

Richard Nixon Presidential Library  
White House Special Files Collection  
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53	5	06/14/1962	Memo	To H.C. McClellan, from H.W. Kalmbach. RE: Objectives and Programs of So. Calif. Nixon Campaign. 7 pgs
53	5	n.d.	Letter	Note- handwritten. 1 pg
53	5	n.d.	Memo	Summer Program- handwritten. Attached to previous. 1 pg
53	5	n.d.	Letter	Press Bureau- handwritten. Attached to prevous. 1 pg
53	5	07/13/1962	Letter	To O. W. Richard, from Harold C. McClellan. RE: Confirming Richard's Orange County Nixon Campaign Co- Chairmanship. Attached to previous. 5 pgs
53	5	07/16/1962	Memo	To Bob Haldeman, from RN. RE: Asking for a summary of summer activities. Attached to previous. 1 pg

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53	5	07/16/0962	Memo	To Bob Haldeman, from RN. RE: Asking for a summary of summer activities.Copy. Attached to previous. Not scanned
53	5	07/16/1962	Memo	To Bob Haldeman, from RN. RE: Asking for a summary of summer activities.Copy. Attached to previous. Not scanned
53	5	07/16/1962	Memo	To Bob Haldeman, from RN. RE: Asking for a summary of summer activities.Copy. Attached to previous. Not scanned
53	5	n.d.	Memo	Notes on 1956 Southern California Campaign Report. 3 pgs
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53	5	11/19/1961	Memo	Contact Division, Responsibilities

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53	5	11/19/1961	Memo	Field Division, responsibilities. 3 pgs
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53	5	11/19/1961	Memo	Public Relations Division, responsibilities. 2 pgs
53	5	11/19/1961	Memo	Candidate's Staff, responsibilities. 1 pg
53	5	11/19/1961	Memo	Headquarters Operations, responsibilities. Attached to previous. 1 pg
53	5	11/19/1961	Memo	Public Relations Division, responsibilities. Attached to previous. Copy. Not scanned
53	5	01/24/1962	Memo	Key Campaign Staff. 2 pgs

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53	5	02/13/1962	Memo	To RN, from Bob Haldeman RE: Progress Report. 5 pgs
53	5	02/13/1962	Memo	To RN, from Bob Haldeman. RE: Supplement to Progress Report. 1 pg

To: H. C. McClellan, So. Calif. Campaign Chairman  
From: H. W. Kalmbach, So. Calif. Campaign Manager  
Re: Objectives and Programs of So. Calif. Nixon Campaign

The purpose of this memo is to: (1) establish specific minimum goals for our campaign effort; (2) review briefly changes in our organizational structure; and (3) set forth broad programs of accomplishment to be pushed between now and election day.

(1) The Establishment of Minimum Goals

It is a fundamental tenet of good management practice to establish specific goals before determining upon operational programs. To do otherwise is to put the cart before the horse. Unfortunately, however, political campaign management with its many wide-swinging variables does not lend itself readily to specific goal-setting.

While fully recognizing the basic limitations inherent in establishing a mathematical formula for political victory, it is submitted that a minimum standard for purely internal use in determining upon broad operational programs can be of value. On this basis alone and with this sole purpose in mind, our campaign effort's minimum goals should be to win 90% of the Republican vote and 20% of the Democrat vote on November 6th.

In order to make these minimum goals specific, we must make the following assumptions: First, that 500,000 additional Republicans and 500,000 additional Democrats will be registered during the summer registration drive which will end on September 13th; and second, that 90% of all Republicans and 80% of all

Democrats registered on September 13th will vote on election day.

It is certain that the Democrats with the assistance of the AFL-CIP COPE organization will launch a massive registration drive in mid-summer. And the registration of 500,000 additional Democrats as a result of this effort is a practical certainty. We can't afford to do less. If we match this conservative estimate of Democrat success in their registration effort and equal the goals set up in the formula as qualified, Dick Nixon will win in November by more than 200,000 votes.

The danger of using a formula for success in our efforts is that we won't aim high enough. Our goal as to the Republican vote should be to equal our 1960 success which exceeded a 90% Nixon vote statewide. To the extent that there is any sit-it-out movement among the Birch groups and ultra-conservatives, we must offset the effect of this by obtaining a higher percentage of the Democrat vote. Nixon and Shell write-ins and the protest vote cast for the three other names on the Democrat ballot would indicate that we should aim for a full third of the Democrat vote.

(2) Changes in the Organizational Structure

In order to give greater effect to our earlier division of Los Angeles County into six divisions and to insure more direct communication with each division chairman, we will not have a Los Angeles County Chairman in the fall campaign. The County Chairman for the primary campaign will be asked to take the important job of Chairman of the Speakers' Bureau for the Southern California area.

Certain other county chairmen and Los Angeles County division chairmen will be removed or shifted to other positions of responsibility. This action will be taken only after a thorough study of the effectiveness of our campaign leadership during the primary period. Where appropriate, former leaders in the Shell campaign organization will be appointed to positions of responsibility.

