

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>
12	21	12/30/1971	<input type="checkbox"/>	Domestic Policy	Memo	From Gordon Strachan to Haldeman. RE: Muskie Announcement-Possible Telephone Poll. 1 pg.
12	21	12/28/1971	<input type="checkbox"/>	Domestic Policy	Memo	From Gordon Strachan to Haldeman. RE: The California Conservative Luncheon on January 5, with Henry Kissinger. 1 pg.
12	21	12/6/1971	<input type="checkbox"/>	Domestic Policy	Memo	From Gordon Strachan to Haldeman. RE: The question of whether or not the California Conservative Luncheon should be rescheduled. 1 pg.
12	21	11/29/1971	<input type="checkbox"/>	Domestic Policy	Letter	From Herbert W. Kalmbach to Haldeman. RE: The cancellation of the Henry Kissinger luncheon that was set for November 30. 2 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>
12	21		<input checked="" type="checkbox"/>	White House Staff	Other Document	Indecipherable handwritten notes. 4 pgs.
12	21		<input checked="" type="checkbox"/>	White House Staff	Memo	From Gordon Strachan to Larry Higby. RE: A message of "Administratively Confidential." 1 pg.
12	21	11/26/1971	<input type="checkbox"/>	Domestic Policy	Memo	From Gordon Strachan to Haldeman. RE: The list of attendees for the California Conservative luncheon. 2 pgs.
12	21	11/26/1971	<input type="checkbox"/>	Domestic Policy	Memo	From Gordon Strachan to Haldeman. RE: The California Conservative luncheon, and the list of attendees. 2 pgs.
12	21	12/21/1971	<input type="checkbox"/>	Domestic Policy	Memo	From Gordon Strachan to Haldeman. RE: The polling guidelines and procedures for handling upcoming polls. 3 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>
12	21	12/20/1971	<input type="checkbox"/>	Domestic Policy	Memo	From Gordon Strachan to Haldeman. RE: The disapproval of two of Colson's expenditures, because prior approval was not sought. 1 pg.
12	21	12/18/1971	<input type="checkbox"/>	Domestic Policy	Memo	From Larry Higby to Gordon Strachan. RE: A problem with clearing up "Colson's Expenditures." 1 pg.
12	21	12/13/1971	<input type="checkbox"/>	Domestic Policy	Memo	From Gordon Strachan to Haldeman. RE: The points made against Harry Flemming's influence. For instance: His lack of tact in dealing with Governors and Senators, and his adverse impact with Republican Party circles. 2 pgs.
12	21		<input checked="" type="checkbox"/>	Domestic Policy	Other Document	Handwritten notes discussing Flemming, and his impact on the Republican Party. 2 pgs.
12	21	11/16/1971	<input type="checkbox"/>	Domestic Policy	Memo	From Gordon Strachan to Harry Dent. RE: The issue of whether or not a review has been completed to determine who is to be Nixon's State Chairman. Included are a list of names of potential choices for the position of State Chairman. 5 pgs.

Presidential Materials Review Board

Review on Contested Documents

Collection: H. R. Haldeman

Box Number: 235

Folder: Strachan Chron-HRH only December 1971 Book III

<u>Document</u>	<u>Disposition</u>
143	Retain Open
144	Return Private/Political STRACHAN TO HRH re: "MUSKIE ANNOUNCEMENT- POSSIBLE TELEPHONE CALL" 12/30/71
145	Retain Close Invasion of Privacy STRACHAN TO HRH re: "McCLOSKEY ADS/OMB STAFF" 12/29/71
146	Retain Open
147	Retain Open
148	Retain Open
149	Return Private/Political STRACHAN TO HRH re: "CALIFORNIA CONSERVATIVE LUNCHEON" 12/28/71
150	Return Private/Political HANDWRITTEN NOTES "K. WHEN R.R. → P, PROB W/... 11/24
151	Return Private/Political STRACHAN TO HIGBY, RELEASED BY "DC", LDX # 985 ND
152	Return Private/Political STRACHAN TO HRH re: "CALIFORNIA CONSERVATIVE LUNCHEON" 12/26/71
153	Retain Open
154	Retain Open
155	Return Private/Political STRACHAN TO HRH re: "POLLING GUIDELINES" 12/21/71
156	Return Private/Political STRACHAN TO HRH re: "COLSON EXPENDITURES" 12/20/71
157	Retain Open
158	Retain Open
159	Retain Close Invasion of Privacy STRACHAN TO HRH re: "McCLOSKEY ADS/ OMB STAFF" 12/15/71
160	Return Private/Political STRACHAN TO HRH re: "HARRY FLEMING" 12/13/71

