accurate.

The Democrat National Convention has brought many phone calls asking to support the President. Democrats are asking for information, bumper stickers, and offering to help.

Eagleton will not be a help to the Democrat ticket in Texas.

MEMORANDUM

THE WHITE HOUSE  
WASHINGTON

July 14, 1972

TO: Harry S. Dent  
FROM: Brad E. Hainsworth  
RE: CALIFORNIA

The State Chairman Putnam Livermore, is optimistic that California can be placed in the Nixon camp. However, this will require great effort and a realistic approach to the state geographically and sociologically.

McGovern is looking for more seasoned and responsible than he has in the past; futhermore, the media is starting to paint him as "Mr. Clean". Mc Govern won a contested primary, has an excellent organization, and is entering into a massive drive to register the youth vote. The State Democratic organization is alleged to have \$500,000 for registration alone.

Eagleton is not a help. He can be portrayed as a light weight, but the media is going to be good to him.

The California GOP is going all out to register young people. They have more than twenty full-time staff in this area. On July 15, they will have between 5,000 and 10,000 volunteers out reistering young people.

There are many Democrats in California who are disaffected with McGovern's "New Politics" and they are asking to support the President. State GOP headquarters has received many calls from old-line Democrats wanting to support the President.

The Mexican-American Democrat County Chairman of Santa Clara County ( 1 million population) publicly changed is registration to Republican, and the President has strength, in general, among Mexican Americans.

California will demand great effort, but the President could carry the state.

MEMORANDUM

THE WHITE HOUSE  
WASHINGTON

July 14, 1972

TO: Harry S. Dent  
FROM: Brad E. Hainsworth  
RE: ILLINOIS

The Illinois GOP has been working very hard to organize for the President and the Governor. This has helped and the polls indicate growing strength.

As a result, there is guarded optimism that the President can defeat the Democrat ticket if he can hold his edge through his policy initiatives.

The media is obviously going to project the McGovern ticket as the leadership of a new populist Democratic party that will return government to the people. McGovern is going to try to portray himself as a moderate and attempt to overcome his extremist image.

Eagleton is not favorably known in Illinois, nor will he be easily sold as Vice Presidential material. He won't be of much help to McGovern.

MEMORANDUM

THE WHITE HOUSE  
WASHINGTON

July 14, 1972

TO: Harry S. Dent

FROM: Brad E. Hainsworth

RE: MISSOURI

The political picture is confused, but it is questionable whether Eagleton will help in Missouri. Eagleton could narrow the margin, but the President still has the edge. Eagleton is not particularly popular in the state, he won in 1968 by 51.4%.

Governor Warren Hearnes' preference for the nomination was Senator Jackson and there apparently is a breach between Hearnes and Eagleton over support of McGovern. Many Democrats, and apparently Hearnes is among them, feel that McGovern is too far out on questions such as amnesty, income redistribution, penalties for marijuana use, etc. to be a popular Presidential candidate. Many Democrats may sit it out through November.

Eagleton's candidacy should have little effect on Kit Bond's gubernatorial chances.

MEMORANDUM

THE WHITE HOUSE  
WASHINGTON

July 14, 1972

TO: Harry S. Dent  
FROM: Brad E. Hainsworth  
RE: OHIO

McGovern's campaign in Ohio has been based on quiet, solid organization right down to the county and precinct level. Leadership and organization could overshadow his extreme stand on many issues.

Surveys indicate that the President has strength, but two factors must be kept in mind: 1) the GOP is the minority party, and 2) McGovern's organization is effective and demands respect.

Eagleton's candidacy makes little difference.

Committee for the Re-election of the President

MEMORANDUM

July 28, 1972

MEMORANDUM FOR: CLARK MacGREGOR

FROM: FRED MALEK  
JEB MAGRUDER

SUBJECT: Staffing of Command Post  
Off Convention Floor

The purpose of this memorandum is to make recommendations to you concerning the staffing of the Command Post just off the convention floor and to seek your approval for these recommendations.

BACKGROUND

The purpose of the Command Post is to serve as a nerve center for all political activities taking place during the convention sessions both on and off the floor. The Post will have instantaneous communications with the convention floor, the podium, police and secret service headquarters, our political headquarters at the Doral and with the White House communications system. In 1968 Mr. John Mitchell filled position A (see diagram of Command Post layout attached) and Dick Kleindienst filled position B.

RECOMMENDATIONS

We recommend that you assume the role played by John Mitchell in 1968 and sit at position A. This will require your constant presence in the Command Post during critical portions of the convention. At this time we judge those critical times to be the Tuesday afternoon session when the convention committee reports are adopted by the convention and Tuesday evening during the role call of the States for nomination of the President. During other periods of the convention we recommend you be on the floor available for interviews and contact with delegation leaders. You, of course, will have the capability to be in constant communication with the Command Post during these periods.

Approve \_\_\_\_\_

Disapprove \_\_\_\_\_

We recommend that Fred LaRue assume the number 2 position in the Command Post (position B on the diagram). In this position Fred will assist you during those periods you are in the Command Post and assume full control in your absence. We recommend Fred because he has had similar experience in both

the 1964 and 1968 conventions. Fred Malek might normally assume this role; however, he feels that he does not have the requisite experience to be able to make the necessary split-second floor decisions that might be required. We both feel Fred LaRue has the background and experience necessary to do the job.

Approve \_\_\_\_\_

Disapprove \_\_\_\_\_

OTHER RESPONSIBILITIES

We also recommend that the ten Regional Directors alternate staffing the five coordinator positions indicated as position C on the diagram. This will allow the other five Regional Directors to be free for floor duty and other special projects as they arise.

Approve \_\_\_\_\_

Disapprove \_\_\_\_\_

Senator Scott, as you know, has already been selected to be Floor Leader. We are now preparing a list of delegation Floor Leaders. They will primarily be Members of Congress who understand the rules of the House and who can be counted on to be loyal in all instances. We will forward that list to you for final approval when it is completed.

Attachment





### Camp Session w/ Sts

- FM opens at 9:15 as Deputy Camp Mang under Mac G for Field Organiser.
- Table: Jerry Jones, Don Miseman, Kaupien, Reil Fore

CO: He: 7, - not Tom House

Total: Conn. 4

15th/1701 NY: Brisby - G + Hanigan  
- Mac G late.

