

Richard Nixon Presidential Library  
White House Special Files Collection  
Folder List

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
32	9	01/06/1969	Memo	Memo from Bob Haldeman to Bill Rogers. 1 pg.
32	9	01/06/1969	Memo	Memo from Bob Haldeman Rose Woods. 1 pg.
32	9	01/06/1969	Memo	Memo from Bob Haldeman to Dwight Chapin. 1 pg.
32	9	01/06/1969	Memo	Memo from Bob Haldeman to Dwight Chapin and Rose Woods. 1 pg.
32	9	01/06/1969	Memo	Memo from Bob Haldeman to Len Garment. 5 pgs including attachments.
32	9	01/04/1969	Memo	Memo from Bob Haldeman to Peter Flanigan. 1 pg.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
32	9	01/04/1969	Memo	Memo from Bob Haldeman to Robert Ellsworth. 1 pg. Duplicate not scanned.
32	9	01/09/1969	Memo	Handwritten notes. 1 pg.
32	9	01/08/1969	Memo	Handwritten notes. 1 pg.
32	9	01/08/1968	Memo	Handwritten notes. 2 pgs.
32	9	01/09/1969	Memo	Handwritten notes. 1 pg.
32	9	12/23/1968	Memo	Memo from Len Garment to Richard Nixon. 1 pg.
32	9	12/23/1968	Memo	Memo from Len Garment to Bob Haldeman. 3 pgs.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
32	9	12/27/1968	Memo	Memo from McClaughry to Rose Mary Woods. 1 pg.
32	9	12/27/1968	Memo	Memo from Bob Haldeman to John Whitaker. 1 pg.
32	9	12/27/1968	Memo	Memo from Stephens to Larry Higsby. 1 pg.
32	9	12/21/1968	Memo	Memo from Ron Zeigler to bob Haldeman. RE: Moving Expenses. 1 pg.
32	9	12/26/1968	Memo	Memo from J. William Middendorf to All Cabinet Officers. RE: Transition Expenses. 1 pg.
32	9	12/27/1968	Memo	Memo from Bob Haldeman's Office to Ray Price. RE: Attached letter from Mr. David Susskind. 3 pgs.
32	9	12/26/1968	Memo	Memo from John Whitaker, Cabinet Secretary to All President-Elect Nixon's Cabinet Officers. 1 pg.

MEMORANDUM

January 6, 1969

TO: BILL ROGERS

FROM: BOB HALDEMAN

In addition to his other ideas already expressed to you regarding the procedures for handling visits of heads of state, RN wanted me to mention to you that it is his intention not to meet heads of state at the airport when they arrive. He feels this should be a firm rule so that the question never arises.

HRH

MEMORANDUM

January 6, 1969

TO: ROSE WOODS  
FROM: BOB HALDEMAN

RN mentioned on the plane that Bob Hope had urged him to come to his daughter Linda's wedding on January 12th. He will, of course, not be able to attend but wants to be sure that the proper wires, letters, and presents have been or are sent.

HRH

MEMORANDUM

January 6, 1969

TO: DWIGHT CHAPIN

FROM: BOB HALDEMAN

RN is concerned about the problem of the White House barber and says that Rawley in California is the best and that Tommy here in New York is adequate but not really very good. Would you investigate the situation on the White House barber and figure out a plan so that we can assure proper haircutting for the President.

I suggested that when we find out who the White House barber is and can check him out to be sure he is adequate, perhaps we should then have Rawley talk with him on the phone and explain how RN's hair is to be cut properly.

HRH

MEMORANDUM

January 6, 1969

TO: DWIGHT CHAPIN  
ROSE WOODS

FROM: BOB HALDEMAN

During this week, while he is working on the inaugural address, RN will of course not be available to take phone calls. He will, however, return essential calls at noon and at 5:00 o'clock each day. So if there are some that have to be made, including Cabinet officers and all others, they should be told that RN will call them back at noon or at 5:00 o'clock.