~~DETERMINED TO BE AN
ADMINISTRATIVE MARKING~~

E.O. 12065, Section 6-102

By Empire NARS, Date 2-21-80

December 30, 1971

Administratively Confidential

MEMORANDUM FOR:

H. R. HALDEMAN

FROM:

GORDON STRACHAN

SUBJECT:

Muskie Announcement -
Possible Telephone Poll

Muskie has purchased ten minutes on CBS on January 4th at 8:20 to 8:30 to declare his candidacy.

A 500 interview nationwide telephone poll could be conducted by ORC for \$5,000 - \$5,500 to assess the nation's reaction to Muskie's announcement. However, Bill Safire, Chuck Colson, Jeb Magruder, and Bob Teeter recommend against such a poll. Safire says "let him get his own publicity." Colson says "everyone else will be conducting such a poll" and that he plans to see Lou Harris on January 5. Magruder doesn't know how much you could get out of it; it would be a nice exercise but not necessarily beneficial. Teeter believes it would be a waste of money at this time.

RECOMMENDATION:

That a telephone poll not be conducted following the Muskie announcement.

APPROVE _____

DISAPPROVE _____

OTHER _____

GS:dg

Administratively Confidential

December 28, 1971

MEMORANDUM FOR:

H.R. HALDEMAN

FROM:

GORDON STRACHAN

SUBJECT:

California Conservative Luncheon

On the memorandum attached at Tab A, you indicated that the Henry Kissinger briefing for 50 California conservatives could be delayed until the first week in January 1972. The luncheon has been re-scheduled with Henry Kissinger's office (Coleman Hicks) for January 5 at Perino's. Henry Salvatori has again agreed to host the luncheon. He and Herb Kalmbach are currently extending invitations to the list cleared in November with the Attorney General, Governor Reagan, and Holmes Tuttle (copy attached at Tab B). In addition, Kalmbach wants to add Willard Keith, Ed Miles, and Ernest J. Loebbecke. These names will be cleared with Governor Reagan before invitations are extended.

Herb Kalmbach will advise the Attorney General of the newly scheduled date and attendees.

GS:lm

THE WHITE HOUSE
WASHINGTON

H - A
12/27

December 6, 1971

MEMORANDUM FOR : H. R. HALDEMAN
FROM : GORDON STRACHAN G
SUBJECT : California Conservative Luncheon

Henry Kissinger had been scheduled to brief 50 California Conservatives on November 30 at Perino's. The event was cancelled when the President returned to Washington on November 28.

The question is whether this luncheon should be rescheduled before the President and presumably Kissinger travel to California around January 4. Kalmbach believes the luncheon can be delayed until January.

Recommendation:

In light of the tight schedule for Kissinger between now and January 4 and the holiday schedules of those who would be invited, the luncheon should be rescheduled in January.