A greater division of staff responsibility has been effected whereby the post of executive director has been dropped and regional campaign managers appointed. Bill Spencer will serve as Northern California Campaign Manager and I will serve as Southern California Campaign Manager.

Basic campaign policy will be formulated by the Southern California Policy Board composed of Messrs. Finch, McClellan, Minckler, Stans, and Valentine. Bob Haldeman, California Campaign Manager, and I will continue to sit in as ex-officio members of the Board.

The preparation and control of the statewide budget shall be the responsibility of Bob Haldeman. I will have the responsibility for the preparation and control of the Southern California budget.

(3) General Election Campaign Programs

If we accept as our goal that we must get 90% of the Republican vote and a third of the Democrat vote, then the next step is to decide upon programs which if properly carried out should assure us of victory on election day. For the purposes of

this paper, I suggest that our program of activity may be divided into the following three broad classifications:

First: Candidate's Appearances and Issue Positions

In order for us to get 90% of the Republican vote, we must enthuse and enlist in our campaign as many of the Republican leaders and strong party workers as possible. Once so inspired and enlisted, these people who are usually centers of influence in their respective areas will become the local source for Nixon enthusiasm and campaign esprit. And, of course, the best way to enlist such enthusiasm is for each such person to feel personal identification with the candidate.

People can become inspired as a result of identification with what they consider to be a great "cause" or as a result of identification with a great leader. It is submitted that the primary reason for the high degree of enthusiasm and dedication among the relatively small number of volunteers in the Shell camp during the primary was the belief of most that they were carrying the conservative banner.

Dick Nixon's non-extremist positions won't serve readily in and of themselves to provide the sort of "cause" calculated to inspire fanatic enthusiasm. However, his advocacy of responsible conservatism when coupled with as much personal contact as possible and the widespread distaste among both Republicans and Democrats for Pat Brown's leadership can be productive of great dividends. As stated, once these key people are inspired they will act as our missionaries in their areas.

Other activities in support of Dick Nixon's personal impact on the electorate will include such broad areas of activity as (1) scheduled appearances, (2) private meetings, (3) person to person contact with the electorate, (4) press coverage including releases, (5) public relations including advertising and radio and TV appearances, (6) research, and (7) mail. Bob Haldeman will have the direct responsibility in this area of the statewide campaign effort.

Second: So. Calif. Nixon Campaign Activities

This area of activity is concerned with the various programs of the Nixon campaign organization in Southern California. Of principal importance is the development of a strong organization in each of the eleven counties to provide the leadership and mechanics needed to accomplish our several programs. Not necessarily listed in the order of their importance, the following programs must be included in this classification:

(a) Community Headquarters. On June 5th, there were 55 Nixon headquarters throughout the Southern California area. A policy decision must be made as to the function of offices to be operated during the general election period.

(b) Democrats for Nixon. A program of enlisting the support and active participation of Democrats in the campaign should be developed. Where appropriate, local Nixon community chairmen should appoint the most prominent Nixon Democrat in town as his co-chairman and a strong program of cultivating the Democrat voters

developed and launched. It would not seem probable that this program need interfere with the regular use of the various Nixon headquarters by our Republican supporters.

(c) Minority Groups. Strong action based on well thought out programs needs to be taken in the Mexican and negro communities. Committees should be formed representing the broadest possible cross section of social strata in these two communities and recognition given to their problems. In certain areas, parallel programs will undoubtedly have to be undertaken due to the peculiar realities of the local situation. Staff people will have to be hired to service these programs.

(d) Action Program. This program, under the overall direction of Mrs. Valley Knudsen, includes the broad area of women's activities including operation telephone, jewelry sales, Nixonettes, volunteers, and coffee hour programs. Of prime importance is operation telephone which encompasses possibly four separate phases of campaign activity (registration, friendly Democrat canvass, operation telephone, and the get-out-the-vote activity).

(e) Contact Program. This program under the direction of John Vaughn recruits Nixon supporters as a result of widespread contacting of the membership of different groups. While usually classified by employment, group contacts can be initiated with the membership of virtually any group or organization (sports committees, nationality groups, etc.). Additional effort in this area will be expended in the fall campaign in the development of a WIN program and endorsement program.

(f) Speakers' Bureau. The speakers' bureau activity is a vitally important staff service. Speakers and celebrities are assigned upon request to represent the candidate at meetings and campaign rallies.

(g) Special Projects. This staff service comprises several miscellaneous programs intended to further the campaign in certain special areas. One such special project is the letters to the editor program.

### Third: Assistance to Party Organization

The two main areas of assistance by the Nixon organization to the state and county central committee organizations is in the registration effort and the get-out-the-vote program on election day.

There is nothing of greater immediate importance to the success of our campaign than the proper organization and implementation of a statewide registration program.

Both programs depend upon massive volunteer effort for success. The degree of integration of our volunteer personnel into party programs is a basic policy decision.