HRH

MEMORANDUM

January 6, 1969

TO:           LEN GARMENT  
FROM:         BOB HALDEMAN

The proposal from Harry Treleaven regarding a Communications Advisory Group does indeed make a lot of sense, but as they wisely point out in the memo, it should be developed in relation to the National Committee, and I don't think there is any point in trying to do this until certain essential changes have been made in that area. This will take place in the very near future and after it has I think we should get together with Harry and all concerned and figure out the ways and means of getting this going.

Thanks very much for sending the material on to me.

HRH

~~Bob Haldeman~~

*This makes sense to me. If you agree, how and when can we move it along?*  
*Lee*

December 16, 1968

MEMORANDUM

TO: Len Garment  
FROM: Harry Treleaven  
RE: Formation of a Communications Advisory Group

*RN*

As you requested, here is a proposal for the formation of a permanent Communications Advisory Group, which would inform and advise the Republican National Committee and Administration officials in the general area of communications, public attitudes, and political analysis.

The group would be organized and operated by Allison/Treleaven, Inc. It would report to, and act on behalf of, the Republican National Committee. It would work also with individual members of the Administration and other party leaders.

Headquarters for the group will be Washington, D.C.

In the beginning the Communications Advisory Group will consist of one full-time senior political communications expert; one full-time assistant; one full-time secretary; one-third of Harry Treleaven's time and one-third of Jim Allison's time (Jim Allison managed George Bush's campaign for Congress and Ed Gurney's for the Senate). Also, a permanent relationship will be established with a TV producer-coordinator (Alfred Scott), and a research firm (probably Cambridge Opinion Studies); these will work with the group on a free lance per diem basis when needed.

Admittedly this group is somewhat experimental in nature. Therefore, it is difficult to present a complete list of specific functions and responsibilities -- which will certainly change and increase as various needs and opportunities become known. Initially, however, these are seen as being the primary objectives of the Communications Advisory Group:

- To design and supervise a continuing program of in-depth research to determine public attitudes toward the Nixon Administration, its people and policies; other Republican office-holders; potential

future opposition candidates; and issues.

- To coordinate this research with other studies being made by state and local Republican groups and by independent research firms.
- To maintain a liaison with the various state Republican organizations and party leaders so that there is a continuing interchange of information on Administration activities and political trends as observed locally.
- To collect and analyze reactions of the media (newspaper, magazine, broadcast) to the new Administration and its actions.
- To issue periodic (monthly or bi-monthly) reports on findings resulting from the above studies -- with special emphasis on how the political situation is changing and what can be done to influence public opinion favorably toward Republican candidates in the 1970 and 1972 - including voter attitudes toward the reelection of Richard Nixon.
- To prepare a detailed evaluation of the 1968 Presidential campaign. This will include a study of voter reactions to various aspects of the campaign -- advertising, television appearances, personal appearances, activities of the surrogate candidates, press coverage, etc. -- plus a state-by-state canvass of Nixon campaign chairman to get their evaluations of the campaign. This report should include analyses of the national effort, the Citizens for Nixon program, and the key state campaigns -- and should conclude with specific recommendations for changes in the conduct of the 1972 campaign.
- To analyze the most meaningful 1968 Senate and Congressional races, with particular attention paid to campaign management, use of television, and advertising. Purpose of this study would be to develop guidelines and ideas for future Senate and Congressional campaigns.

- To establish and maintain a special archive in which would be kept reference copies of all 1968 Nixon campaign materials, including films, tapes, recordings, etc.; plus new pictures, films, articles, news reports, etc. as they appear, which might be used in the 1972 Presidential campaign. A competitive file on possible opposition candidates will be maintained.
- To be available when needed to work on special projects, especially in the area of television -- program planning, supervision, network coordination, etc. - and furnish any necessary extra personnel.
- To establish a working unit which would become the nucleus for the 1972 campaign communications staff.

The Communications Advisory Group would be a non-profit operation supported by a monthly fee to cover out-of-pocket expenses for salaries, rent, office expenses, etc. This fee would be payable to Allison/Treleaven, Inc. by the Republican National Committee. The monthly amount for the initial operation has been tentatively computed as follows:

H. Treleaven - salary plus travel*	\$1,400.
J. Allison - Salary plus travel*	1,600.
Full-time office manager	3,000.
Full-time assistant	1,800.
Secretary	600.
Office rent	400.
Office expenses	400.
Living quarters, J.A. and H.T.	450.