Approve Disapprove Comment _____

LAW OFFICES
KALMBACH, DeMARCO, KNAPP & CHILLINGWORTH

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515 SOUTH FLOWER STREET
LOS ANGELES, CALIFORNIA 90071
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NEWPORT CENTER OFFICE
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HERBERT W. KALMBACH
FRANK DeMARCO, JR.
SHERWOOD C. CHILLINGWORTH
HAROLD BERAL
ALEXANDER BOWIE
ROBERT M. OLSON
ROBERT H. MORRISON
RICHARD C. GREENBERG
THOMAS D. PECKENPAUGH
TERRY L. RHODES
OAKLEY C. FROST
ALAN R. WOLEN
LARRY B. THRALL
ERIC W. MARTENS
RALPH J. MORGAN
DAVID PATTERSON SMITH
WESTON L. JOHNSON
BRUCE E. HARRINGTON
A. DWAIN WHITE
ROBERT H. FORWARD, JR.

November 29, 1971

OF COUNSEL
JAMES R. KNAPP

PERSONAL & CONFIDENTIAL

Mr. H. R. Haldeman
Assistant to the President
The White House
Washington, D. C.

Dear Bob:

Sorry that the Henry Kissinger luncheon scheduled to be held at Perino's in Los Angeles on Tuesday, November 30th, had to be canceled. However, when Henry Salvatori and I called the fourteen who had accepted prior to time of cancellation on Sunday morning they were all very understanding and I'm confident that we didn't lose ground with these people because of the change in plans.

I'd like to recommend that the meeting be re-scheduled when Henry will again be out here. For your reference and file, I've attached the approved list of those invitees.

Regards,



Herbert W. Kalmbach

HWK/k
Enclosure

cc: The Honorable John N. Mitchell

P.S. Suggested additional invitees if meeting rescheduled:
Willard Keith
Ed Miles
Ernest J. Loebbecke

Mrs. Blanche Seaver
Mrs. Margaret Brock
George Hearst
Jack Wrather
Fritz Burns

William F. Smith
Fred Hartley
Paul Talbert
Pat Frawley
Bill Doheny

Charles Cook
Harry Volk
Jack Horton
Robert McClure
Roy Disney

William Simpson, Jr.
Justin Dart
Roy Crocker
John Lusk
Kenneth T. Norris

Charles Thornton
Earl Jorgensen
Robert Bauer
Robert McClain
Ross Barnett

Fred Mendenhall
D.K. Ludwig
Edward L. Johnson
Asa Call
Phillip Walsh

Barton Jones
James Ward
William Sesnon
Henry Salvatori
John McCone

Carl Hartneck
Arnold O. Beckman
John Wayne
Clement Hirsch
George Pflieger

Walter Knott
Sam Bowlby
Joe Crosby
Jenny Braun
Jac Hume

Ed Gauer
Leland Kaiser
Dudley Swim
Willard Voit
Charles Thomas

P.S. Suggested additional invitees if meeting is rescheduled:

Willard Keith
Ed Miles
Ernest J. Loebbecke

11/24

K.

When RR → P, prob w/
conservis - worried about
for pol
P - RR set up luncheon

K - set up luncheon
Tues/Wed - rest well
at Calif Club
- out Schuber, Fristone
ets
- Only conservis - must
be P

Colman
Tues/hunch

R-list
Fri for
L.

Tuttle Salva
Blanche Feebe, Knott
orange county types

P to approve list

K → AG per list
→ word w/ Ed Meese
in RR office

K neednt
be there

G → AG office ~~that~~ K to call
G → HA K office - ~~Wed~~ no Tues
H + AG talked

50 names, 20 probably

Peunior 12 noon Tuesday
Mid-Wilshire - 4 blocks
west of Western
Salvatori's name

K cleared names w/ Mitchell +
Reagan personally (if Holmest
Salvatori agreed RR need't be
checked). H G agreed not need to
- Order of Preference get back

H +
Dick
Moore
know
all names

-
- Mrs. Blanche Seaver
 - Margaret Brock
 - George Hearst
 - Jack Wrather
 - Fritz Burns
 - William French Smith
 - Fred Hartley (P. of UnOil)
 - Paul Talbert
 - Pat Frawley
 - Bill Doherty
 - Charles Cook
 - Harry Volk
 - Jack Horton
 - Robert McClure
 - Roy Disney
 - William Simpson Jr.