Clark Mac G - newly apptd Camp Dir, a tough boss & w/ him at helm a successful camp - wants to meet each

- ① Proceedings at MB demons not a new direction of pol party; McG move + IU Abel on Today, etc.
  - Refers to 2 hrs - mtg w/ Conn.
  - labels McG as "Peace thru Weakness" cites H-H - way to peace thru negot.

- ② Pol Sell use w/ emphasis on rail serv, welfare reform + Long Obstacle

- ③ Complacency + Overconfidence must be dispelled

- ④ When P wins by 55% it will bring in Long w/ him

FM - tho we look very strong in polls McG has fantastic org + we must devel similar org

FM - McG strengths

- H + G polls - 16 pt lead but we are at peak
- Dems 2 to 1 Regis edge
- a credible cond w/ cpd ad camp.
- Field Dry excel

Run on Issues + P continue as P,  
Basic Voter Contact Program is  
goal of St - no need for pol or  
issue devel

Regis, ID + Turnout + use Teleph  
leadership of the Target, large  
Tough to win Sts + programs  
much more complicated than 1701

STATE CHAIRMAN MEETING AGENDA

The Mayflower Hotel

July 12, 1972

9:00 Welcome - Clark MacGregor

9:15 Priorities and Perspective of the campaign - Fred Malek

9:35 McGovern Organization - Rick Fore

9:55 Registration, Voter Identification, Voter Turnout - Al Kaupinen

10:30 BREAK

10:40 Use of Computer Print outs for Canvassing and Get-out-the-vote  
Bob Morgan, Dick Shriver

11:10 Telephone Operations - Nancy Brataas

11:50 Summary - Fred Malek

12:00 LUNCHEON - Role of the RNC - Tom Evans  
Presentation on Convention - Stan Anderson

1:00 Absentee Ballots - Dick McAdoo

1:15 Volunteer Programs - Pat Hutar

1:45 Voter Blocs - Frank Herringer

2:20 BREAK

2:30 Program Areas of the Campaign - Jeb Magruder

2:50 Direct Mail - Bob Morgan

3:20 Advertising - Phil Joanou

3:40 Polling - Bob Teeter

4:00 Surrogate and Advance Operation - Bart Porter/Jon Foust

4:20 Communications - Ann Dore

4:40 Finance and Election Law - Lee Nunn

5:00 Summary of Presentation - Fred Malek

5:15 Meeting Concluded

6:00 .. 8:00 Reception at Clark MacGregor's home

**Committee  
for the Re-election  
of the President**

1701 PENNSYLVANIA AVENUE, N.W., WASHINGTON, D.C. 20006 (202) 333-0920

STATE CHAIRMAN MEETING

The Mayflower Hotel

Washington, D. C.

July 12, 1972

CALIFORNIA

Lyn Nofziger, Executive Director CREP

CONNECTICUT

Nathan (Nate) Agostinelli, Chairman CREP

Charles Coe, Executive Director CREP

Chip Andrews, Executive Director, Rep. SCC

Jim Donnelly, Registration Chairman, Rep. SCC

ILLINOIS

Tom Houser, Campaign Chairman CREP

Ferdinand Zeni, City Campaign Chairman, CREP

John Altorfer, Downstate Chairman, CREP

Dean Sodaro, Suburban Campaign Chairman CREP

Bill Simpson, Citizens's Group Coordinator CREP

Bill McConkey, Registration Chairman CREP

Vic Smith, Chairman, Illinois Republican State  
Central Committee

MARYLAND

Edward P. Thomas, Chairman CREP

David Neideffer, Executive Director CREP

Alexander M. Lankler, Chairman, Republican State  
Central Committee

Carole Plante, State Telephone Chairman CREP

Tom Cover, Baltimore County Co-Chairman CREP

Berrie Ciliberti, Montgomery County Ch

Rick Snell, Staff Coordinator CREP

MICHIGAN

John A. Gibbs, Chairman CREP

G. Doyle Dodge Executive Director CREP

Mildred Dunnell, Vice Chairman, Rep. SCC

Dan H. McKinnon, Treasurer CREP

Bill Spinelli, Voter Bloc Groups CREP

Mike Nieman, Press CREP

Mary Ann Phillips, CREP

NEW JERSEY

Barbara Curren, CREP

STATE CHAIRMAN MEETING, cont'd.

NEW YORK

R. Burdell Bixby, Campaign Director CREP  
Stephen Blum, Deputy Campaign Director CREP  
Fiorvante Perrotta, City Campaign Director CREP  
Harvey O'Donnell, Press CREP  
Chuck Lannigan, Republican State Chairman  
Craig Thorn, Upstate Campaign Director CREP

OHIO

Charles D. Ross, Campaign Director CREP  
John S. Andrews, Chairman, Republican State,  
Central Committee  
Nodine Henniger, State Telephone Coordinator CREP  
Keith McNamara, Organizational Chairman CREP  
Ray Bliss, National Committeeman

PENNSYLVANIA

Arlen Specter, Chairman CREP  
Herman Bloom, Executive Director CREP  
Jon Steinberg, CREP  
Steve Popalarski, Director of Volunteers CREP  
Clifford L. Jones, Chairman, Republican State  
Committee  
Richard Wright, Alleghency County Chairman  
Leroy S. Zimmerman, South Center Regional  
Director  
Walter Oelslager, CREP  
Larry Dunn, CREP  
Richard Wright, Jr., CREP

TEXAS

Fred Agnich, National Committeeman  
George Steffes, Executive Director CREP  
Peter O'Donnell, Volunteer Coordinator CREP  
Allan Rash, CREP  
Gene Diedrick, East Texas Regional Coordinator CREP  
Dr. Shirley Abbott, Regional Coordinator, West Texas  
Bobbie Biggart, Regional Coordinator CREP  
Beryl Milburn, GOP Vice Chairman

WASHINGTON

John Spellman, Chairman CREP  
Gwenn Anderson, Executive Director CREP  
Earle Davenport, GOP Chairman

STATE CHAIRMAN MEETING AGENDA

The Mayflower Hotel

July 12, 1972

9:00 Welcome - Clark MacGregor

9:15 Priorities and Perspective of the campaign - Fred Malek

9:35 McGovern Organization - Rick Fore

9:55 Registration, Voter Identification, Voter Turnout - Al Kaupinen

10:30 BREAK

10:40 Use of Computer Print outs for Canvassing and Get-out-the-vote  
Bob Morgan, Dick Shriver