\* from home to Washington \$9,650.

The above is an estimate only. All travel and other out-of-pocket expenses in connection with the normal operation of the group would be billed separately, as would be the per diem and salary expenses of the TV producer, research consultant, etc.

Minimum initial contract period: six months.

I would appreciate discussing this with you and whoever else will be involved with approving the formation of the Communications Advisory Group. Jim Allison is also available for any meetings in this connection. Incidentally, anyone who wants a first-hand report on Allison's qualifications should contact either Rep. George Bush or Senator-elect Ed Gurney, or the Florida or Texas Republican State Chairman.

in your  
formation  
Allison  
incidentally  
qualifications  
Senator-elect  
State Chairman

MEMORANDUM

January 4, 1969

TO: PETER FLANIGAN

FROM: BOB HALDEMAN

Per our conversation several weeks ago, I am submitting herewith a list of recommendations for staff bonuses to be paid to certain staff members who have been on board through the campaign and are going on with the new Administration to Washington.

As you know, there is a basic reason behind the dollar amounts assigned, and I have worked the list over carefully and feel these are the proper allocations.

I hope you will be able to expedite approval and payment of these bonuses since, as you can well imagine, they are urgently needed.

HRH

MEMORANDUM

January 4, 1969

TO: ROBERT ELLSWORTH  
FROM: BOB HALDEMAN

I just noted that in your memorandum of December 17th regarding composition of staff, you indicate Dan Hofegren's present and recommended salary level of \$29,500.

When we originally talked about salary levels, you indicated that you wanted Hofegren at an equivalent level to Bill Timmons, Kay Bulow, etc. in Bryce Harlow's office, and to the other chief staff assistants. I indicated to you at that time that that salary level was \$25,000 and that I felt that is where Hofegren should be.

That level still applies, and Hofegren would be very much out of line at \$29,500 since we are not putting any back up staff at that level, at least at the present time, and rationale for putting him that far up does not seem to me to exist.

I have Hofegren on my records at \$25,000 and assume you will adjust yours likewise.

HRH

1/9/69 (file)

John Hannah - Chm Comm on Civil Rights  
wants to resign - as does Herbaugh  
Herbaugh's son - Hannah going in Thurs.

6 people - 3 ea. party -

prob. in 2 of 3 Repubs resign

is a little afraid this might cause bad  
black reaction.

Hannah shld talk to someone

~~F~~  
tomorrow - at Univ. -

517-355-6560 res 517 332-6243

1/8/69

*(Signature)*

1/4

\* *Goodpaste*  
 \* - to ~~State~~ - Wheeler appt day after Inaug.  
 \* *Goodpaste*  
 \* ~~State~~ + Kissinger appt re org.

EL - need memo RV to Rogers - (Kiss help on it)  
 list of non-career ambassadors  
 - there are too many - cut the number  
 - some are in too imp. posts - change  
 - last those we have to continue  
 ie Shriver, Bunker,  
 then use only people for non-career posts

Murphy re Cliff Folger - what do we do? - Portugal  
 or something  
 then have Stans break it off.

we have to get StClair Mexicans + foreign names

we need cut non-career from 40 to 30  
 give State the 10 for career men

Barbado Botswana France Germany V Nam Niger  
 give back India, Pakistan? Cyprus, Pakistan  
Argentina Guatemala, Cameroon, Chile, Bolivia  
 Malagasy Rep., Mauritius, Turkey,  
 Upper Volta, Zambia?, Tunis, Philippines  
 get Portugal Norway Belgium + bananas.

Ellsworth

1/7

1/8/68

re-corruption -

talking to Proxmire who's been checking into things

re ind. agencies -

will complete tomorrow comprehensive report  
personnel + policy - min. problems

prob - i.e. man on NLRB - Schuy has sent memo to FL.

wants matt re our input on new personnel

FL - give Ells answers on specific qs. he has.

will look into some of the agencies in Exec Office

~~E - invite astronauts to Inaugural~~

1/7

~~Volz - she will be on W. H. staff -  
R has talked w/ me  
paddy corp. section.  
will be man above her~~

~~re Bliss  
sit in Pres box at parade -  
goes w/ Pres to parties - + is presented~~

~~Hulow - meet RN - next week & after Mon.~~

RN  
1/6  
9:00p.