Justin	Dart
Roy	Crocker
John -	Husk
Ken	Norris
Charles	Thornton
Earl	Jorgensen
Robert	Baller
Robert	McClain
Ross	Barratt
Ferdinand	Mendenhall
D. K.	Ludwig
Edward C.	Johnson
Asa	Call
Phillip	Walsh
Barton	Jones
James	Ward
William	Sesnon
John	McCone
Carl	Hartneck
Arnold O.	Beckman
John	Wayne
Clement	Hirsch
George	Pfleger
Walter	Knott
Sam	<u>Bowlby</u>
Major	Moseley

Must
from
Orange
County

Joe	Crosby
Jeni	Brown
Jack Joe	Hume
Ed	Gawer
Lee	Kaiser
Dudley	Swim
Williard	Voit
Charles	Thomas

M.O. - once clearance fr/GS
K to call + invite on
behalf of Salvatori - 1/2
Probably 30-35 fr/50 invited

Conservatives not moderate
or liberals.

Salvatori wants to meet
w/ HAK & ← a K sugges
not Salvatori invite

12 noon → 2 pm

K doubts it will get out to press.

Priority
PRECEDENCE

Administratively
Confidential
CLASSIFICATION

FROM: Gordon Strachan
TO: Larry Higby

INFO:

RELEASED BY: DC

SPECIAL INSTRUCTIONS:

FOR COMPCENTER USE ONLY

DAC _____ GPS _____
LDX 985 PAGES 3
RECEIVED _____ CITE _____
TTY: _____
25 15 19 DTG 2615A

1971

TOR: 2816387

G → L 11/26
12 n go
G → K 11/26
1210 - go

PM 12

To: Higby - San Clemente

THE WHITE HOUSE

WASHINGTON

November 26, 1971

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR: H. R. HALDEMAN
FROM: GORDON STRACHAN **G**
SUBJECT: California Conservative Luncheon

After you talked with the Attorney General about the Henry Kissinger briefing for California Conservatives, Herb Kalmbach received the assignment to get a list of attendees and to make the arrangements. He cleared the list of attendees with the Attorney General, Governor Reagan, Holmes Tuttle, and Henry Salvatori on November 25.

Henry Salvatori will host the luncheon at Perino's on November 30. Salvatori and Kalmbach decided against having the lunch at the California Club because there is a restriction on "political meetings," there is less privacy, and there are some "bad political connotations" associated with the California Club.

Kissinger's office (Colman Hicks) has been advised of the date and location of the event which the Attorney General had discussed with Kissinger.

Kalmbach says the names on the list will be recognized by you and Dick Moore. Therefore there is no biographical information beside each name.

Kalmbach and Salvatori will begin inviting the attendees as soon as you clear the names, hopefully today.

<u>NAME</u>	<u>YES</u>	<u>NO</u>
Mrs. Blanche Seaver	_____	_____
Margaret Brock	_____	_____
George Hearst	_____	_____
Jack Wrather	_____	_____
Fritz Burns	_____	_____
William French Smith	_____	_____
Fred Hartley	_____	_____
Paul Talbert	_____	_____
Pat Frawley	_____	_____
Bill Doheny	_____	_____

<u>NAME</u>	<u>YES</u>	<u>NO</u>
Charles Cook	_____	_____
Harry Volk	_____	_____
Jack Horton	_____	_____
Robert McClure	_____	_____
Roy Disney	_____	_____
William Simpson, Jr.	_____	_____
Justin Dart	_____	_____
Roy Crocker	_____	_____
John Lusk	_____	_____
Ken Norris	_____	_____
Charles Thornton	_____	_____
Earl Jorgensen	_____	_____
Robert Bauer	_____	_____
Robert McClain	_____	_____
Ross Barrott	_____	_____
Ferdinand Mendenhall	_____	_____
D. K. Ludwig	_____	_____
Edward C. Johnson	_____	_____
Asa Call	_____	_____
Phillip Walsh	_____	_____
Barton Jones	_____	_____
James Ward	_____	_____
William Sesnon	_____	_____
John McCone	_____	_____
Carl Hartneck	_____	_____
Arnold O. Beckman	_____	_____
John Wayne	_____	_____
Clement Hirsch	_____	_____
George Pfleger	_____	_____
Walter Knott	_____	_____
Sam Bowlby	_____	_____
Major Mosely	_____	_____
Joe Crosby	_____	_____
Jeni Braun	_____	_____
Jac Hume	_____	_____
Ed Gawer	_____	_____
Lee Kaiser	_____	_____
Dudley Swim	_____	_____
Williard Voit	_____	_____
Charles Thomas	_____	_____