11:10 Telephone Operations - Nancy Brataas

11:50 Summary - Fred Malek

12:00 LUNCHEON - Role of the RNC - Tom Evans  
Presentation on Convention - Stan Anderson

1:00 Absentee Ballots - Dick McAdoo

1:15 Volunteer Programs - Pat Hutar

1:45 Voter Blocs - Frank Herringer

2:20 BREAK

2:30 Program Areas of the Campaign - Jeb Magruder

2:50 Direct Mail - Bob Morgan

3:20 Advertising - Phil Joanou

3:40 Polling - Bob Teeter

4:00 Surrogate and Advance Operation - Bart Porter/Jon Foust

4:20 Communications - Ann Dore

4:40 Finance and Election Law - Lee Nunn

5:00 Summary of Presentation - Fred Malek

5:15 Meeting Concluded

6:00 - 8:00 Reception at Clark MacGregor's home

Cal - F M →

arr SD - Sun night

Gordon Luce, together  
to LA on Mon.

10-12 Rem ref w/  
Mardian

Hatch + Nastandis,  
Chief Warden

+

Banowsky + McLanahan

Clint Eastwood - lost?

why not on Conner cable



Committee for the Re-election of the President

MEMORANDUM

July 18, 1972

MEMORANDUM FOR:

GORDON STRACHAN

FROM:

FRED MALEK *FJM*

SUBJECT:

State Budgets

Attached is an incomplete but still readable copy of the State Budget presentation made last Saturday. In view of our conversation about this, I thought you would be interested in it.

Attachment

BUDGET REVIEW SESSION

PURPOSE OF TODAY'S MEETING

- . REVIEW PRESENT STATUS OF STATE OPERATING BUDGETS
- . CHART STEPS TO COMPLETE BUDGETING PROCESS

SPECIFICALLY WE HOPE TO COME OUT OF THIS MEETING WITH

AGREEMENTS ON:

- . BARE BONE BUDGETS FOR FIFTEEN STATES
- . AN APPROACH TO PROBLEM STATE BUDGETS
- . AN APPROACH TO NECESSARY SUPPLEMENTAL BUDGETING

FIRST, THE BUDGETING PROCESS MUST BE PUT INTO PERSPECTIVE.

- BY DEFINING THE STRATEGY IN THE STATES AND THE RATIONALE FOR THAT STRATEGY.
- BY DEFINING THE APPROACH TO IMPLEMENTING THE STRATEGY IN THE STATES.

THEN WE WILL TURN TO THE BUDGETING PROCESS AND LOOK AT:

- PAST BUDGETING PROCEDURES
- THE CURRENT STATUS OF STATE BUDGETS
- ACTION STEPS NECESSARY TO COMPLETE THE BUDGETING PROCESS
- THE PLAN FOR FINALIZING THE BUDGETS

STRATEGY IN THE STATES

CONCENTRATE MAJOR EMPHASIS ON VOTER IDENTIFICATION,  
REGISTRATION AND TURN OUT, UTILIZING EXTENSIVE DOOR TO  
DOOR AND TELEPHONE CANVASSING

THIS IS BY FAR THE FIRST PRIORITY, AND THE  
BIGGEST CONSUMER OF BUDGET

OPERATE A VOLUNTEER PROGRAM IN THE STATES WHICH WILL GENERATE  
THE VOLUNTEERS NECESSARY FOR DOOR TO DOOR AND TELEPHONE  
CANVASSING

OPERATE VOTER BLOC PROGRAMS IN SELECTED STATES:

TO ASSIST IN THE VOLUNTEER GENERATION

TO OPERATE PERSUASIVE EFFORTS FOR THE CONSTITUENCIES

OPERATE SURROGATE EFFORTS IN THE STATES

OBTAIN ENDORSEMENT OF LEADING SUPPORTERS OF THE PRESIDENT,  
BOTH DEMOCRATS AND REPUBLICANS

REQUIREMENTS FOR IMPLEMENTING STRATEGY

. OPEN LOCAL OPERATING HEADQUARTERS TO BE USED AS CENTER  
OF CANVASSING EFFORT

. OPEN FOR 10 TO 12 WEEKS BEFORE THE ELECTION

. RESPONSIBLE FOR PREPARING CANVASSING KITS, RAISING  
VOLUNTEERS, TRAINING VOLUNTEERS, CANVASS OPERATIONS,  
PREPARING VOTER TURN OUT SHEETS, ORGANIZING POLL  
WATCHING

. HEADQUARTERS PROVIDE CONTROL TO ASSURE THAT WORK IS  
DONE AND PRECINCT COVERAGE ACTUALLY OCCURS

. THEY ALSO ALLOW USE OF VOLUNTEERS TO CANVASS IN  
AREAS WHERE PRECINCT CAPTAINS ARE NOT IN PLACE

. FINALLY TELEPHONES CAN BE INSTALLED TO SUPPLEMENT  
THE DOOR TO DOOR EFFORT

GREAT RESOURCEFULNESS SHOULD BE USED IN OBTAINING  
HEADQUARTERS

- . WE SHOULD PAY FOR THEM IN PRIORITY AREAS
- . IN OTHER AREAS WE CAN SHARE WITH OTHER  
CANDIDATES OR USE GOP HEADQUARTERS

IN ADDITION WE NEED

- . MATERIALS FOR CANVASSING
- . TRAINING SESSIONS FOR MANAGERS OF HEADQUARTERS
- . ADDITIONAL FIELD SUPERVISION IN THE STATES
- . ADDITIONAL 1701 HEADQUARTERS STAFF TO HANDLE  
PROGRAM DEVELOPMENT, TRAINING, BUDGETING, ETC.

WHY THIS STRATEGY?

TO COUNTER MCGOVERN'S STRENGTHS

HIS PRIMARY ACTIVITIES HAVE DEVELOPED AN UNPARALLELLED  
FIELD OPERATION

HE HAS ALLOCATED FIVE OR SIX MILLION DOLLARS TO THE  
FALL CAMPAIGN FOR REGISTERING AND TURNING OUT FIFTEEN  
MILLION NEW VOTES - THE YOUNG AND MINORITY GROUPS.