Let me talk to him 1/9/69  
again when you're there.  
~~please~~ (D)

re salary increase - probably will go thru  
42.5 long. - lab. may be higher

anticipate lower people will expect  
use this only for purpose of raising costs.

don't give jump

HK & I talk to Fed re ambassadors  
take hard line per K.

Featuring ~~interested~~  
in Trade office

MEMORANDUM

*file*

*C*

TO: Richard Nixon

FROM: Len Garment

December 23, 1968

I am anxious about the "jurisdictional conflict" that seems to be developing between Arthur Burns and Pat Moynihan.

I have no doubt that Moynihan wants to do an effective job for the President-Elect. He has made his sincerity and loyalty convincingly clear to me.

On the other hand, he will not be passive in the face of jockeying that erodes his ability to act effectively. (Particularly because he's a Democratic maverick).

Although some who are directly involved in the matter do not share my concern, I am convinced that nothing could be more harmful than an explosion on this front.

*Holden — note*

LG: nl

MEMORANDUM

TO: Bob Haldeman

FROM: Len Garment

December 23, 1968

This is a good, broad-ranging and happily short memo that you may think should be seen by RN. I have sent copies to John Mitchell, Bob Finch and Pat Moynihan.

*File*

TO Len Garment, John McClaughry

DATE December 3, 1968

FROM Jim Howard

SUBJECT National Review meeting

*Nancy - 6 copies of this please. LG*

I attended a meeting under the auspices of the National Review yesterday. A copy of the agenda (which was not followed) and list of attendees (about two-thirds of whom attended) is attached.

Much of the meeting consisted of the usual sparring around, but during the course of the day some valuable suggestions were made. Also, I think we should try to find some way of involving at least two of the people, Jean and Edgar Cahn, on a continuing basis. She is a very attractive, informed and articulate Negro lawyer. He is a quiet, brilliant and equally well-informed White. They have obviously been active for many years in civil rights and related activities. They write together a good deal and are apparently regularly engaged in studies on behalf of the Defense and other government departments and agencies. They seemed interested that the Nixon administration cared and would be available for advice and meetings of substance, I am sure. They are particularly well-informed on legal-aid questions for the poor, having organized the activity in DC under OEO.

Interesting comments, without any particular organization follow:

1. The Negroes attending seemed fed up with the non-profit agency approach to solving problems of the poor. They feel that no one involved really intends for the problems to be solved, just studied, as this keeps them all in business. Suggestion: more involvement from the private sector, more use of Negro consultants and consulting groups.
2. Everyone attending seemed fed up with the liberal approach of the last few decades. They are disenchanted. They seem to be wavering between sullenness and interest in the possibility of "conservative" solutions. As usual, it is necessary to weather a good deal of rhetoric before this comes out.
3. The suspicion of the Nixon administration seems to be for real. A lot of the talk about emigration, etc., is ridiculous, perhaps, but it is a sign of the degree of alienation we are facing.
4. There is continuing evidence of a split between moderates and extremists. In the rhetoric, the views of the extremists are frequently cited. When the real talk begins, it is evident they are worried by the effects of the extremists. They are caught in the middle.
5. This may be premature or wishful thinking, but I get the feeling that Nixon can get a good deal of mileage from relatively modest action. They do not feel that he promised anything, and there is a certain veiled admiration for this. Nonetheless, it frightens them. Small signs of

reassurance will go a long way. I have a feeling that it will not require massive or extravagant programs to begin building up the confidence that has been lost.