If Kalmbach and Salvatori begin inviting this list of 50 today, they expect 35 will be able to attend.

Sold
213-277-3444
277-5779
213-BR-0-4287

G → Hicks / Higley -

Press Conf Tue?
Conflict
- even so,
Hall

November 26, 1971

ADMINISTRATIVELY CONFIDENTIAL

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<u>NAME</u>	<u>YES</u>	<u>NO</u>
Mrs. Blanche Seaver		
Margaret Brock		
George Hearst		
Jack Wrather		
Fritz Burns		
William French Smith		
Fred Hartley		
Paul Talbert		
Pat Frawley		
Bill Doheny		

C

<u>NAME</u>	<u>YES</u>	<u>NO</u>
Charles Cook	_____	_____
Harry Volk	_____	_____
Jack Horton	_____	_____
Robert McClure	_____	_____
Roy Disney	_____	_____
William Simpson, Jr.	_____	_____
Justin Dart	_____	_____
Roy Crocker	_____	_____
John Lusk	_____	_____
Ken Norris	_____	_____
Charles Thornton	_____	_____
Earl Jorgensen	_____	_____
Robert Bauer	_____	_____
Robert McClain	_____	_____
Ross Barrott	_____	_____
Ferdinand Mendenhall	_____	_____
D. K. Ludwig	_____	_____
Edward C. Johnson	_____	_____
Asa Call	_____	_____
Phillip Walsh	_____	_____
Barton Jones	_____	_____
James Ward	_____	_____
William Sesnon	_____	_____
John McCone	_____	_____
Carl Hartneck	_____	_____
Arnold O. Beckman	_____	_____
John Wayne	_____	_____
Clement Hirsch	_____	_____
George Pflieger	_____	_____
Walter Knott	_____	_____
Sam Bowlby	_____	_____
Major Mosely	_____	_____
Joe Crosby	_____	_____
Jeni Braun	_____	_____
Jac Hume	_____	_____
Ed Gawer	_____	_____
Lee Kaiser	_____	_____
Dudley Swim	_____	_____
Williard Voit	_____	_____
Charles Thomas	_____	_____

If Kalmbach and Salvatori begin inviting this list of 50 today, they expect 35 will be able to attend.

December 21, 1971

Administratively Confidential

MEMORANDUM FOR:

H. R. HALDEMAN

FROM:

GORDON STRACHAN

SUBJECT:

Polling Guidelines

To prevent any misunderstanding about the procedures for handling polls, two questions need answers.

The first concerns the conducting of telephone polls for the President. In the past only the President, you, Higby, Tom Benham at ORC, and I have been aware that such polls are being conducted. Two reasons for this procedure are sensitivity of the subject matter (e.g. Calley) and the necessity for quick answers (2 1/2 days at maximum).

You have mentioned the possibility of clearing with the Attorney General an 800 special account of which 300 was to be for polling. Since this 300 was to be separate from the campaign polling budget, it may be that you didn't want Bob Teeter as Campaign polling consultant involved. However, you have granted Bob Teeter access to the most sensitive polling information, including the Image Study.