CANVASSING IS THE MAJOR ROLE LEFT TO THE STATES, SINCE:

THE PRESIDENT CAN CONTROL MEDIA COVERAGE

LEGAL REQUIREMENTS NECESSITATE THAT WE CONTROL  
ADVERTISING AND OTHER PAID MEDIA

CANVASSING IS THE BEST WAY TO ESTABLISH A CAMPAIGN PRESENCE  
AT THE GRASS ROOTS LEVEL

WHY THIS APPROACH TO DOOR TO DOOR CANVASSING

- . CANVASSING IS A DIFFICULT JOB TO GET DONE - EVER. IT IS HARD, UNREWARDING WORK.
- . REPUBLICANS HAVE NEVER DONE IT WELL, AND THE PARTY HAS NOT ORGANIZED THE PRECINCTS TO DO IT IN MOST STATES, MOST COUNTIES.
- . WORSE, THE STATE NIXON CHAIRMEN HAVE NOT DEVELOPED PRECINCT ORGANIZATIONS.
- . WITH 120 DAYS TO THE ELECTION, THERE IS NO OTHER WAY TO CANVASS 75% OF THE PRECINCTS WITHOUT LOCAL OPERATING HEADQUARTERS
  - . TO MANAGE THE DOOR TO DOOR EFFORT
  - . FOR SOME TELEPHONE CANVASSING
- . OUR LATE START HAS CLOSED ALL OTHER OPTIONS FOR IMPLEMENTING OUR CANVASSING STRATEGY.



THE BUDGETING PROCESS

- . STATES DEVELOPED BUDGETS WITH MINIMAL GUIDELINES
- . POLITICAL COORDINATORS STRIPPED STATE'S BUDGETS OF  
INAPPROPRIATE REQUESTS
- . RESULTING BUDGET SUBMITTED FOR PRELIMINARY APPROVAL  
TO JOHN MITCHELL
- . BUDGETS SUBMITTED TO MAURICE STANS AND BUDGETING GROUP  
FOR FINAL APPROVAL

WHERE WE NOW STAND

• ONLY 25 STATES HAVE BEEN APPROVED: AND THESE ARE BARE BONED BUDGETS WITHOUT ALLOCATIONS NECESSARY TO IMPLEMENT THE VOTER CONTACT EFFORT IN THE STATES.

• 15 STATES HAVE SUBMITTED BUDGETS WHICH HAVE NOT BEEN APPROVED.

• 10 STATES HAVE NOT YET SUBMITTED BUDGETS

• FINALLY, IN MOST CASES, BUDGET SUPPLEMENTS NECESSARY TO IMPLEMENT THE CANVASSING STRATEGY HAVE NOT BEEN SUBMITTED BY THE STATES.

PROBLEM AREAS

THE SLOWNESS OF THE BUDGET PROCESS IS BEGINNING TO CAUSE SEVERE PROBLEMS.

THE NEW YORK BUDGET HAS BEEN PENDING FOR FOUR MONTHS AND THEY CONSEQUENTLY HAVE NOT STARTED THEIR CAMPAIGN.

CALIFORNIA IS RECYCLING THEIR BUDGET FOR THE THIRD TIME.

MANY OTHER STATES ARE NOT YET MOVING BECAUSE OF THE LACK OF BUDGET APPROVAL.

WHILE THE BUDGET PROCESS ITSELF IS NOT AT FAULT NECESSARILY; WE NO LONGER HAVE TIME FOR IT.

IN ADDITION TO THE ABOVE PROBLEMS, THE SUPPLEMENTAL BUDGETS HAVE NOT YET BEGUN TO CYCLE THROUGH.

AND WE ARE OUT OF TIME - THE STOREFRONTS MUST

BE OPENED BY AUGUST 15TH TO BE EFFECTIVE.

BECAUSE OF THE PRESSURE OF THE STOREFRONT OPENINGS,

THE PROBLEM IS PARTICULARLY ACUTE IN THOSE STATES

WHERE NO ORGANIZATIONAL EFFORT HAS BEGUN.

IN SUMMARY, WE ARE IN A CRISIS SITUATION THAT CALLS FOR AN

IMMEDIATE AND RESOLUTE DEPARTURE FROM OUR PAST PROCEDURES;

THE STATE STRATEGIES ARE MEANINGLESS UNLESS WE FUND THEM

NOW.

ACTION STEPS NECESSARY TO COMPLETE THE BUDGETING PROCESS

- . APPROVE BARE BONE BUDGETS RIGHT AWAY.
- . IMMEDIATELY NEGOTIATE SOLUTIONS TO PROBLEM BUDGETS.
- . DEVELOP OVERALL GUIDELINES FOR SUPPLEMENTAL BUDGETS FOR HEADQUARTERS ACTIVITIES.
- . ALLOCATE FUNDS TO STATES FOR SUPPLEMENTAL BUDGETS.
- . ESTIMATE BUDGET NEEDS OF STATES WHICH HAVE NOT YET SUBMITTED BUDGETS AND APPROVE THEM.

WE CAN TAKE ACTION TODAY ON

- . APPROVE PENDING BARE BONES BUDGETS
- . ADDRESS THE NEW YORK AND CALIFORNIA PROBLEMS
- . ESTABLISH THE OVERALL SUPPLEMENTAL BUDGET NECESSARY  
TO IMPLEMENT THE VOTER CONTACT STRATEGY IN THE STATES.

NEXT WEEK WE CAN

- . APPROVE ESTIMATED STATE BUDGETS FOR THOSE STATES WHICH  
HAVE NOT SUBMITTED THEM.
- . APPROVE SPECIFIC ALLOCATIONS TO THE STATES NECESSARY  
TO OPEN AND OPERATE STOREFRONT HEADQUARTERS.

STATES WITH APPROVED BARE BONES BUDGETS

<u>State</u>	<u>Electoral Vote</u>	<u>Budget Amount *</u>	<u>Dollars Per Electoral Vote</u>
Arizona	6	\$ 60,100	
Colordao	7	40,091	
Connecticut	8	100,050	
Indiana	13	81,152	
Iowa	8	31,040	
Kansas	7	39,557	
Maine	4	26,926	
Maryland	10	107,785	
Michigan	21	207,625	
Montana	4	12,209	
Nebraska	5	31,532	
Nevada	3	51,565	
New Hampshire	4	0	
New Mexico	4	22,008	
North Dakota	3	10,000	
Oklahoma	8	52,736	
Oregon	6	99,070	
Rhode Island	4	12,910	
South Carolina	8	67,300	
South Dakota	4	22,900	
Tennessee	10	88,150	
Utah	4	21,605	
Vermont	3	13,164	
Wisconsin	11	117,200	
Wyoming	3	19,240	
	<u>168</u>	<u>\$ 1,315,915</u>	

\* Per Field Operations records these vary from Finance Division Records.