Objectives, organization, and programs. This writing has as its purpose the establishment of a broad perspective with which to view the task ahead.

June 14, 1962



# Summer Program

## Field

- Evaluation + appt of county chairmen  
+ community chairmen + headquarters  
with integration of selected shell people
- Acquisition of key Democrats +  
expansion of Democrat committees
- Coordination of program with GOP
- Registration - Selvin in charge  
we provide personnel - each county
- Bumper strip squads
- Democrat canvass - numbering precinct sheets
- Democrat mailing - preparation of lists
- Recruitment of loaned personnel

## Contact

- WIN - recruiting occupation chairmen
- Contact groups - group mail outs + committees
- Nationality committees - county basis
- Minorities - Negro Mexican Italian

Subb? ?

## Action

- Coffee Hour
- Operation Telephone
- Nix meets, Jewby
- Volunteer direction
- Key Program
- Spanish Manual?

## Press Bureau

Revision + classification of release files  
Field tour - calls on TV - radio - newspapers  
Survey of reaction to services etc.

Release samples + instruction material - local committees  
County meeting - State Convention

## Schedule Office

Re-routing of TD's to other candidates  
General plan and data for fall campaign

## Research Dept

Completion of Brown book

Mail

Follow-up on leads + tips

Task Force program

State Convention - Platform

## Public Relations

Brochures + literature - general, special interest

Advertising program

Direct Mail - Democrats

Mailing list review + new procedures

Speakers Bureau - Celebrities Committee

July 13, 1962

Mr. O. W. Richard  
1301 Dolthin Terrace  
Corona del Mar, California

Dear Dick:

The primary period is now behind us and before we get too far into the general election campaign, I believe it appropriate to write and formally reconfirm your appointment as Orange County Nixon Campaign Co-Chairman. I have earlier thanked you for a job well done in the primary; your reappointment for the general campaign demonstrates our confidence in your willingness and capacity to lead the Nixon campaign to an overwhelming victory in your County in November.

Following receipt of this letter, you will want to review the performance of your organization in the primary period and then reappoint or appoint your local leadership including community chairmen for the forthcoming campaign. To restate earlier policy, you have the power of appointment in your county -- we ask only that you talk to us before you reappoint or appoint your county finance chairman.

We have been receiving inquiries relative to the activities to be carried on within Nixon headquarters through the general election campaign. Before a listing is made of suggested activities, it might be well to state policy as regards these offices:

(a) Each headquarters, whether county or community, must be self-supporting, i.e., the money needed to operate the office must be raised within the county or community.

(b) Each county and community Nixon committee shall determine policy on the use of the local Nixon headquarters by the other Republican candidates.

Within the framework of the above two policy statements, it is suggested that the following activities be carried on in each headquarters through the general election campaign:

(a) Recruit Nixon Campaign Volunteers

Voters can be recruited to work in the campaign as they drop by the headquarters to ask questions, pick up literature, etc. Also, the telephone should be used to follow up suggestions and to make cold calls to enlist volunteers.

(b) Meetings

The Nixon headquarters is the logical meeting site for the many groups concerned with the campaign. As local conditions permit, the headquarters should be offered to the other candidates' organizations and Republican Party groups as a meeting site and liaison point.

(c) Writing Telephone Numbers of All Registered Voters Onto Precinct Sheets

This activity is a necessary prelude to the later Democrat and Decline to State voter canvass and "Operation Telephone" activity. Reverse directories are used where available and the telephone number of every registered voter is written onto the local precinct sheets.

(d) Bumper-Strip Programs

A bumper strip program should be immediately initiated in each headquarters. One suggestion is to appoint college and high school Nixon volunteers as captains of bumper sticker teams 1, 2, 3, etc. These captains will then have the responsibility of recruiting nine other youths to complete a team of ten. The production record of each team (i.e., the number of stickers actually placed on cars) should then be posted in the headquarters.

(e) Literature, Pins, Jewelry

Campaign literature, pins, and jewelry items should be available in each headquarters. Proceeds from contributions for jewelry items can provide an additional source of revenue for the underwriting of "Operation Telephone" and other costs of headquarters operation.

(f) Liaison

Close coordination with the local party organization must be one of our primary objectives. Each Nixon headquarters can serve as the local contact and liaison point with the local party organization.

Every effort should be made to enlist all Republicans in the campaign. On your own initiative, you should contact and recruit former Shell supporters -- not only will such action do much to insure a maximum Republican turnout at the polls on November 6th, but such may well result in the obtaining of mailing lists and possible additional headquarters sites.

As stated in (f) above, every Nixon chairman should establish close and cordial relations with the Republican chairman in his county, division or community. Specifically, all Nixon workers who are Republicans should be encouraged to take a position in the Republican precinct organization as a precinct captain, block worker or deputy registrar or even at a higher level while continuing to be active in the Nixon organization. There is no reason why a person cannot be active in both organizations, and we have agreed to try to provide additional manpower to the precinct organization.