If the decision is to not use Bob Teeter, a method of informing the Attorney General should be established. When the "secret Administration poll" showing McCloskey at 22% appeared in the press last week, I asked Magruder if he knew anything about it. He said no and reported that the Attorney General had asked the same question on December 18. Magruder told the Attorney General that he did not but that the poll "might be one of those telephone polls conducted by Haldeman's office". This type of comment, whether intentionally designed to have the Attorney General suspect White House staff political activities or not, cannot add to the impression and reality of full disclosure to the Attorney General, through Teeter, of all polling matters.

Three solutions to the problem of telephone polls are:

1. Conduct all polls through Bob Teeter. Questions, negotiations with the vendors and results would all flow through Teeter. This would be similar to the old relationship with Dr. Derge.

2. Continue the current system of working directly with Tom Benham of ORC. Teeter could be simultaneously advised of the general subject matter of any polls conducted here. Because of your December 9 memo, the Attorney General knows that Teeter has full access to past polling information. It would seem logical to keep Teeter informed of future polls. Informing Teeter, who is to have direct access to the Attorney General, would also lessen the subtle pressure by Magruder to be privy of all poll information.

3. Haldeman discuss directly with the Attorney General general clearance to conduct polls without question. This clearance could be obtained simultaneously with your discussion of the 300 polling budget.

4. Haldeman advise the Attorney General directly when a telephone poll is being conducted.

RECOMMENDATION:

That all telephone polls continue to be conducted directly with Tom Benham of ORC, but that Bob Teeter be advised concurrently.

AGREE _____

DISAGREE _____

COMMENT _____

If you approve any system involving a separate 300 budget, a new payment system should be established because Dr. Derge has terminated Behavioral Research Associates.

RECOMMENDATION:

That Herb Kalmbach set up another legal shell, probably a Delaware corporation, to process payment to ORC.

AGREE _____

DISAGREE _____

COMMENT _____

Second, the question of who is to request or assign projects to Bob Teeter needs to be resolved. Higby mentioned that you wanted Teeter to examine the Catholic vote and ecology conclusions reached by members of Ehrlichman's staff. Presumably Teeter's analysis would go to you and the Attorney General. However,

Magruder is working to have all projects for Teeter go through him. Teeter had been scheduled to be in Washington on December 20. Magruder told Teeter that it would not be necessary for him to be here this week. I had talked to Teeter over the weekend about some projects we wanted him to do. Teeter naturally thought Magruder had the last word.

RECOMMENDATION:

That Teeter be informed that he is to accept projects from you and the Attorney General, but that his analyses go only to you and the Attorney General directly, not through Magruder.

AGREE _____

DISAGREE _____

COMMENT _____

You may want to cover this decision with the Attorney General. It will be added to your talking paper of pending matters

GS:dg

Administratively Confidential

December 20, 1971

MEMORANDUM FOR:

H.R. HALDEMAN

FROM:

GORDON STRACHAN

SUBJECT:

Colson Expenditures

You disapproved two expenditures involving Colson's activities because no system for prior approval was in operation. Such a system has now been formalized with Chuck Colson. Before any expenditure, Dick Howard will call me to have the project cleared with you.

A hold has been placed on the cartoon from England project until you approve it. This project would require \$8,000 for duplication and distribution. Details concerning the subject of the cartoon and distribution plan are available orally from Colson or me.

Recommendation:

That you approve this \$8,000 expenditure because Colson has sought approval in advance for a project that has generated considerable interest.

Approve _____ Disapprove _____

Comment _____

Prior approval for the newspaper ads did not occur because of the time frame problems. The November 20 memorandum for the President required action on Sunday, November 21 for the newspaper ads to run Monday, November 22. We were obviously in error not to have a system which required you to approve or disapprove, however, short the time frame. Colson, Howard and I now have such a system.

Recommendation:

That you approve the \$8,000 for the newspaper ads in spite of our failure to clear the expenditure in advance.