Some specific suggestions:

1. Do not terminate the legal aid part of OEO. There was general agreement that it is one of the most (if not the most) meaningful part of the programs to a great many Negroes. Living with the "law" is a daily part of their existence, and one of the most frustrating aspects of it. The legal aid program has given some feeling that the law can be used for the amelioration of injustices. I was convinced. This applies particularly, of course, to the use of Negro lawyers in the private sector.
2. Everyone seemed to agree that the concept of self-determination is one for which Negroes are willing to fight to the last ditch. The attitude toward Bedford-Stuyvesant was interesting. It doesn't matter who suffers or for how long, they said. They are just going to keep at it until they have effective control of the schools. The feeling seemed to be that this area, not housing, Black capitalism, jobs or rights was as important. It points in the direction of programs based on the concept of self-determination.
3. Non-profit housing has an extremely bad name. Why should ministers run housing programs? Work toward involvement of Negro contractors in every feasible area (but don't expect at the start that they are capable of complex jobs). If there is to be a program of rent subsidies, it should be attached to privately-constructed, privately-run dwelling, or it should be diverted to ownership.
4. Go to more trouble than previous administrations to find out what real community leaders, and the people, want. Do not fall for solutions proposed by the "experts" who in many cases have been created by the White media.
5. Use Black technicians wherever possible, particularly in government contracts and assignments. There is no trouble in finding good technicians.
6. Recognize the reality of hunger and starvation in the South. There was a feeling that the food stamp program has been manipulated by Southern politicians to bestow or withhold favors and, further, that there is a more-or-less deliberate attempt to create such bad conditions that Blacks will emigrate.
7. Consider the schools as the touchstone for various improvement programs; i.e., involvement of Negro businessmen in supplying school needs, etc.
8. Favorable attitude toward Model Cities, compensatory education.
9. Returning vets a big issue. Suggestion to issue certificates of some type attesting to learned skills in service. These should then be honored for various government jobs (i.e. ambulance drivers, medical technicians) which are available. Private sector should be encouraged to honor them. This was probably the easiest suggestion to implement and would have an excellent reception.

John McClaughry  
Special Assistant to Mr. Nixon for Community Affairs

Nixon '72  
Campaign Committee

450 Park Avenue  
New York, N.Y. 10022  
(212) 661-6400

TO: ROSE MARY WOODS  
✓ (HALDEMAN)

FROM: McCLAUGHRY

RE: GOVERNORS INAUGURATION, VERMONT

ON January 9 (Thursday) Republican Governor Deane C. Davis will be inaugurated in Montpelier, Vermont, replacing Democrat Phil Hoff. Davis's press secretary has asked me to obtain a message from RMN for release to the press on the occasion. I do not know if any thought has been given to messages to all Gubernatorial inaugurations, but if no standard message has been devised, I would very much appreciate it if a brief message could be addressed to Governor Deane C. Davis, State Capitol, Montpelier, Vermont (attention: Joe Newlin), akin to the following:

Dear Governor Davis (Deane? they have met)

Please accept my congratulations on your inauguration as Governor of the State of Vermont. Since the day Vermont was an independent Republic, Vermonters have been known for their industry, intelligence, and integrity. I know your administration will exemplify these qualities. I look forward to working with you to advance the welfare, happiness and security of all Americans in the years ahead.

Sincerely, RMN

This to arrive by January 8, if at all possible.

Thank you very much.

*Sent to  
Jim Keogh  
on 12/27 for  
action.*

MEMORANDUM

PERSONAL

December 27, 1968

TO: JOHN WHITAKER  
FROM: BOB HALDEMAN'S OFFICE

The following passed to you per Larry Higby's request.

I talked to Governor Scranton this a.m. Subject is Department of the Interior. The Governor said that the "conservation groups" are upset concerning Governor Hickel's appointment. They fear that Hickel will "exploit Alaska." Governor Scranton said that it might be a good idea for Governor Hickel to have lunch with Lawrence Rockefeller (who is, of course, quite interested in this subject) and get his ideas. Also, the conservation groups have in mind several people for Assistant Secretary for Fish, Wild Life, Parks, and Marine Resources. All of the following would be considered a conservation type fellow:

E. Raymond Hall, Univ. of Kansas.

Justin Leonard, Department of Natural Resources,  
University of Michigan (probably the best).

Ralph MacMullan, Director of Department of Natural  
Resources at Lansing.

Stanley A. Cain (previously held the job as Assistant  
Secretary for Fish, etc.). They think he can be gotten  
back. He is now Professor at University of Michigan.