Nixon workers who are Republicans but who do not want to accept a definite assignment in the precinct organization should be encouraged to at least help the precinct organization one or two evenings or afternoons a month by joining in a door-to-door registration canvass under the supervision of the precinct organization. No activity is more important to the success of the Nixon campaign.

Nixon workers who are not willing to go door-to-door should be asked to help with the registration drive by preparing registration cards for the canvassers as described in the precinct captain's handbook. This can be done at home or at a headquarters.

If the precinct organization advises us that there are some precincts which will not be covered door-to-door, we should conduct a telephone registration canvass in those precincts. This is done by comparing precinct sheets with reverse directories with the aid of precinct maps. The precinct organization has detailed instructions for each phase of this type of campaign. This activity should be undertaken only if sufficient volunteers are available and is not part of the campaign "Action" program.

Every Nixon county, division and community chairman should immediately determine whether there is a Republican precinct organization in his county, division or community and whether it is conducting a registration drive. If none is being conducted, the Nixon organization should assume the initiative and get one started immediately. Registration closes September 13, and a registration drive that is not well under way by the end of July will not get the job done.

Every Nixon community chairman should start to compile a list of Nixon workers who are not members of the precinct organization but who are willing to go door-to-door on election day and turn out the vote. Beginning in September, their names should be given to the Republican precinct organization so they can be given Victory Squad assignments. No other job is more important on election day.

One of the main activities in the "Action" program is "Operation Telephone." This activity involves the telephoning of all Republicans, "friendly Democrats" and "Decline to States" on November 1, 2, 3 and 5. To lay the groundwork for this activity, Nixon community chairmen should have the telephone numbers of all voters put on all precinct sheets. This is a time consuming operation and as stated in (c) above should be started immediately.

Workers in increasing numbers will be volunteering for positions in the Nixon organization, especially after Labor Day. It is the responsibility of every chairman to set up an efficient procedure for welcoming all volunteers and promptly giving them assignments. Nothing ruins morale more than to volunteer and not be put to work.

Every community chairman should give his county or division chairman a report on the status of his organization. This should include the number of workers recruited and the names, addresses and telephone numbers of the people who have assumed major responsibilities, such as telephone chairmen, etc. The report should also describe what activities are being conducted and the address and telephone number of the community headquarters, if any. It should also describe any problems on which assistance is needed. The reports should be passed on by the county and division chairmen to the Field Director at 3908 Wilshire Boulevard in Los Angeles.

Mr. O. W. Richard  
July 13, 1962

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To minimize the confusion and avoid duplication, all correspondence to the county chairman, division chairmen, and community chairmen other than "Action" program material will be signed by myself or by Herb Kalmbach, the Southern California Campaign Manager. Carbons of all correspondence routed to others in your area will be sent to you for your information.

As to our meeting on the 17th, we plan to meet you at the Orange County Airport at 3:15 P.M. Besides the two pilots, there will be five in our traveling party including Dick Nimon, Maury Stans, Bob Haldeman, Herb Kalmbach, and myself.

See you on Tuesday afternoon.

Cordially,

Harold C. McClellan  
Southern California  
Campaign Chairman

INTER-OFFICE MEMORANDUM

N i x o n   f o r   G o v e r n o r

*Act*

To: Bob Haldeman

Date: July 16, 1962

From: RN

Subject:

Distribution:

It would be helpful if I could have in a couple of paragraphs a summary of the activities to be undertaken by our campaign staff during the summer months. By looking at what they have been assigned to do I might be able to make some suggestions for other activities as well.

## NOTES ON 1956 SOUTHERN CALIFORNIA CAMPAIGN REPORT

### Absentee Ballots

Appoint manager to develop activity on absentee ballot mechanism including contact with hospitals, sanitariums, travel agencies, airline and railroad offices to secure cooperation in distributing applications. School precinct organizations in use of absentee ballot and obtain sufficient supplies to insure total coverage.

Distribution available at least 30 days prior to closing of filing date. Prepare simple manual on application and casting of ballots made available to all campaign workers and potential absentee voters, here adding a campaign bulletin. Assign a staff writer to preparation and editing of an interesting, concise and readable weekly campaign bulletin to be sent to all members of the campaign organization. - basically, a newsletter.

### Contact Division

See Henry Kearns' report for outline of division of responsibility and contact to two groups - committee development and group communication - also, for rundown on groups used in 1956 campaign, and procedures followed for communication.

### Coordination

It is desirable to establish regular weekly meetings. As the chairman of all volunteer organizations and miscellaneous divisions of the campaign, accurate minutes should be taken and distributed to respective leaders immediately after the meeting.

### Foreign Language Operations

A campaign chairman of top management ability should be appointed to supervise the overall language group operations. Subdivisions within that would be the Spanish speaking group, the French and Italian group, the Baltic and Mid-European group and the Japanese and Chinese group.