Approve _____ Disapprove _____

Comment _____

GS:lm

THE WHITE HOUSE

WASHINGTON

December 18, 1971

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR: MR. GORDON STRACHAN

FROM: L. HIGBY *L*

The problem with the attached memo entitled "Colson Expenditures" is that we still don't seem to be making any progress in setting up a system here of getting these cleared. I think you would have a better chance of getting them by Bob if you went on to describe a system that we now have set up that will work in the future and then say unfortunately these two matters occurred prior to that time but if we don't get them paid for some way they will be taken out of Campaign funds probably. Just dumping the problem doesn't really help anybody or anything. Offering a solution along with it could make a difference.

Attachment

G
ISN'T THIS EXACTLY
WHAT WE DECIDED
TO DO - WHAT HAPPENED?

PERSONAL AND CONFIDENTIAL

December 13, 1971

MEMORANDUM FOR:

H.R. HALDEMAN

FROM:

GORDON STRACHAN

SUBJECT:

Harry Flemming

I may be way out of line commenting on Harry Flemming. Also, I realize that I am not to point out problems without solutions. However, I do feel you should be aware of the intensity of bad feelings against Harry Flemming. The list of people who have expressed their concern to me is formidable. Fred Malek, Bill Horton, Harry Dent, John Sears, Cliff Miller, and Jeb Magruder have all volunteered their concern. It is of course possible to discount Sears and Magruder because they may profit from a decline in Flemming's influence. But Malek, Horton, and Dent have nothing to gain. The points made against Flemming include:

- 1) He has neither the seniority nor the tact to deal with Governors, Senators, or top party people;
- 2) He has a substantial adverse impact with Republican Party circles because of his apparently poor performance in the personnel spot for the first two years;
- 3) He has named State Chairmen in 19 states. All were selected with close supervision by the Attorney General. However, nothing is in writing so there is almost no way to evaluate the quality of his staff work for the Attorney General;
- 4) He has given only general guidance to the Nixon State Chairmen in a one to two hour meeting. He neither requests nor receives written reports on their progress implementing his directives;
- 5) He does not seem to be in control of the New Hampshire race. For example, he met on December 7 with the New Hampshire Republican State Chairman, Robert E. Whelan. After the meeting with Whelan, when asked to comment on the possible candidacy of a conservative such as Ashbrook, Whelan said to the press: ". . . he doubted such a candidate would get 1 percent of the vote in his state." When I called Flemming to ask him about this statement he said

he thought he had covered the point of careful comment about percentages that might be received by challengers to the President. This comment was especially surprising in light of the recent experience with Governor Peterson's comments about New Hampshire.

The net result of all this is that what may prove to be the most important part of the Campaign - nuts and bolts organization - is in the hands of Harry Flemming, who many believe is not up to the job. There are rumors that the Attorney General will bring in someone "heavier" to replace Flemming. Bob Mardian and Jerris Leonard are the two names mentioned most frequently but this is all hopeful speculation by the group expressing concern.

GS:lm

11/29

Malek, Horton

Flemming

- ① Flemming Org
- ② Flemming - JSM Org
- ③ WH / RNC - Camp Org.

Malek - will H raise it w/A G

Horton - Camp Org Chart
G copy for Malek

Flem - St Operations - very Repub
oriented
JSM { the Ind + Dems fall
w/in major vote blocs

Kaepfer - no St Cm has all about
Horton favors top St Cm, so
? is what type of org
is Flemming setting up
- How good is it,
- who do function voting
bloc direction

JSM - St Cm will not know
of polling, mly, teleph, etc
wh/ will be retained by JSM

Basic? - who has ultimate responsibility in the St.

Citizens - what do these groups do vis a vis the project managers for Cole.
Ex- Youth - McHane - little time + deferring to Riets.

St Ann - Koepfen - respon for own fundraising?
- still only "operating expenses"
- could be real problem?

Advantage to Conflict?

ISM - organizational inconsistency aimed at hitting voters for dif channels.

RNC poorly used

Har Flem not using?