STATES WITH BARE BONE BUDGETS PENDING

<u>State</u>	<u>Electoral Vote</u>	<u>Budget Amount</u>	<u>Dollars Per Electoral Vote</u>
Alaska	3	\$ 39,950	
California	45	2,850,000	
Delaware	3	24,325	
Georgia	12	48,000	
Idaho	4	34,810	
Illinois	26	542,650	
Minnesota	10	84,000	
Mississippi	7	50,000	
Missouri	12	144,911	
North Carolina	13	89,985	
New York	41	1,680,552	
Ohio	25	565,003	
Pennsylvania	27	523,700	
Virginia	12	80,725	
Washington	9	85,685	
	<u>249</u>	<u>\$ 6,844,295</u>	

STATES WITHOUT BUDGETS

<u>State</u>	<u>Electoral Vote</u>	<u>Estimated Budget</u>	<u>Dollars Per Electoral Vote</u>	<u>Comment</u>
Alabama	9	\$ 40,000		No Chairman
Arkansas	6	40,000		No Chairman
Florida	17	90,000		Due August 1
Hawaii	4	48,000		Due August 7
Kentucky	9	100,000		Must be Negotiated
Louisiana	10	40,000		No Chairman
Mississippi	14	25,000		No Chairman
New Jersey	17	500,000		Prepared
Texas	26	500,000		Due July 25
West Virginia	6	25,000		No Chairman
	<u>118</u>	<u>\$ 1,410,000</u>		

POSSIBLE NEW YORK BUDGET REDUCTIONS

I.	New York Headquarters		
A.	Research Assistant	\$	4117.00
	Secretary (Demographics)		<u>2530.00</u>
		\$	6647.00
B.	Local Substance (Relating Nixon Record to Local Areas)		8400.00
	Assistant		3144.00
	Secretary		<u>2449.00</u>
		\$	13,993
C.	Local Campaign Coordinator (To coordinate campaign's complimentary to President's)		5610.00
	Assistant		<u>2810.00</u>
		\$	8420.00
II.	Senatorial Staff for New York		
A.	Senatorial Liaisons	1	
	Executive Assistants	1	
	Admin/Ass't. - Secretary	1	41,670
	Expenses		<u>24,050</u>
		\$	65,720
	Total Reductions in Salaried Positions	\$	94,780

III. New York has computed payroll burden as 20% of salaries.

The figure generally used to compute payroll burden is 7.5%.

	<u>20%</u>	<u>7.5%</u>
New York Headquarters	55,928	20,973
Upstate & Suburban	56,657	21,246
New York City	34,688	13,008

Reduction in FICA	\$ 92,046
Reductions in Salaried Positions	<u>94,780</u>
Total Reductions	\$186,826

*John H. ...*  
0

July 21, 1972

MEMORANDUM FOR: CLARK MacGREGOR  
FROM: FRED MALEK  
SUBJECT: Establishment of Educators and Teachers for the Re-Election of the President

The purpose of this memorandum is to summarize the strategy and organization planned to gain substantial support from the educational community and to introduce you to Dr. Orley Herron, President of Greenville College.

BACKGROUND

There are approximately 2 million primary and secondary teachers and an additional 600,000 teachers at the college and technical school level in the United States. While the teaching community has in the past been politically inactive, its activities are increasing this year -- particularly by the National Education Association.

I have discussed the establishment of the Educators and Teachers Committee for the Re-Election of the President with Education Commissioner Sid Marland who approves of the idea. Sid feels very strongly that the Administration has an effective story that can have real impact on teachers around the country. Also, I feel strongly that Sid should be a major spokesman on educational issues during the campaign.

ORGANIZATION AND STRATEGY

We propose to establish a national committee of educators and teachers for the Re-Election of the President with 100+ members which will function primarily as a public relations organization and a conduit to state and local educational organizations from which its membership will be drawn. The committee will not be a policy-making body. Each State will have a committee charged with organizing educators in support of the President, recruiting volunteers, and speaking out on issues. A program of \$35,000 has already been budgeted within Citizens and will fund a full-time coordinator, a secretarial assistant, miscellaneous travel, and organizational expenses.

Our strategy will be to publicize the Administration's position on educational issues and to tell the true story of Administration accomplishments in this area. In so doing, the committee will try to counter the overt political activities of the National Education Association, with assistance from several large national educational organizations that have supported the President in the past.

COORDINATOR

I have selected Orley Herron, President of Greenville College, Greenville, Illinois, to be the coordinator of the Educators and Teachers Committee for the Re-Election of the President. Dr. Herron will take a leave of absence to work full-time on the campaign. Orley is an outstanding young (age 37) educator with experience in both public and private education. Sid Marland indicates that Herron is very well respected at all levels in the educational community and that he has, in two years as President, rebuilt Greenville College into a first-rate private College.

Dr. Herron came on board Wednesday. He spent two days last week meeting with all of the top officials at the Office of Education concerning Administration programs and people who can be counted on to become involved in the campaign. On the basis of those conversations, Dr. Herron has already developed a detailed campaign plan.

Once Dr. Herron has his plan complete, I will arrange for him to meet with you briefly and give you an overview of his proposed activities.

701

MS  
D  
H  
FU  
7/20

ADMINISTRATIVELY CONFIDENTIAL

July 17, 1972

MEMORANDUM FOR:

FRED MALEK

FROM:

GORDON STRACHAN

SUBJECT:

RNC Convention Delegates

I have just read Stan Anderson's memorandum of July 14 regarding the percentages based on 279 delegates out of the 1,347. In my opinion, this is an impending disaster which we must change quickly or the media will tear us apart. As we have discussed, I do not think there will be any problem getting our old line delegates to accept honorary positions so that we can fill the "real delegate slots" with the proportions we want. If Reagan, Rockefeller, Javits, Buckley, and most of the California fat cats will accept honorary positions, let's do that with the other key states. It is ridiculous to have only 2% Jewish representation when we hope this time to receive substantial Jewish support. I understand the problems about not having the results from California and Texas, but we must move on this quickly.