### Headquarters

This report emphasizes that a minimum of 10,000 square feet is

What about

Bill of Rights of Americans  
Bill of Rights of Catholics

- Labor
- 1st Citizens
- Catholics
- Letters to Editors (Key)
- Agitation Manual
- Endorsements - Pur



(Catholic)

needed for headquarters with parking for at least 50 cars. Switchboard service should have a minimum of 20 trunk lines and adequate extensions suitable for 2 switchboard operators, and a minimum of 20 additional direct lines should be available.

### Jewelry

A separate manager should be placed in charge of jewelry operation preferably someone with experience in merchandising and similar material. A central source for jewelry and novelty material should be established from the main headquarters and distributed throughout County and local headquarters. It is believed that this could be a valuable source of funds.

### Lists of Volunteer Workers

The file for 1956 was maintained with a card for each volunteer in four copies; one list alphabetical, one geographical, one by campaign assignment and one to turn over to appropriate campaign executives. The cards were made up on paper in pads of four vari-colored copies so as to facilitate automatic distribution. Master lists should be maintained on a confidential basis and up-to-date, and one individual on the campaign management staff should be responsible for this.

### Speakers Bureau

Recommendation that Speakers Bureau personnel include a director, research assistant and secretarial help.

### Special Events

It is recommended that a Special Events chairman or manager be selected who has ability to judge and effectuate public relations policies. This manager will require at least two and sometimes three assistants. Areas of responsibility include scheduling, managing and crowd producing of meetings for dignitaries, coordinating Young Republican activities, women's teas, airport receptions, special luncheons, presentation of scrolls to specific committees, distribution of specialized campaign gimmicks, handling of the women's brigade and assisting in other campaign activities. In other words, they are responsible for all assignments that don't normally fall into another committee's basic responsibility.

### Supplies

The supply department distributed the following quantities of items during the 1956 campaign.

Bumper strips - 753,000  
Windshield stickers - 339,000  
Campaign tabs - 300000  
General campaign folders - 250,000  
Campaign buttons - 100,000  
Volunteer postcards - 100,000

Plus a great number of miscellaneous additional items.

Sunday, November 19, 1961

NOTES ON CAMPAIGN ORGANIZATION  
GENERAL

The basic structure of this campaign organization is designed to separate the three basic functional areas of finance, strategy and operations. It is understood that the manager's responsibility is for the area of operations only and that others will be responsible for finance - both fund-raising and control of expenditures and strategy - both development of issues and counsel to the candidate on political strategy. It will obviously be the manager's function to coordinate operations with both of these other phases of the campaign and to provide staff facilities for carrying out all basic decisions.

A primary factor in establishing the format for campaign organization is the decision on the part of the candidate and the present strategy group not to retain a professional management organization for this campaign. This means that the many functions sometimes assumed by a professional management organization will be executed by staff members of the campaign organization itself. It follows, therefore, that the campaign organizational structure will have to be somewhat larger than is the case when a management firm is retained.

It is the strong recommendation of the manager that all concerned recognize the desirability of assembling a key executive staff of top

people in the specific areas concerned to whom full responsibility for their assignments can be delegated. This means the willingness to pay adequate salaries for top personnel. In the long run, this will be an economy since it will enable the campaign to rely on the services and counsel of outstanding people rather than those who are mediocre or just adequate.

It must also be recognized that the nature of this campaign and candidate are substantially different than the usual situation. This candidate has a number of unique personal advantages due to his past positions, which will create liabilities in the sense that they make necessary a larger and more specialized staff than is the case for a less well known candidate. This particularly applies in the areas of answering mail etc.

The candidate and the strategy group also have a number of goals and ideas regarding the building of the Republican Party in California and the attraction and assistance of outstanding candidates for other state offices. Successful execution of these ideas will depend on a staff that is adequate in numbers and outstanding in abilities. The material that follows will outline present thinking as to the composition and responsibilities of the various contemplated staff members. This covers the general area of campaign operations only, and does not go into the non-operational or non-staff areas of finance and strategy.

It is proposed that the operating division of the campaign be

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divided into four major subdivisions - field organization, contact organization, public relations and research - plus two minor subdivisions - candidate's staff and headquarters' management.

It is the manager's recommendation that serious consideration, by all concerned, be given to the possibility of acquiring top staff people on a loan basis from industry in addition to the obvious advantage of cutting staff costs. This, in many cases, would make it possible to acquire people of much higher caliber than are normally available on a paid political professional basis.

Sunday, November 19, 1961

## CANDIDATE'S SCHEDULE

### GENERAL PROCEDURE

All incoming requests for appearances by the candidate will be acknowledged by the candidate's mail office if they have been directed personally to him, and then will be transmitted to the Schedule Committee for action. Requests coming directly to the campaign organization will be answered immediately by the schedule secretary and then be referred to the Schedule Committee for action.

The Schedule Committee will be responsible for review of all requests and initiation of additional requests where advisable, and will make final recommendations to the candidate regarding all scheduling of his time.

The Schedule Committee will have a fulltime secretary assigned to it to coordinate all scheduling activity.