Whe AG made conscious decision not to use RNC

Mall not as down on Fran,

THE WHITE HOUSE

WASHINGTON

November 16, 1971

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR: HARRY DENT
FROM: GORDON STRACHAN **G**
SUBJECT: Nixon State Chairman

After Harry Flemming at the planning meeting reviewed the state chairmen that had been selected, you and I discussed the advantage of having your independent assessment of the choices. Have you had a chance to complete that review for the Attorney General yet?

Gordon -

Thus far, the Flemming list looks O.K. to me - & I have done some checking. Next time we should provoke more specifics & more discussion.

(GSD)

Ala. - (Dick Bennett & Blount)

Alaska - Edith Blaine
Jesse Cross

Ariz. - Sam Madden

Ark. : NO NAME

Calif.: Reagan, atty Gen etc working on chm

Colo.: Gov. Love

Conn.: A Gustoniello - state lawyer

Delaware:

D.C.: Kang Black

Fla.:

Ga.: (Ben Gilmer ATTAY, Sam Bell) N.J. - (Rocky)

Hawaii:

Idaho: Bill Campbell

Ill.: Tom Hovsa

Iowa:

Kan.:

Kent.:

Ky.:

La.:

Maine: Ned Harding

Ind.: (Ray)

Mass.:

Mich.:

Mo.: John Pillsbury, Bob Forsythe

Miss.:

Missouri: { Larry Roos
K.C. Bane

Mont.:

Neb.: George Cook

Nev.:

{ Cliff Young
Loyall

N.H. - Duwrell

N.J. -

N.M.:

N.C. - James & Smith

N.D. - { John Rousei
Kegge
Young

Ohio: Bliss

Okla.: Womack

Ore.: Wiggitt

Pa.: Hamburger & Scott
(Lancaster)

R.I.: Disimore & Wright
sackey young gulf

S.C.: Byard & Deed

S.D.: O'Brien, former AA
to Howard

Tenn.:

Tex.: Connally

Utah: Richards

VA.: Ken Robinson

Wash.: Luke Williams Jr

Wis.: John McEwen

Wyoming: Hawthorn, get girl

campaign, to enunciate even more clearly the achievements which have already been made and the further initiatives we seek to have enacted.

I am aware of recent activities of support by many people in New Hampshire. Since that primary, being the first in the nation, has a great symbolic meaning in a Presidential election year, I will allow my name to be entered there, and in other states where the names of all contenders are placed on the ballot as a matter of law.

Drawers

O'Neill - L

left instructions - if not enough
interviews on those 2, did
they continue?

JSM - will not do a N.H. Poll
Only the gen'l
Eventually do N.H. poll

Dent - AG watching H Flem
closely

- better to all Gov's be
- Real prob w/ liaison
effort

① no communic to VP +

② VP's operation terrible
VP wants total liaison
authority + yet he (VP)
has no info + his liaison
shop is terrible

VP says
no confid
in Coward

Art Sommer - very weak +
Gen'l Dunn - held all
authority + all staff bad.

One screw-up after another
Har Den → AG on Sat + pts up
need to put poli savvy
man at head of Inter Gov Rel's

11/19

Flem - Miller

"a disaster on our hands
in over his head
a really heavy hitter
must carefully assess st
must handle himself w/
tact + skill

- cam picks up by many
sts

- recog Flem + AG close
but hopes recruit
by someplace a M
indie over him,
fairly soon.

- not putting best foot
forward

- leadership gap in camp
esp apparent here

Mardian doing much of the
work w/ Flem + memories
of '68 w/ Cal people
to AG said never let
Mardian in st again
- yet praise Mard + Har Fd
each other

11/19

Dent

Flemming

- no poli unpaid
 - did terrible job in personnel
 - was in P's office when P said no oppos to Byrd, yet Flem fl Holton for disasters for 2 yrs
 - too young appearing & obviously light weight
 - yet friend of Kleindienst + Mardian so into Ad
 - AG sticks by friends
 - AG advised early by Dent that Flem light but hinted that would replace in Sp
 - a weak link in chain
-

Nunn