Starker Leopold, Yale School of Forestry.

Emil Haury, Department of Archeology, University  
of Arizona.

Maurice Goddard, Secretary of Forestry and Water in  
Pennsylvania.

D. L. STEPHENS  
Secretary

27 December 1968

MEMORANDUM

TO: LARRY HIGBY

FROM: STEPHENS

Paul Harley, Governor Reagan's appointment secretary, called this a.m. They are looking for HRH's resignation as Regent of the Univ. of California. They indicated that Mr. Finch has seen the resignation. I told them that I would check and give them a call. Tele: 916-445-3921.

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Starker Leopold, Yale School of Forestry.

Emil Haury, Department of Archeology, Univ. of Arizona.

Maurice Goddard, Secretary of Forestry and Water in  
Pennsylvania.

*MS*  
STEPHENS

*John  
Whitaker*

*file*

MEMORANDUM

TO: Bob Haldeman  
FROM: Ron Ziegler  
DATE: December 21, 1968  
RE: Moving Expenses

Attached is an estimate of the moving cost that I will incur in moving my belongings from Los Angeles to Washington, D. C.

The airline cost for my family will be <sup>\$</sup>274

Anticipated total costs:

Moving	\$1,795.15
Air fares	274.00
	<hr/>
TOTAL	\$2,069.15

cc: Larry Higby

OFFICE OF THE PRESIDENT-ELECT

Richard M. Nixon



450 Park Avenue  
New York, N.Y. 10022  
(212) 661-6400

~~Personal & Confidential~~

December 26, 1968

TO: All Cabinet Officers  
FROM: J. William Middendorf II  
RE: Transition Expenses -- Cabinet Officers  
& Staff

John Whitaker has requested this memorandum setting forth procedures for transition expenses of cabinet officers and their staff.

On a limited basis, we are in a position to pay certain hotel and travel expenses upon request where cabinet officers or staff are acting on transition business.

In addition, certain task force expenses involving travel and hotel will be paid by us on the same basis.

Unfortunately, because of limited funds available we are not in a position to pay moving expenses or salaries.

As to presenting expenses, attached is a supply of expense report forms, which when completed and approved by the cabinet officer should be forwarded to:

1968 Transition Committee  
Room 3310  
Hotel Pierre  
5th Avenue & 61st Street  
New York, New York 10021

Attention: J. Patrick Dugan

cc: Mr. John C. Whitaker

DETERMINED TO BE AN  
ADMINISTRATIVE MARKING  
E.O. 12356, Section 1.1  
By  NARA, Date 8/10/94

MEMORANDUM

December 27, 1968

TO: RAY PRICE

FROM: BOB HALDEMAN'S OFFICE

RE: Attached letter from Mr. David Susskind dated  
Dec. 11, 1968

Per RN's request, would you please work up a reply by next  
Wednesday.



I have wanted to say all of this to you for weeks, but it has been a difficult letter to compose. Again, I wish you good health and good luck for the incomparable challenge that lies ahead.

Sincerely,

A handwritten signature in cursive script, appearing to read "David Sullivan". The signature is written in dark ink and is centered on the page.

444 Madison Avenue  
New York, N.Y. 10022

OFFICE OF THE PRESIDENT-ELECT

RICHARD M. NIXON

WASHINGTON, D.C.

*Don Hughes  
Jaji Sent 116*

December 26, 1968

MEMORANDUM

TO: ALL PRESIDENT-ELECT NIXON'S CABINET OFFICERS

FROM: JOHN WHITAKER, CABINET SECRETARY

Dr. (Colonel) Walter Tkosh will be the White House physician and the President-Elect would like each Cabinet Officer to be advised that Dr. Tkosh is also available to the Cabinet and their wives for medical attention.

In the near future, we hope to advise you of other Government medical facilities for use of the Cabinet and the sub-Cabinet and we will advise you on this subject as soon as possible.

Sincerely,

*John C. Whitaker*

John C. Whitaker  
Cabinet Secretary

bcc: ~~Kardeman~~  
Ehrlichman  
Harlow  
Chapin