### SCHEDULE COMMITTEE

This committee will consist, at the outset, of the campaign manager, the candidate's executive secretary, and one or more special advisers to the candidate, and the candidate's press aide.

The committee's initial responsibility will be to review all pending speaking requests and to plan a general campaign itinerary for the candidate for the months of January and February.

### SCHEDULE SECRETARY

One fulltime secretary will be responsible for the candidate's schedule. She will coordinate and record all activities of the Schedule Committee and maintain files and records on speaking requests and plans.

She will also handle all correspondence regarding the candidate's schedule and work with the candidate's tour manager in making specific plans and reservations for trips.

Sunday, November 19, 1961

CONTACT DIVISION

RESPONSIBILITIES

Basic

This division has two basic responsibilities. 1.) The establishment, implementation and operation of the normal group committees by interest areas such as doctors, lawyers, veterans, negroes etc. 2.) The establishment, implementation and direction of an intensive WIN program along the lines established by Senator Fong in Hawaii. This contemplates occupational group committees in every community covering every possible occupational group organized for Nixon. Thus, there would be a Redondo Beach Barbers for Nixon, Hodcarriers for Nixon, Manicurists for Nixon etc. Each of these community occupational groups would have a chairman and as many members as possible. Servicing of these groups would be the responsibility of the Contact Division. This would include publicity facilities and materials for dissemination to members relating to their specific interest areas, and specialized directions of activity relating to their occupational groups ie. barbers should be provided with talking points, in simple form, to use with their customers and with literature to put on their magazine stands in their waiting areas. The same would apply to beauticians etc. Shopkeepers should be provided with display materials for their windows and there are many opportunities for detailed follow through in this area.

Secondary

The Contact Division will also have the general assignment of making sure that anybody who wants to help in the campaign is given that opportunity and is given an assignment commensurate with his interests and abilities. This, needless to say, is a Herculean task and proper execution of it could have vast long-range effects on the strength of the Republican Party in California.

Staff

At the outset, at least, the staff for the Contact Division would consist of a Contact Division Director and a secretary. This Director must also be a man of outstanding managerial and organizational ability as well as with tremendous zeal and drive and imagination. The opportunities here are limitless and the extent to which they are capitalized depends greatly on the individual heading this division. It is possible that the division will not need additional staff since it will draw on the staff facilities of the other campaign divisions to execute its programs.

Sunday, November 19, 1961

FIELD DIVISION

RESPONSIBILITIES

Basic

The primary assignment of the field division will be to set up on a statewide basis a complete Nixon political organization consisting of county chairmen, city chairmen, precinct chairmen and block chairmen. The ultimate goal will be to have a block chairman for every block in California, each reporting to his precinct chairman who, in turn, reports to the city chairman. The city chairmen then report to their respective county chairmen.

The basic assignment for this block and precinct organization will be to conduct a complete pre-primary canvass of all homes and residential units in the state to classify all eligible voters as pro-Nixon, anti-Nixon or undecided, and to determine their registration status as Republican, Democrat, Independent or not registered. Following this initial canvass ~~this~~<sup>it</sup> will be the organization's duty to be sure all pro-Nixon eligible voters are properly registered as Republicans, so that they can vote in the primary. No attempt will be made to sell the anti-Nixon voters on any change in attitude nor to register or vote them. On election day, this organization will be responsible for securing the votes of all pro-Nixon voters.

Following the primary, this organization will continue its efforts as the basic Nixon unit, but can, of course, be filtered into the Republican Party organization in order to bolster any basic precinct weaknesses therein.

#### Secondary

The Nixon precinct organization will also, of course, have the traditional responsibilities for distribution of literature lining up volunteer personnel for telephone addressing and other basic activities, development of study groups on issues for those so interested and turn out for meetings for the candidate or his representatives when in their territory.

#### STAFF

The Field Division will be headed by a Field Director who should be a top-level, fulltime managerial executive who has strong experience in precinct organizational work and in the direction of field men.

His staff will consist of a secretary and, at the outset, four or five field men. It may, of course, be necessary to add additional field men as the campaign progresses. The field men will be assigned geographically so that altogether they cover the entire state. It is hoped that at least some of these men can be donated by industry. All of them

**must be fulltime and will operate in their assigned geographical areas  
at all times.**

Sunday, November 19, 1961

## RESEARCH DIVISION

### RESPONSIBILITIES

#### Basic

This division will be responsible for supplying the candidate with research material on issues and statistical and other political strategic data.

#### Secondary

The Research Division will also service other divisions of the campaign organization with necessary research and statistical material for preparation of speakers manuals, brochures and for direction of the field organization in assigning quotas etc.

#### Staff

This division will be headed by a Research Director, who might be a top individual available on a part-time rather than a fulltime basis. This would be possible if there were a good administrative secretary to coordinate the work of the other members of this division.

This division will assimilate the two research staffers now under contract to the candidate and will undoubtedly require one or two additional researchers and a secretary.