I would like to be able to solve this problem without involving Bob either by memorandum or meeting. However, with all the effort that Timmons and Chapin and others are putting in on the appearance aspect of the Convention for the media, this has to be a top priority project. Just give me a call if you want me to do anything to push this matter to solution.

GS/bb  
FU - 7/24

Committee for the Re-election of the President

①

MEMORANDUM

CONFIDENTIAL

June 22, 1972

MEMORANDUM FOR JOHN N. MITCHELL

FROM HARRY FLEMING

Several weeks ago you assigned me the responsibility of liaison with the Governor's Association, the Senatorial Campaign Committee and the Congressional Campaign Committee. In that regard, I met with Jim Galbraith, Staff Director of the Governor's Association, Buehl Berentson, Executive Director of the Senatorial Campaign Committee and Jack Calkins, Executive Director of the Congressional Campaign Committee. I briefed them in general terms on the structure of the Committee for the Re-election of the President and our approach and philosophy for the campaign. In turn they gave me a list of their target races for the upcoming campaigns. They are as follows:

UNITED STATES SENATE

GOP Incumbents - Griffin, Baker, Tower and Hatfield.

Seats presently held by Republicans who are not running for re-election: Kentucky (Nunn), South Dakota (probably Hirsch) and Idaho (probably McClure).

In addition, there are three Democratic seats where they feel we have an excellent opportunity. They are: Oklahoma (Bartlett), New Mexico (Domenici), and Rhode Island (Chafee).

In a slightly lower priority: North Carolina (Helms), Alabama (Blount), and Georgia (Thompson).

Long shots include: Virginia (Scott) and West Virginia (Leonard).

GOVERNORS

The following presently held Republican State Houses are major targets of the Governor's Association:

West Virginia (Governor Moore), Illinois (Governor Ogilvie), New Hampshire (Governor Peterson) and Washington (Governor Evans).



June 22, 1972

In Vermont, Governor Davis has chosen not to run. Our candidate, Hackett, is a likely winner. In Indiana, Governor Whitcomb cannot run, and a nominee has not been chosen as yet. However, our chances of winning are slim.

State Houses presently held by the Democrats which the Governor's Association feels are opportunities for us include:

Missouri (probable nominee - Kit Bond), Rhode Island (DeSimone) and North Dakota (probable nominee - Lt. Gov. Larsen).

#### CONGRESSIONAL RACES

Attached are three lists of target races the Congressional Campaign Committee has chosen. They include attachments:

- A. Republican Open Seats. These are seats where the Republican incumbent has chosen not to run. The danger spots among those open seats are asterisked.
- B. These are danger spots among Republican incumbents who are seeking re-election, and
- C. These are seats which include pick-up opportunities and/or new seats created by reapportionment.

It should be understood that in some cases these are first cuts at target races. Events over the next several months will provide additional information which should firm up these lists. It is my suggestion that the political coordinators handling this information be very careful when discussing it just as we have avoided any comment of targeted states by this Committee. The same guideline should be used in discussing target races with people outside our immediate group.

We have decided to continue to meet on a regular basis, and therefore, any comments or intelligence on these races would be useful.

cc: Messrs. F. LaRue, D. Mosiman, C. Yeutter, A. Kaupinen

Attachments

June 15, 1972

# D. S. (Danger Spots)

<u>DISTRICT</u>		<u>INCUMBENT</u>	<u>DEMOCRAT CANDIDATE</u>
ALABAMA	2	Dickinson	Reeves
CALIFORNIA	6	Mailliard	Boas
COLORADO	1	McKevitt	Primary 9/12
INDIANA	2	Landgrebe	Fithian
	10	Dennis	Sharp
IOWA	1	Schwengel	Primary 8/1
	4	Kyl	Smith
MARYLAND	1	Mills	Hargreaves
MICHIGAN	2	Esch	Primary 8/8
MINNESOTA	6	Zwach	Primary 9/12
MONTANA	1	Shoup	Olsen
NEW YORK	23	Peyser	Ottinger
TENNESSEE	3	Baker	Primary 8/3
	8	Kuykendall	Primary 8/3
TEXAS	13	Price	Purcell
UTAH	2	Lloyd	Primary 9/12 (Owens probably)
WISCONSIN	3	Thomson	Primary 9/12
	7	O'Konski	Obey

June 15, 1972

REPUBLICAN OPEN SEATS

<u>DISTRICT</u>		<u>RETTREE</u>	<u>1972 %</u>	<u>GOP CANDIDATE</u>	<u>DEMOCRAT CANDIDATE</u>
CALIFORNIA	20	Smith	69.2	Moorehead	Binkley
CALIFORNIA	39	Schmitz	68.5	Hinshaw	Black
* GEORGIA	5	Thompson		Cook	Primary 8/8
* IDAHO	1	McClure	58.0	Primary 8/8	
ILLINOIS	21	Springer	60.9	Madigan	Johnson
* MASSACHUSETTS	5	Morse	62.7	Primary 6/19	
* MASSACHUSETTS	12	Keith	49.4	Weeks (subj. to primary)	Studds
MISSOURI	7	Hall		Primary 8/8	
* NEW JERSEY	12	Dwyer	58.0	Rinaldo	English
NEW YORK	31	Portie		Primary 6/20	Castle
NEW YORK	33	Terry		Walsh	Kadys
* NORTH CAROLINA	9	Jonas	67.3	Martin	Beatty
OHIO	4	Betts-McCulloch	71.9	Guyer	Nicholas
OHIO	16	Bow	56.3	Regula	Musser
OKLAHOMA	1	Belcher		Primary 8/22	
PENNSYLVANIA	9	Whalley	64.6	Shuster	Collins
VIRGINIA	6	Poff	72.0	Butler	Anderson
VIRGINIA	8	Scott	58.6	Parris	Horan
WASHINGTON	1	Pelly		Primary 9/19	
* WISCONSIN	8	Byrnes	52.5	Primary 9/12	