#### General Notes

The staff members of this division will work closely with the

special advisers to the candidate in the areas of strategy and issues, and will provide the staff material for decisions in this area and for the candidate's speaking material.

This division would also coordinate and assimilate intelligence and counter-intelligence activities by persons outside the basic campaign organization.

Sunday, November 19, 1961

PUBLIC RELATIONS DIVISION

RESPONSIBILITIES

Basic

This division will be responsible for all campaign operations and activities in the public relations field, in its broadest sense. This will include coordination with the Public Relations Advisory Committee and its Corps Steering Committee and the overseeing of execution of all decisions made by this group. The broad areas would include those of campaign publicity, advertising, materials and speakers bureau.

Secondary

This division would also be responsible for the servicing of all other campaign divisions in the areas outlined above.

Staff

The Public Relations Division would be headed by a Public Relations Director who should be an experienced politician with solid background in the areas of public relations publicity and advertising. His job will be to sit on the Public Relations Advisory Committee as its staff man, to prepare the agenda for this committee, and to execute the decisions made by the committee. He will also serve as administrative head of this division, which will encompass a number of other staff people. He will also function as advertising manager for the campaign.

and in this capacity, handle all contact with the advertising agency. He will, of course, need a competent secretary with some P. R. background.

Under the Public Relations Director, it will be necessary to have several key staff people to carry out the various functions of this division on a fulltime basis.

A Publicity Director with a secretarial assistant will be responsible for preparation and placement of all publicity releases and material regarding all phases of the campaign and its activities except the direct activities of the candidate himself.

The Speakers Bureau manager will have responsibility for recruiting, training and scheduling campaign speakers from all fields for all types of forums. This function can probably be performed by a competent executive secretary type gal, who has had some experience in this area.

The campaign materials manager will be responsible for preparation and dissemination of all campaign materials including buttons, bumper strips, stickers, literature, fact books etc. plus coordination of jewelry and other materials to be offered for sale.

Sunday, November 19, 1961

CANDIDATE'S STAFF

RESPONSIBILITIES

This staff will work directly with the candidate handling his own personal requirements as contrasted to those of the campaign organization.

Staff

The candidate's present staff consists of his executive secretary, an assistant secretary, a press aide, and his office manager who oversees handling of the candidate's mail.

In addition to this existing staff it is anticipated that a personal aide to the candidate, a tour manager, who travels with the candidate at all times and is responsible for travel arrangements, and an excerpt man, who will prepare release material, will be required.

Sunday, November 19, 1961

HEADQUARTERS OPERATIONS

RESPONSIBILITIES

The Headquarters Operation group will be responsible for providing facilities, equipment and space to all members of the campaign organization in all of their activities.

Staff

A Headquarters manager will oversee the physical and personnel needs at headquarters. Additional staff members will be required to man the switchboard, the reception desk, the mimeograph machine, the shipping and mailing department, stenotypist pool, who will have to be available to fill in wherever needed in the various divisions, and an office boy will be required.

KEY CAMPAIGN STAFF

January 24, 1962

Herb Kalmbach

Southern California Campaign Director;  
General Administrative Assistant to Mr. McClellan;  
Overall supervision of organization development; trouble-shooter  
and follow-through on administrative details, i. e. office space,  
equipment, manpower.

Nick Ruwe

Assistant to Mr. Haldeman.

Charles Farrington

Public Relations Director.  
Staff man for all activity in public relations field -  
advertising, speakers, material and literature, news bureau;  
Coordinate and follow-through on Public Relations Committee activity.

Norton Norris

Contact Division Director.  
Veterans, Minorities, Professional Group Committees,  
Win Program.

Carol Arth

Special Projects Director.  
Operation Telephone; Letters to Editors;  
Special assignments re: Minorities, GOP, Organization.

Yvonne Smith

Party Liaison.  
County Chairmen and Party official contact;  
VIP and nuts - phone calls and mail;  
Field contact and trouble shooting and intelligence.

Sammy Sammelman

Headquarters Office Manager.  
General management - supplies, clerical staff, campaign materials.

Dave Henley

News Bureau; Campaign publicity and promotion.

To come . . . . .

Field Director  
Speakers Bureau Director  
Fund Raising Director

Loie Gaunt

Mail Office Director; all RN mail.  
Present staff - 4

Hugh Flournoy

Research Director.  
Task Force organization; development of research material.

Don Frey

Administrative Supervisor - Research.

Agnes Waldron - Research

Charles Lichenstein - Research

Charles Fall - Research

Al Moscow - Editorial Supervisor

Mildred Younger - Editorial Supervisor; California material;  
RN speeches; Speakers Bureau; Letters to Editors;  
Special mail.

Sandy Quinn - Press Aide

## Nixon for Governor

To: RN  
 From: Bob Haldeman  
 Subject: Progress Report  
 Distribution:

Date: 2-13-62

*College Town  
Haldeman*

## GENERAL CAMPAIGN ORGANIZATION

- Northern California Chairman - A. Downey Orrick
- Northern California Finance Chairmen - Paul Davies and Art Dolan
- Executive Committee, Steering Committee and Operating Committee all appointed and active generally on weekly meeting basis.
- WIN Program - under way with Bob Steel directing.
- Area Chairmen - appointed and active in all 8 areas.
- County Chairmen - appointed for 25 of the 48 Counties per attached list; balance will be completed by end of Feb.
- County Finance Chairmen and General Steering Committees being set up immediately after appointment of County Chairmen.
- Southern California Chairman - H. C. (Chad) McClellan
- Southern California Finance Chairman - Maurice Stans
- Executive Committee and Steering Committee appointed and meeting weekly.
- WIN Program being developed under staff director, Norton Norris.

con't.

N i x o n f o r G o v e r n o r

To: RN

Date: 2-13-62

From: Bob Haldeman

Subject: Progress Report - page 2.

Distribution:

- County Chairmen - appointed for 2 of 8 Counties per attached list; balance will be appointed by end of month.
- County Finance Chairmen and General Steering Committees being set up immediately after appointment of County Chairmen.

Task Forces

- selected for Water, Agriculture and Education, and are developing programs in these areas. Balance of basic Task Forces to be completed by March 15th.

Committees for which leadership now organized include:

Veterans  
Farmers  
Doctors  
Lawyers  
Sportsmen  
Podiatrists  
Veterinarians  
College organization

- specific announcements to be made over next 4 weeks.

con't.

# N i x o n f o r G o v e r n o r

To: RN

Date: 2-13-62

From: Bob Haldeman

Subject: Progress Report - page 3.

Distribution:

## Nixon-for-Governor Statewide Committee

- Membership and support pledges now total approximately 30,000.
- Mailing to entire group goes out this week with membership cards and pins and material for each member to use in signing up 25 additional members. This program to be actively expanded in the next two months. Membership based upon \$1.00 contribution with special card and pin for each member securing 25 additional members.

Basic Headquarters organization and staffing now completed and all scheduled programs under way.

- Field organization program, including registration drive, Republican canvass and Precinct organization now under way in all Counties where Chairman has been announced -- under direction of Headquarters staff, John Kalmbach, Field Director.
- Additional programs to get under way between now and March 15th :
  - Study group program on neighborhood basis for utilization of top level volunteers;

con't.

INTER-OFFICE MEMORANDUM

N i x o n f o r G o v e r n o r

To: RN

Date: 2-13-62

From: Bob Haldeman

Subject: Progress Report - page 4.

Distribution:

- Election Board training program for male volunteers;
- Speakers Bureau;
- Possible unique telephone recruitment and fund-raising  
program for tapping presently inactive  
volunteer sources.

Newsletter and accompanying material being mailed to full list this week.

Legislative liaison established with Howard Thelin; Congressional liaison  
established through Bob Haldeman.

County Chairmen and GOP organization liaison to be developed by  
Yvonne Smith.

NORTHERN CALIFORNIA - NIXON COUNTY CHAIRMEN

(appointments as of 2-13-62)

<u>County</u>	<u>Chairman</u>
Alameda	Robert McKeen
Amador	Mrs. Herman Rauh
Alpine	Stuart Merrill
Calaveras	Theodore Kravitz
Colusa	George Lodi
Contra Costa	Mrs. Ruth Jacobus (Co-Chairman)
El Dorado	Swift Berry
Fresno	Don Franson
Glenn	Chester W. Walker
Lake	Edward Robey
Mariposa	Tom McSwain
Mendocino	W. K. (Bill) Williams
Monterey	Frank Reiser
Placer	Dr. Nicholas Bailey
Solano	E. Ray Crabtree
San Benito	George Anderson
San Francisco	Alan Nichols
San Joaquin	Robert M. Eberhardt
San Mateo	Eugene J. Brenner
Santa Cruz	Charles Watkins
Siskiyou	Rod Baumbach, Jr.
Stanislaus	Dr. Grant Bare
Sutter	Tom Miller
Tuolumne	Ray T. Edwards
Yuba	Dr. Robert Hall

SOUTHERN CALIFORNIA - NIXON COUNTY CHAIRMEN

(appointments as of 2-13-62)

Orange	Walter Schmid
San Diego	Admiral Leslie Gehres

# N i x o n f o r G o v e r n o r

To: RN

Date: 2-13-62

From: Bob Haldeman

Subject: Supplement to Progress Report

Distribution:

Several other activities are under way, but not for public release:

- Key Program, involving complete network Statewide on County basis of volunteers to handle letters to editors, publishers, broadcasters etc; monitoring activity by volunteers back-stopped by staff for all key TV newscasts.
  
- Public Relations Advisory Board - meeting weekly, includes Dick Moore, Ted Braun, Kai Jorgensen, Bob Finch, Herb Klein, Charlie Farrington and Bob Haldeman.
  
- Strategy Committee - still to be set up.
  
- Valley Knudsen and her women's activity program will be launched immediately following the February 21st luncheon.