\* indicates danger spots

June 15, 1972

PICK - UP OPPORTUNITIES

<u>DISTRICT</u>		<u>1972 %</u>		<u>GOP CANDIDATE</u>	<u>DEMOCRAT CANDIDATE</u>
ALASKA	AL	44.9		Young (subject to primary)	Bagich
ARIZONA	4		open	Primary 9/12	
CALIFORNIA	7	35.2		Hannaford	Dalluma
CALIFORNIA	8	30.8	Open	Warden	Stark
CALIFORNIA	11	76.3	Open	Chase	Ryan
CALIFORNIA	31	41.4		Valentine	C. Wilson
CALIFORNIA	34	45.7		Ratterree	Hanna
CALIFORNIA	35	46.1		Brown	Anderson
CALIFORNIA	36	57.5	Open	Ketchum	Lenucchi
CALIFORNIA	38	50.9	Open	Snider	Brown
CALIFORNIA	42	66.3	Open	Burgener	Lowe
COLORADO	4			Primary 9/12	Aspinall
COLORADO	5		Open	Primary 9/12	
CONNECTICUT	1			June conventions	Grasso
CONNECTICUT	6			June conventions	Cotter
FLORIDA	5		Open	Primary 9/12	
FLORIDA	10		Open	Primary 9/12	
FLORIDA	13		Open	Primary 9/12	
ILLINOIS	3	53.8	Open	Hanrahan	Conan
ILLINOIS	10	54.4		Young	Mikva
ILLINOIS	11	28.7		Hoellen	Annunzio
ILLINOIS	17	57.7	Open	O'Brien	Houlihan
ILLINOIS	22	50.8		Lamkin	Shipley

<u>DISTRICT</u>		<u>1972 %</u>		<u>GOP CANDIDATE</u>	<u>DEMOCRAT CANDIDATE</u>
INDIANA	3	40.1		Newman	Brademas
INDIANA	4	48.7		Bloom	Roush
INDIANA	11	51.0		Hudnut (subject to recount)	Jacobs
IOWA	2	39.8		Ellsworth	Culver
KANSAS	2	44.3		Primary 8/1	Roy
KENTUCKY	3	48.3		Kaelin	Mazzoli
KENTUCKY	6	31.1	Open	Jackson	Breckinridge
MAINE	1	40.8		Primary 6/19	Kyros
MAINE	2	35.8	Open	Primary 6/19	
MARYLAND	4	53.3	Open	Holt	Fornos
MARYLAND	6	51.0		Mason	Byron
MASSACHUSETTS	4	37.0		Primary 8/19	Drinan
MICHIGAN	12			Primary 8/8	O'Hara
MINNESOTA	7	46.1		Haaven (subject to primary)	Bergland
MISSISSIPPI	2		Open	Butler	run-off
MISSISSIPPI	4		Open	Cochran	run-off
MISSISSIPPI	5		Open	Lott	run-off
MISSOURI	6	45.7	Open	Primary 8/8	
NEW JERSEY	3	44.3		Dowd	Howard
NEW JERSEY	9	43.2		Schiaffo	Helstoski
NEW JERSEY	13	53.8	Open	Maraziti	
NEW YORK	1			Boyd	Pike
NEW YORK	3		Open	Roncallo	Primary 6/20

Make-up Opportunities  
page 3

<u>DISTRICT</u>	<u>1972 %</u>		<u>GOP CANDIDATE</u>	<u>DEMOCRAT CANDIDATE</u>
NEW YORK	6		Gallagher	Wolff
NEW YORK	26		Primary 6/20	Dow
NEW YORK	32		Koldin	Hanley
NEW MEXICO	2 48.1		Presson	Runnels
NORTH CAROLINA	4 48.7	Open	Hawke	Andrews
OHIO	19		Parr	Carney
OKLAHOMA	2	Open	Primary 8/22	
SOUTH CAROLINA	1 41.4		Limehouse	Davis
SOUTH DAKOTA	1 44.1		Vickerman	Denholm
SOUTH DAKOTA	2 47.4	Open	Abdnor	McKeever
TEXAS	5		Steelman	Cabell
UTAH	1 47.7		Wolthuis (subject to primary)	McKay
VIRGINIA	4		Daniel	Gibson
WASHINGTON	4		Bledsoe (subject to primary)	McCormack
WISCONSIN	1 39.1		Primary 9/12	Aspin
WYOMING	AL 49.7		Primary 8/22	Roncalio

July 10, 1972

MEMORANDUM FOR: CLARK MacGREGOR  
FROM: FRED MALEK  
SUBJECT: Voter Bloc/Citizens Activities

The purpose of this memorandum is to review the manner in which I believe the Voter Bloc and Citizens activities should be controlled from this point on. It consists of three sections: (a) A description of the current and projected roles of the Voter Blocs and Citizens Groups; (b) A proposed organization; and (c) Implementation steps.

### ROLES

For purposes of discussion, it is useful to distinguish between the "Voter Bloc" groups -- Agriculture, Blacks, Jewish, Labor, Older Americans, Spanish-Speaking, Special Ballots, Urban Citizens, Veterans, and Young Voters -- and the "Citizens Groups" (Business and Industry, Lawyers, etc.). The major functional differences between the two is that the Voter Bloc activities have a larger persuasive component, particularly in national programs. The role of each of these groups is described below.

Voter Blocs. Each of the ten Voter Blocs has a small full-time staff with a headquarters Director, responsible for planning and implementing national strategy, and fieldmen who assist the States in establishing effective grass roots organizations. The principal purpose of Voter Bloc activity within a State is to provide volunteers for use in regular campaign activities -- voter identification, registration drives, and get-out-the-vote. In addition, the voter blocs in the States should attempt to persuade other members of their constituencies to support the President by utilizing various techniques (e.g., obtaining endorsements from locally prominent members of their constituencies, scheduling surrogate speakers, distributing specialized brochures, holding rallies, etc.).

With two exceptions (Labor and Urban Citizens), the Voter Blocs have basically completed the planning and development of their programs, and from this point on will be concerned principally with the implementation of already approved plans. Therefore, the task of managing the Voter Blocs between now and November will involve: (a) Monitoring overall progress

against plans; (b) Facilitating coordination with programmatic parts of the national campaign structure, including Jeb's Program Directors (advertising, direct mail, etc.) and the White House (Colson's project managers, Domestic Council, Dave Parker, etc.); and (c) Coordinating the voter bloc field efforts designed to produce volunteers from their constituencies and to assist the States in developing persuasive activities.

Citizens. The purpose of the Citizens activity is to demonstrate broad-based support for the President by organizing approximately 30 groups, both nationally and on a State-by-State basis, representing various functional categories of occupations, avocations, professions, etc. The largest functional groups include Business and Industry, Lawyers, and Physicians, each of which has a full-time Director here in Washington.

Chuck Shearer, who reports to me, was to be responsible for the entire Citizens activity. However, the Directors of the three large groups in practice report directly to me rather than to Shearer. In each case, their programs and plans have been developed and approved, and they are well into the implementation phase, organizing their groups in appropriate States.

The other Citizens Groups, under Shearer, are still in the planning and organizing stage. Shearer has three fieldmen (each with an assistant), each responsible for working with a group of States to organize appropriate Citizens groups.

#### PROPOSED ORGANIZATION

The key to the effectiveness of the Voter Bloc and Citizens activities is close cooperation and coordination with the field operations. Up until now, the problem has been that differences between the Voter Blocs and the field operations could only be resolved at the Campaign Director level -- thus, they were never really addressed. With both the Voter Bloc and the field operations now under me, I should be able to adjudicate disputes quickly, and in the overall best interests of the campaign.

In addition, this organizational structure will enable us to place the Voter Bloc and Citizens field activities more or less under the supervision of the Political Coordinators. The Voter Bloc or Citizens Fieldman will receive programmatic guidance from his Director in Washington, but on a day-to-day basis he should be responsible to the State Executive Director or to the Political Coordinator for the State in which he is working. If the Voter Bloc or Citizens Director does not agree with the way in which his program is proceeding in a particular State, he would appeal to me, and if I agreed, I could directly correct the situation through the Political Coordinator.



Having the Political Coordinators take on the responsibility of supervising the field activity of Voter Blocs and Citizens will substantially reduce my direct management burden. However, even with this assistance, I recognize that I cannot give the needed day-to-day individual attention to ten Voter Bloc Directors, Shearer, and three Citizens Groups (Business and Industry, Lawyers, and Physicians) -- while also taking on the major additional responsibility of the field operations. I would propose to take two additional steps to lessen the demands of the Citizens Groups and Voter Blocs on my time, while continuing to give them overall direction.

1. My Deputy at the White House, Frank Herringer, Will Play a More Active Role in Handling Voter Bloc Programmatic Activities. To help me with the Voter Blocs, I need someone who can handle the routine problems, provide the day-to-day coordination required with Jeb's programs and the White House, and who has the judgment to know when a problem or other situation requires my personal attention.

The logical person to carry out this role is Frank Herringer, my Deputy at the White House. Frank has been spending most of his time for the last several months working with me on the Voter Blocs, so he is familiar with the programs and personalities. Also, his location at the White House will help him coordinate Voter Bloc activities with the various parts of the White House and the rest of the Executive Branch. Finally, and perhaps most importantly, since Frank and I have worked together, he knows when to handle a problem himself, and when he should bring me in to it. With Frank scheming the problems, I would expect to spend very little time on Voter Blocs, while maintaining control through Frank on the programmatic side, and the Political Coordinators with regard to field operations.

2. Give Shearer Explicit Responsibility for All Citizens Activities. Shearer should take over the programmatic responsibility for Business and Industry, Lawyers, and Physicians, along with the various functional groups that he is in the process of forming. Shearer's fieldmen, like the Voter Bloc fieldmen, would come under the day-to-day supervision of the Political Coordinators.

Please indicate below whether you agree with this plan. If you do, I will proceed with the implementation steps covered below.

Approve \_\_\_\_\_

Disapprove \_\_\_\_\_

## IMPLEMENTATION

To implement this realignment of responsibilities, I plan the following steps:

1. Hold Individual Meetings with Several Key Citizens Group and Voter Bloc Directors. Some of the Citizens Group/Voter Bloc Directors will require individual handling to ensure that they do not misunderstand the intent of the changes. In addition, to explaining the overall changes, I would make the following comments:

-- Shearer: he is not getting the entire responsibility because he needs to put his full attention in the next months to organizing functional groups to help meet our target of 1 million volunteers by Labor Day.

-- Rietz and Todd: they will continue to have full access to me when they need it, although I would appreciate it if they would work with Herringer as much as possible. Their programs (Youth and Older Americans) are the most critical, and both men are real pros and can be helpful in other areas as well.

-- Piliero, Stover, Kayser: explain the rationale for putting them with Shearer; and assure them that they can talk to me if needed.

2. Hold a Group Meeting of the Voter Blocs. In this meeting, I would explain new responsibilities and the need for Herringer to play a more active role. I would tell them that Frank's responsibility is to bring their big problems over to me, and that if they are dissatisfied with his handling of an issue, it can be appealed to me, but I would not expect this to happen often.

Fred LaRue -

Joanou - Aug 11 for layouts + budget <sup>mtg w/ Howard</sup>

Jones - NY on Budget

Mae G > Breakfast w/ <sup>Barb</sup> Rocke, <sup>Barb</sup> Busby,  
FM <sup>(NY)</sup> <sup>Rita Kauer, Cheryl</sup> Hanigan, <sup>Fred</sup> Piotta,  
at <sup>Lois</sup> 1 1/2 hr <sup>Jeffowitz, Lt Gov.</sup>  
Roosevelt Press Conf.

Resolved Budget in 10 days

1.5 mil

Cal - Demos, Indis, Nofziger

- H doesn't know probis. assign Gordon here to handle old Guard
- Not working w/ RF, who has his own agenda + wants his own guys - Jim Hall won't do it.
- FM talked w/ JM but doesn't know details only stuff at "Reagan level"
- FM to see RR personally on 8/1.
- may talk Cliff White or Jerry Jones will see JM.

Women - lunch w/ Barbara

Franklin + plan by 7/28

Older Amis

Mac G - NK - 7/25 - Old Tl (fez-H)

- Pat Nixon - 10 min film
- Campaign Songs.
- Rough trail or 5-min China commercial
- Mac G never to N Y + Nov. Grp into
- No approval or info.

45 mins  
1 hr  
1-2 days

3 - Irish  
Teachers  
Congress  
Foley

Ⓟ

Ken Cole / Ed Harper  
Platform

- E, Timmons, Rhodes,  
Scioli ← expects TV  
Ken Clausen

cleared names w/ P. on  
7/28

- Begin ag 13 w/ Dem  
Council Dec 11

- No use of polling info yet